



**BOYS & GIRLS CLUBS
OF MID CENTRAL COAST**

2023 Brand, Vision & Goals

Committee: Christin, Anna, Meghan, Michael, Roberto, Rick, Alanna, Alora, Nadine, Nestor, Dan, Debbie, Tim, Cameron & Juan

MISSION

To enable all young people, especially those who need us most, to realize their full potential as productive, caring and responsible citizens.

CORE VALUES (ICARE)

INTEGRITY: We are authentic, honest, and transparent. We strive to do the right thing every day, every time. We perform our roles with purpose, pride, and a positive attitude.

COLLABORATION: We work effectively within and across teams, engaging and empowering one another to accomplish our organizational goals. We embrace alternative ways of thinking and seek to include varied perspectives. We celebrate success together.

ACCOUNTABILITY: We do what we say and hold each other to the highest standards. We are impeccable stewards of all our resources. We are dedicated to creating positive outcomes for our members, partners, team, and communities.

RESPECT: We honor diversity and inclusion, treat others with respect, and express gratitude.

EXCELLENCE: We excel in service delivery, rigorously measure impact, and support creative solutions to challenges. We are open to new possibilities and opportunities. We work to continuously improve ourselves and our organization.

FIVE YEAR VISION

- We've attained complete financial sustainability.
- We're committed to expanding youth development services for the needs of the community.
- We're recognized by the community as the go-to organization for comprehensive youth services.
- We're guided by clear values, vision, roles and responsibilities.

2023 GOALS (Summary)

1. Team Growth
2. Social & Emotional Mental Health
3. Improved Financial Stability
4. Expansion & Growth
5. Career, College & Startup Ready
6. Community Engagement

SOAR ANALYSIS

Strengths

- Legacy of team members
- Dedication of staff
- Leadership - Board and Foundation
- Passionate
- Representing/Speaking our values
- Fearless
- National Organization Resource
- Community Reputation
- Quality of our programs
- Versatility
- Alumni engagement
- Grand vision
- Top 8% national rank among rural clubs
- Culture and core values

Opportunities

- Local celebrities
- Expansion
 - No waitlist
 - Preschool/TK program
 - Teen programming
 - Expanding services (wrap around services)
- Sports programming in other locations
- Workforce training - partnership with businesses
- Career, college or startup ready
- Community engagement
 - Volunteer program
- DEI
- More staff (currently 19%)
 - Transition p/t to f/t employees
 - Development plans
- Activities open to all
- Healthy food (USDA)
- Alumni success stories (Hall of Fame)
- Video stories
- Training on SOPs
- Combining events
- Grants

Aspirations

- On site mental health services
- 3,000 average daily attendance
- Club owned sites/Long term leases
- Highest paid youth service organization
- 80% of members getting optimal club experience
- Take over South SLO county

- 24-36 months of operating capital
- \$4-5 million in foundation
- 15-1 member/staff ratio
- To be fully staffed
 - 90% staff retention
- Planned giving program
- For profit revenue - reinvest in club
- Open Orcutt “Campus” in 5 years

Results

- Stable content workforce
- Higher average daily attendance
- Community engagement
 - inbound
 - partnerships
 - more funding
 - experts on staff
- Less violence
 - community improvement
 - higher education
- Workforce pathways
- Boys & Girls Club youth development will have clear milestones

2023 GOALS (Detail)

Goal 01

Team Growth

Problem/Opportunity

Staffing, retention and training

Outcomes

1. 90% fully staffed in clubs that have been open for 12 months or more
2. professional development plan for every team member
3. annual turnover rate less than or equal to 50%
4. average part time hourly wage is at least \$20 per hour

Why

- To give members best outcomes
- Better experience for staff

Who

Meghan, Christin, Leadership Team

Goal 02

Social & Emotional Mental Health

Problem/Opportunity

Not enough mental health & wellness programs for youth

Outcomes

1. Overall healthier youth with tools to realize their full potential
2. Enhancing existing services to more sites
3. Mentors with mental health first aid training
4. Create a plan to include preventative skills

Why

- It aligns with our mission as an organization

Who

Anna, Mary, Nestor, Miguel & Meghan

Goal 03

Improved Financial Stability

Problem/Opportunity

Inconsistent funding timing and amounts

Outcomes

1. 1,500 donors at \$20/month
2. Longer term & more profitable contracts with school districts
3. Planned giving program
4. 300 new annual fund donors giving \$1,000 or more
5. New venues, more capacity for events

Why

- Ability to proactively manage cash flow

Who

Alanna, RD Committee

Goal 04

Expansion & Growth

Problem/Opportunity

Ability to serve more youth

Outcomes

1. Serve more youth
 - a. Project plan for "BGC Campus" in South Santa Maria Valley
 - b. Increase ADA
2. More services/programs for youth
 - a. TK/Kindergarten
 - b. Sports
3. More club owned sites
 - a. SOP for opening site (3 years of funding)

Why

Aligns to fulfill our mission

Who

Roberto & Michael

Goal 05

Career, College & Startup Ready

Problem/Opportunity

Retaining members 13+ interest in order to develop a workforce development program

Outcomes

1. Life skills coaching
2. Workplace skill set
3. Career path
4. Responsible citizens
5. Career, college and startup ready
 - a. Exergames
 - b. Virtual workforce

Why

- Ultimate outcome for the club
- It's the clubs mission/vision/goal
- Teens are most underserved demographic

Who

Anna, Nestor & Teen Services Manager

Goal 06

Community Engagement

Problem/Opportunity

Community has little knowledge of our organization and distinction between other youth organizations

Outcomes

1. Have a specific target audience for volunteer program (i.e. hospitals, churches, colleges, community service clubs)
2. Have enough program volunteers to provide program excellence.
3. Detailed volunteer manual with descriptions of volunteers needed and for what specific program

Why

- Better community relationships
- Improved quality of programs
- Different people will provide better engagement

Who

Meghan, KWO & Alanna