



BOYS & GIRLS CLUB OF MANCHESTER

STRATEGIC FRAMEWORK

2022 to 2024





Dear Friends,

Over the past two years, the Boys & Girls Club of Manchester (BGCM) has committed to doing whatever it takes to meet the needs of our kids and their families. Our Club worked hard to address the gaps our members and families faced and found new and unique ways to support them.

The development of our strategic plan came from inquiries, data, and input from our staff, board, stakeholders, partners, and members. Designed to lift our kids and our community, we are focused and determined to rise to the challenges in our path – both known and unknown.

Today, BGCM is the largest youth development organization in Manchester. As we continue to grow and serve more kids and families, we realize we need to focus on expanding our programs' effectiveness, increasing our impact on those who rely on us day after day. For more than 113 years, the Boys & Girls Club of Manchester has impacted thousands of young people. As we implement this strategic plan, we will continue to be a valuable asset to our community, maintaining our comprehensive approach to youth development. We are committed to working year-round, focusing on the whole child. Our goal is to help bridge the gap between school and home by working beyond the traditional model to help young people learn and grow. For our children to live their best futures, we have narrowed our focus to the following four pillars:

- 1. Invest In Our Team**
- 2. Serve More Kids**
- 3. Set the Standard for Club Excellence**
- 4. Ensure Financial Sustainability**

Our kids belong to every one of us, so we invite you to join us on this exciting journey and appreciate your continued support and belief in our mission. We are committed to creating access and opportunity for all young people and aspire to continue providing and strengthening our programs and organization for our current and future Club kids.

Diane Fitzpatrick
Chief Executive Officer

Ed Murphy
Board President

Board of Directors

President: Ed Murphy, Amoskeag Beverages, LLC

Vice Chair: Talitha Franggos, Cross Insurance

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Treasurer: Jeff Wheeler, Baker Newman Noyes

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Bill Colon, Comcast

Michael Conway, Summit Packaging Systems

Mike Delaney, McLane Middleton

Karinne Jarvis, Dartmouth-Hitchcock

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Steve McMahon, The McMahon Group of Wells Fargo Advisors

Ken Senus, St. Mary's Bank

John Stebbins, XSS Hotels

George Tzimas, Morgan Stanley Wealth Management

Julia Williams, Mass General Brigham

Ed Wolak, The Wolak Group

Jane Yerrington, Southern New Hampshire University

John Zahr, Fastly





Senior Team

Diane Fitzpatrick, CEO

Ken Neil, COO

Antonio Feliciano, Unit Director

Our Mission

To reach out to all youth, especially those who need us most, inspiring them to realize their full potential as productive, responsible, and caring individuals.



Values

We strive every day to create a culture that welcomes all and provides kids from every background with a sense of belonging. We support all youth and teens –of every race, ethnicity, gender expression, sexual orientation, ability, socio-economic status, and religion – in reaching their full potential.

There are no barriers to membership and no limits to what our kids can achieve.

The Club is a safe space led by caring adults who are mentors and guides, and we support those staff members to grow professionally and always feel valued. Stewards of a long and proud history, we do whatever it takes to broaden and deepen the impact of our work. The community changes over time, and we adjust and innovate to meet the evolving needs. What never changes is our steadfast commitment to the kids.



To accomplish this mission and to fulfill these values, we have established four pillars for our work. These deeply interrelated priorities will be the focus of our strategic efforts over the next three years.

Pillar 1

Ensure program excellence by investing in the organization's human infrastructure.

The Boys & Girls Club has a well-deserved reputation for providing members with a high-quality and often transformational experience. But we cannot take the quality of our programming for granted. We recognize that the Club's quality and impact are only as good as our staff. We recognize the central importance of having staff members who are adequately supported, supervised, and compensated. In developing our staffing, we recognize the importance of creating a culture of belonging, where youth feel safe, secure, and have a sense of wellbeing in the Club. To that end, staff at all levels will have the knowledge, skills, and abilities to manage diversity, equity, and inclusion. Further, we are committed to strengthening the back-office infrastructure in finance, human resources, information technology, and operations to ensure the best possible professional management.

Objective: Retain quality staff

- Work with HR Consultants to maintain and improve the HR process, including HR policies and procedures, everyday workplace issues, employment processes (onboarding, discipline, performance management, offboarding), Privacy issues and training.
- Align compensation annually through market comparison analysis for all employees, including high-school students. Ensuring every employee receives a competitive wage.
- Develop a plan to compensate long-term employees for loyalty years of service.
- Work with the Board of Directors to determine a budget for payroll to support this investment.

Objective: Develop a succession plan and develop career paths

- Prepare and cross-train employees for unanticipated transitions.
- Create pathways for all staff to grow professionally.
- Provide training opportunities regularly and with relevant and updated content to run the most effective programs for youth to create the optimal Club experience.
- Including trauma-informed training opportunities throughout the year. This training will include developing programs that increase physical and emotional safety for all members and staff.

Timeframe: Winter 2021 - 2022

Pillar 2

Expand the number of kids we reach

The Boys & Girls Club changes lives, and our membership numbers are robust. But we recognize that we are only reaching a fraction of the children and teens in Manchester who can and should benefit from involvement with our people and programs. The need is particularly acute on the city's West Side. We will explore opportunities, develop a more significant programmatic presence in the city, and reach more kids. As we undertake this effort, we will constantly work to improve our program quality. We will not take any steps to jeopardize the Club's overall financial welfare.

Objective: BGCM's role as a community hub for youth programming

- To build proforma projection for expansion of programs and facilities.
- Focus on creating the optimal club experience.
- Explore pre-school programs.
- Expand programs that support academic success.
- Initiatives to achieve this include:
 - Define quality standards based on youth development principles, child safety, and our Club Experience research and data analysis.
 - Build evidence-informed program models.
 - Implement a program quality assessment process with rigor and accountability.
 - Implement strategies to keep Club members engaged through high school, including workforce development.
 - Create systems and pathways to raise awareness of the Club's successes and challenges.
 - Enhance marketing and branding opportunities internally and externally.

Timeframe: Spring 2022



Pillar 3

Ensure the most effective *governance* for the organization. Work to create a governance committee to assist with board recruitment and development.

The commitment and guidance of the board have been critical to the success of the Club through the years. As our community continues to change, we will work to ensure an even more robust and increasingly effective board in the years to come: a governing body that models strategic focus, fundraising acumen, responsiveness to evolving needs, transparency, diversity, and inclusion, along with close attention to risk management, succession, advocacy, and the stewardship of assets.

Objective: Recruit and retain influential board members

- Increase board diversity to include a wide variety of professional fields, gender, and races reflective of the community we serve.
- Committed to creating an inclusive board that works to build a culture of trust, openness, and respect. An inclusive board culture welcomes and celebrates differences and ensures that all board members are equally engaged and invested, sharing power and responsibility for the organization's mission and the board's work.
- Foster an awareness of how systemic inequities have affected our organization. Creating opportunities to deepen the BGCM impact, relevance, and advancement of those we serve, continuing to be intentional about our board and staff diversity, our internal work to cultivate a culture of inclusion and accountability, and our actions to support equity.

Timeframe: Ongoing



Pillar 4

Ensure *financial sustainability*.

Achieving our goals requires that the Club maintain a solid financial position. We will work to ensure the continued financial strength of the Club, balancing current and future needs and working to develop and achieve a compelling blend of operating, capital, and endowment goals. We are committed to budgeting thoughtfully, making the proper investments in people and facilities, and meeting the short- and long-term needs of the population we serve.



Objective: Ensure the long-term ability of the BGCM to sustain our mission

- Create a steering committee to create a financial plan for expansion. Increase the Club's Investment Endowment and continue prudent management of invest endowment to realize capital appreciation.
- Fully utilize the strength of our Finance committee to focus on financial implications of strategic initiatives as well as endowment investments.
- Increase Heritage Club-Legacy Planning
 - Creating Content: information for easy Heritage Club participation
 - In-house workshops
 - Sharing digital content
 - Accessible info on our website
- Look at new ways to grow our endowment funds to invest in Club growth
 - Increase Donors/Grant Funding
 - Annual Event
 - Get individuals to the Club
 - Discovery Hours
 - Specific Events
 - Donor appreciation events
 - Volunteer opportunities
 - Increase grants to support initiatives
 - Engage with Trustees

Timeframe: 2021 - 2023