

LB&G Club

The future we want to create for 2012 Strategic Planning

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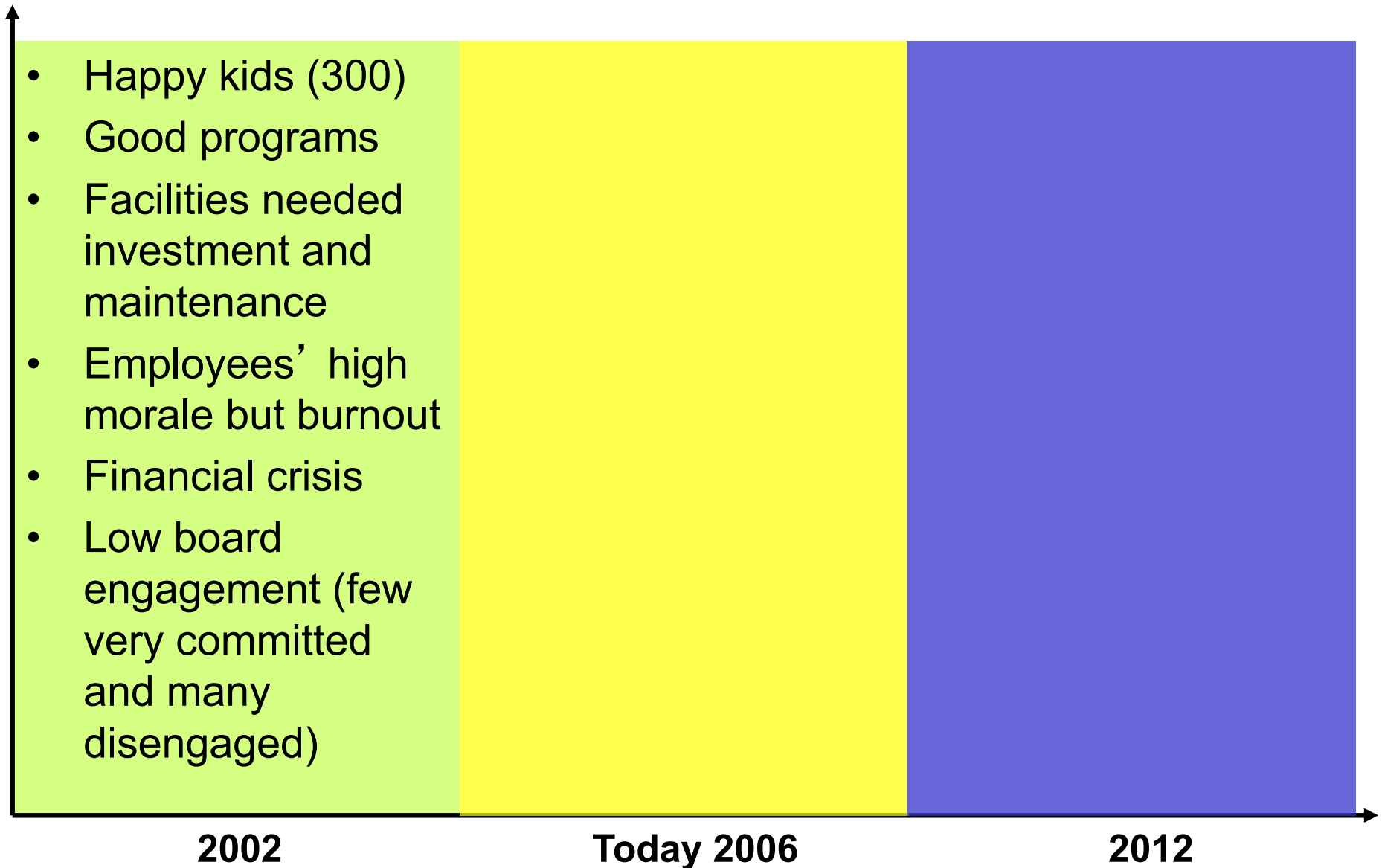
Hal Rabbino

Strategic Clarity

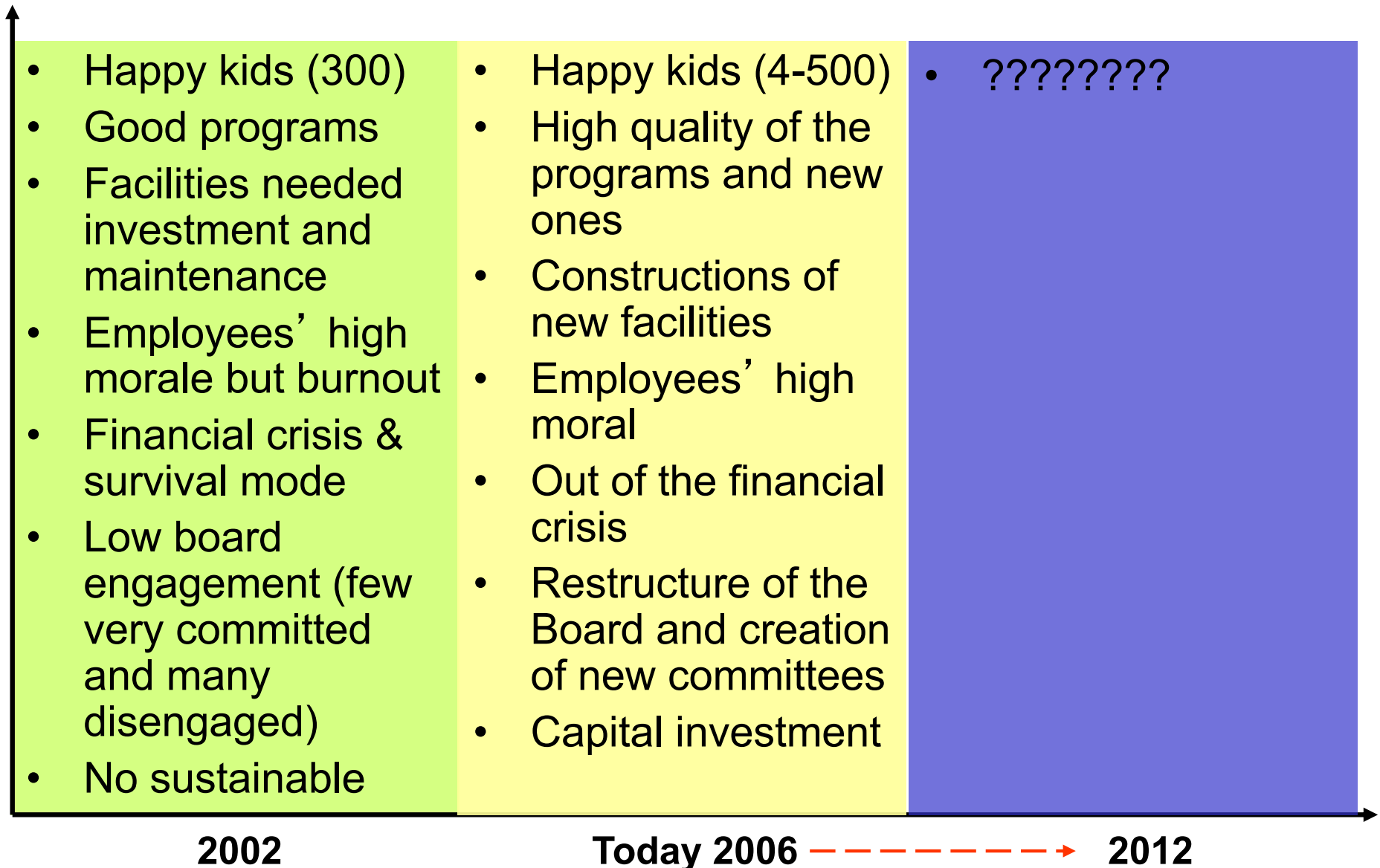
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October 2006

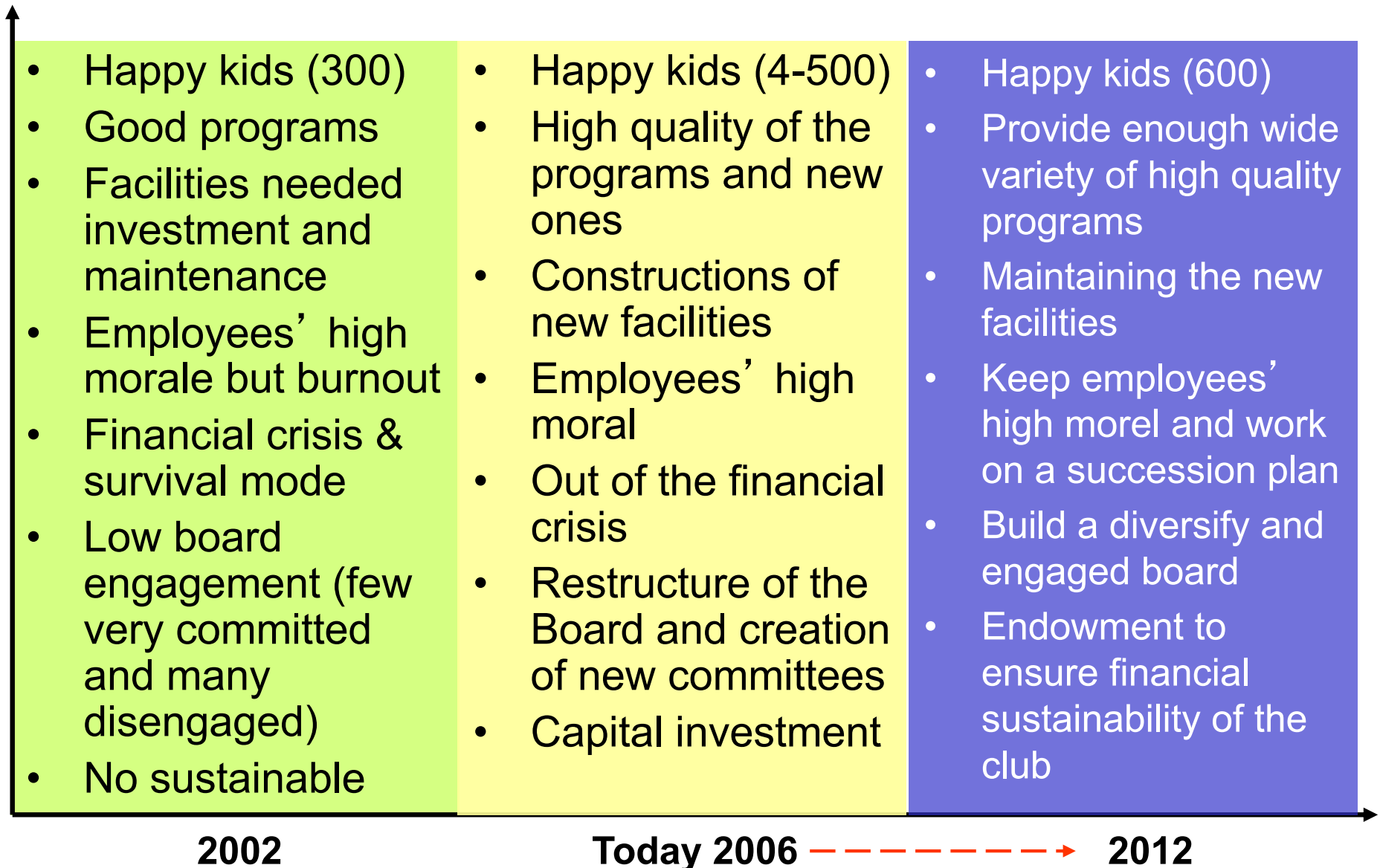
Where are we coming from?



How did we get here?



The future we want to create



The LB&G club's global goal

- Articulation of Global Goal – Synthesis of each board member's words
 - To provide a safe place and programs to children regardless of background to help them reach their full potential
 - Help build the future of our community/ Help individual kids, who haven't the family resources to do it on their own/ maximize their potential
 - Generally, to help boys and girls survive, learn, flourish and achieve the ultimate goal of succeeding in life
 - Provide opportunity + various options to the youth of the area
 - Help save youth (tough kids)/ better education / better out look/ pride
- “To provide a safe place where children who may not otherwise have access to programs and facilities that help maximize their potential as individuals and shapers of tomorrow's community”

The future we want to create

People

Staff

- Build depth in the staff. Quality and quantity
- Staff development – increase the quality and qualifications of each member – (build self-confidence and esteem, team work and service for community) (ST)
- Succession plans. Hiring from alumni and have a career plan
- Competitive wage scale

Volunteer

- More skilled adult volunteers (ST)
- Some of the adult volunteer may be good candidates for the board of directors (MT)

Alumni

- Increase alumni participation (they might be good candidates for become a staff member and board of directors) (ST)
- Build an maintain the data base to have access to them (ST)

Youth membership

- Diversity (membership) (LT)
- Expanding membership outside of Lawrence, perhaps a tier fee structure could be implemented (LT)
- Retain and reach out to teens (ST)
- More equality in the boys and girls proportion (now 60/40%)
- Educate the parents and better understand their profiles (ST)
- Family events (parents, kids, staff, etc) (MT)

The future we want to create

Programs

- **Quality vs. Quantity** Not add more programs until settled and financial stability,
- what is the ratio of staff to kids in the future?
- Is there a limit to the **number of kids** admitted to the club? Check the liabilities

- Wide enough **variety** of programs (academics, girls, teenagers)
- Minimize competition among programs for the same age group
- Staffing and methods of evaluating the **effectiveness** of program (MT/ data base)

- Sociological changes (obesity, epidemics and increase in fitness programs) (on going)
- Teach the kids how to think and how to solve problems, teach them how to create something from nothing (on going)
- After school programming, such as MIRACLE/ MCAS
- Vocational training school
- Youth governance ---interaction with board of governance (ST)
- Giving back to the community, working as a part of a much larger entity to achieve larger results (ST)

The future we want to create

Development

- Establishment of a sizeable **endowment** (to mitigate financial gaps and “emergencies”) (MT to LT)
- Strong and stable revenue stream, **financial independence/ stability**

- **Better and stronger marketing strategies (ST)**
- Spread the word outside local community
- The cultivation of new and repeat donors is key
- Change the image of the club, many people think it is a sports place or day care. They do not know it is also a place for academics
- New event should be consider to be held at the club to cultivate new donors

The future we want to create

Facilities

- Maintenance of new facilities, equipment and grounds (ST on going)
- Creation of a maintenance committee (ST)
- Safe place for children (ST on going)
- Security system (ST)
- Satellites (for example schools, public housing) vs. Transportation to new facility/ planned growth (MT to LT)
- Rental of facilities

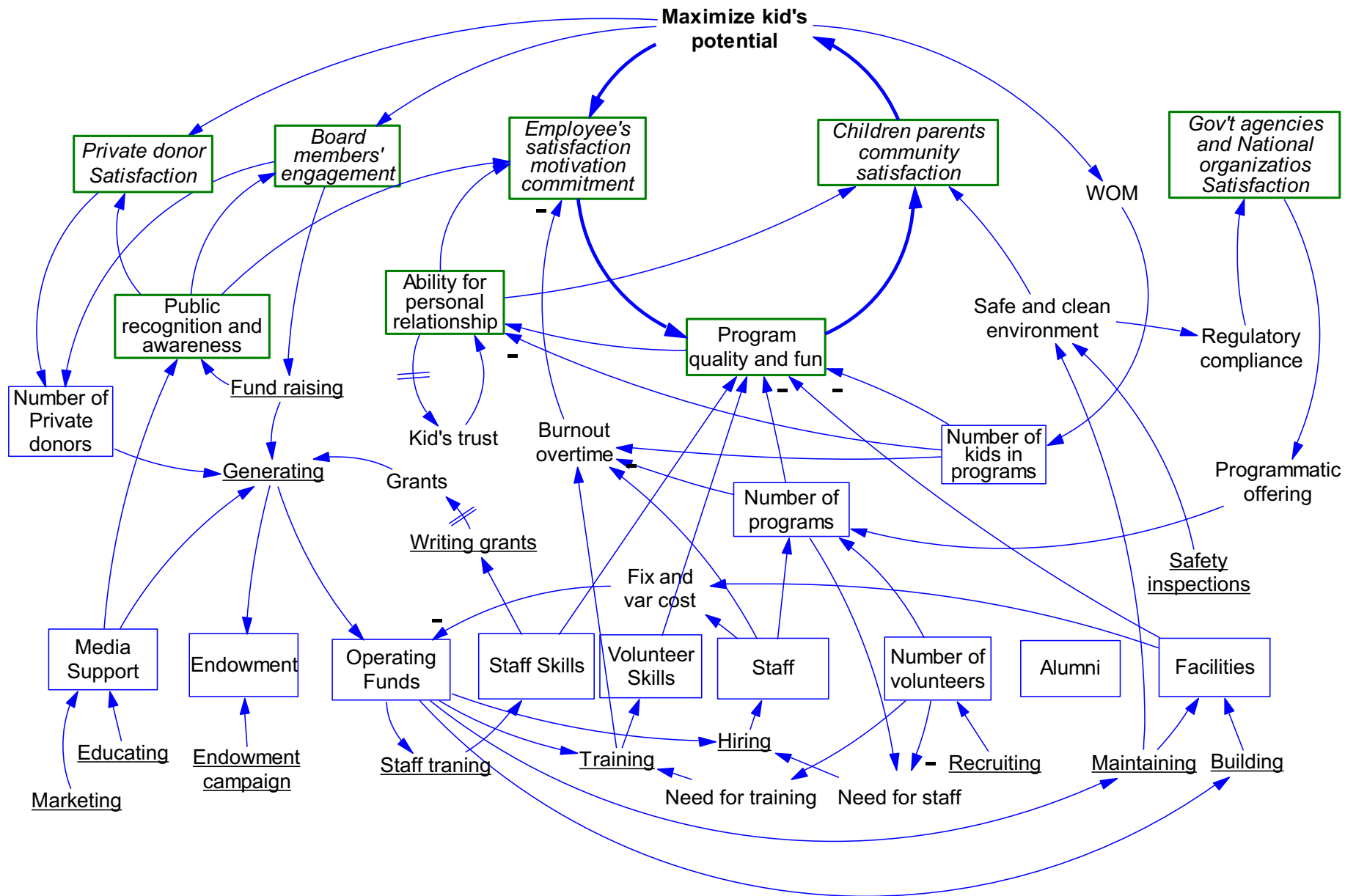
Regulatory & Legal

- Sign a rule of conduct (for every member)

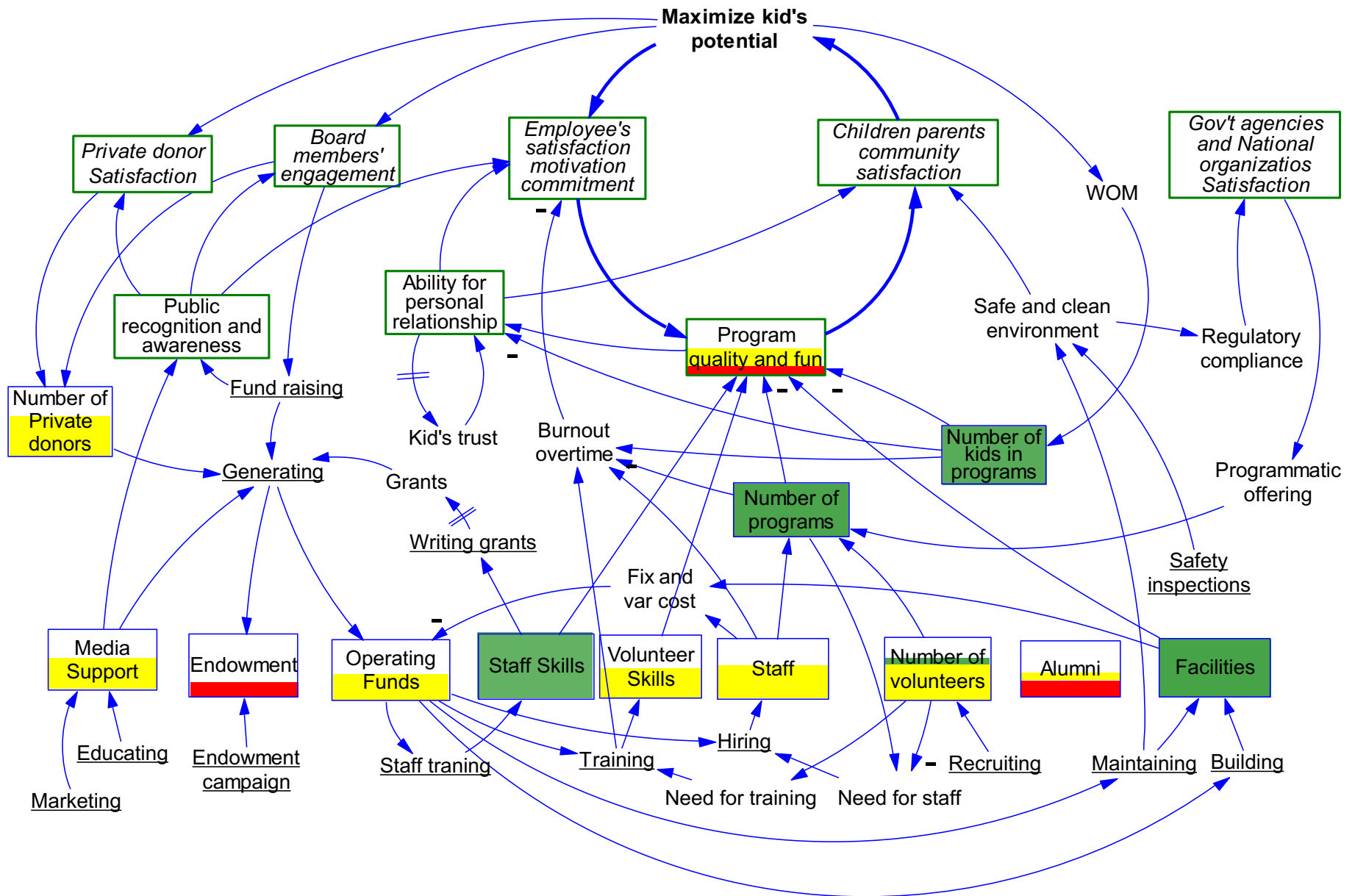
Board

- Strong board leadership
- Upgrade board of Directors to active participants to increase engagement (ST on going)
- Diversity (ST)
- Fund raising – need to keep refreshing and renewing board and instill in them the need to get and to give (ST)

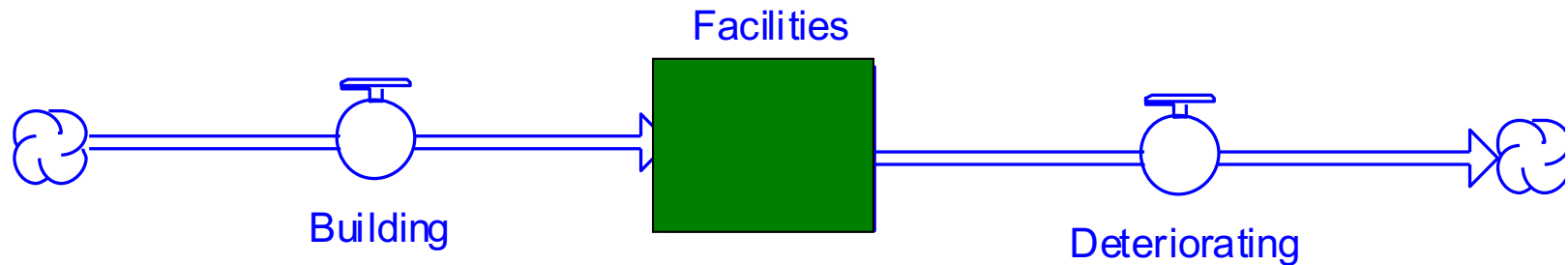
The LB&G Club's causal map



Evaluation of the Strategic Resources Nov 06

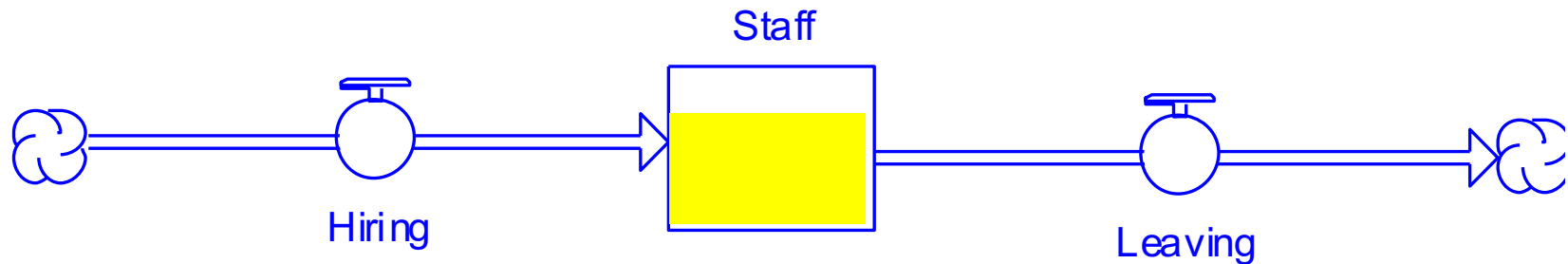


Managing strategic resources



- Maintenance plan, create the maintenance committee (includes grounds, safety and security)
- Ownership from the kids, invite kids to be part of the maintenance committee and rotate them every month
- Rental
- Safety/ Security

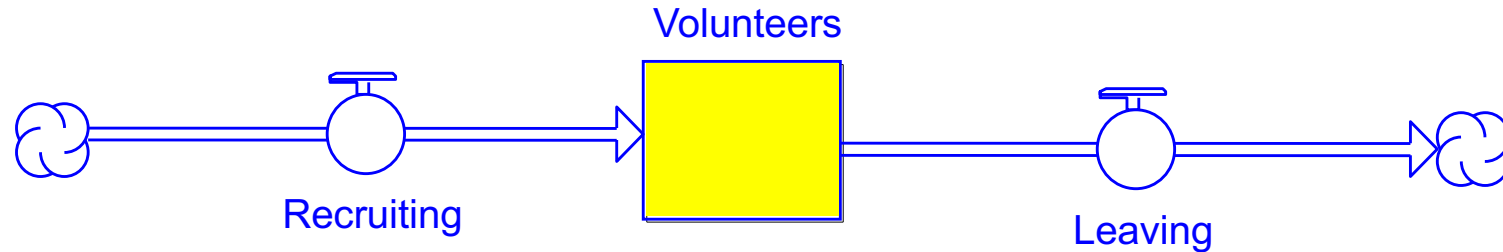
Managing strategic resources



- Assistant Education Director (1 year)
- Physical Education director
- Teen and an assistant director

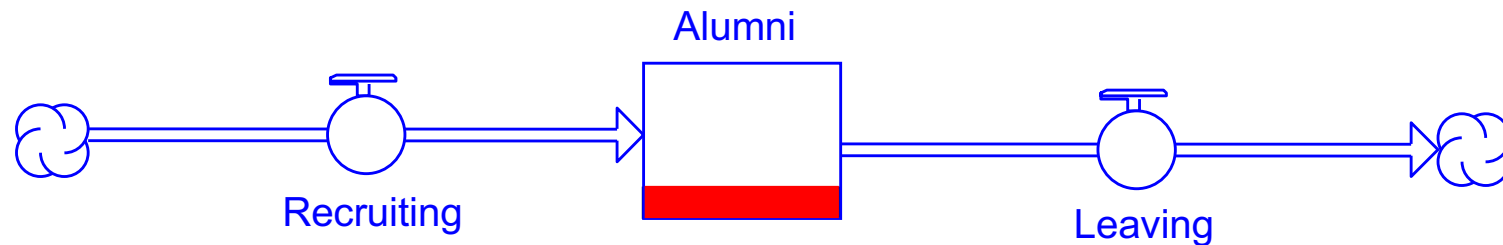
- Competitive salaries
- Burnout
- Promote from within – alumni if possible

Managing strategic resources



- Identify club's needs
- Recruit qualified volunteers (specially adult volunteers)

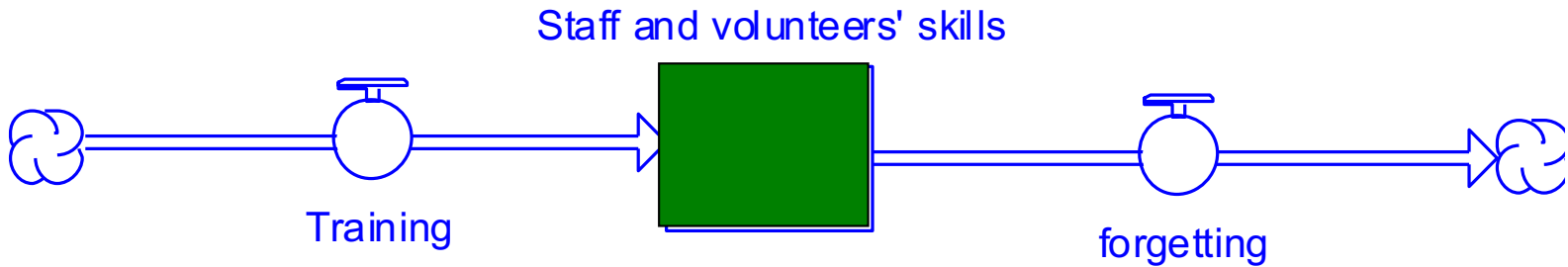
- Provide skills training
- Celebrate volunteers' efforts – recognition events
- Use satisfaction surveys and exit interviews



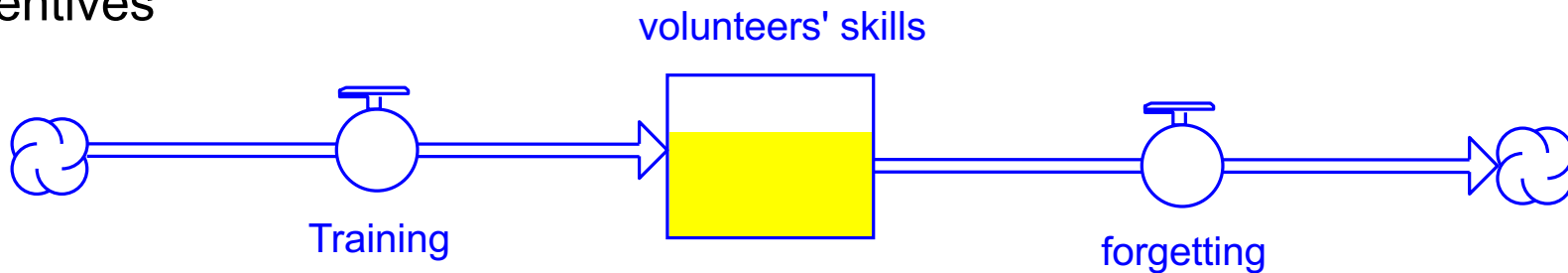
- Try to recruit alumni that have graduated in the past 10 years
- Continue to recruit graduating kids

- Hold regular alumni events to update them on club news
- Use satisfaction surveys and exit interviews
- Identify ways to engage alums in club activities

Managing strategic resources



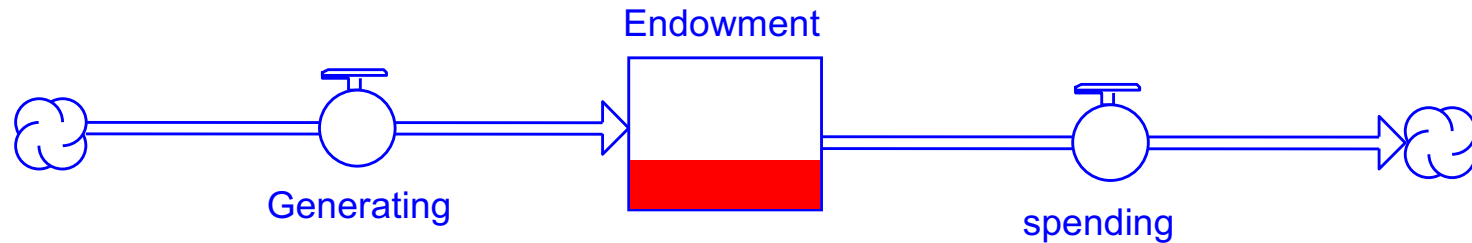
- Training
- Networking
- Incentives



- Support groups/ moderated
- reliability

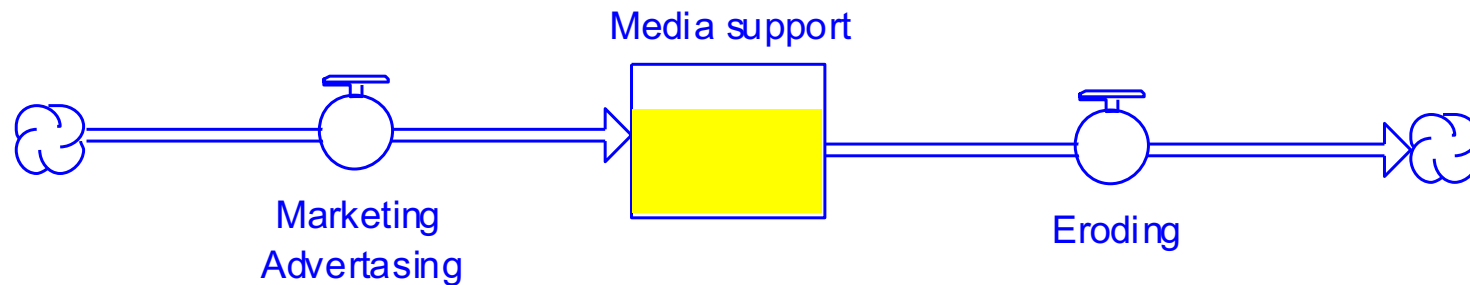
- Retention/turnover
- Appreciation

Managing strategic resources



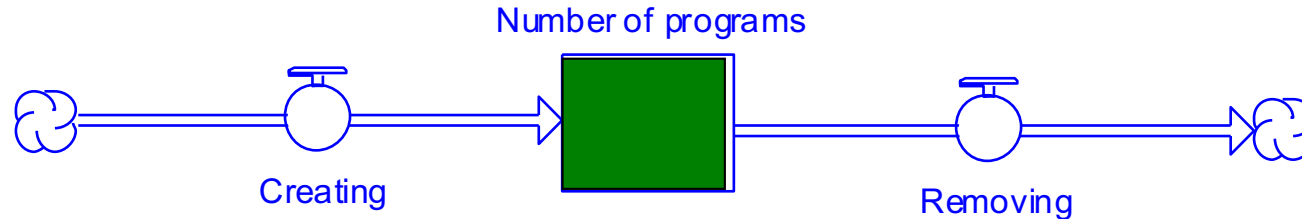
- Use of kids in development esp alumni
 - Use the media – Globe, NY Times, radio, Wall St Journal
 - One on one – come to club with kids – function afterwards
 - Image of club, safe place – a shelter from the storm of streets, Not just sports and day care
 - Steak & Burger – guest speaker
 - Fund Manager – financial responsibility (historical record)
 - Planned giving
- Increase level of comfort for donors that the endowment capital will not be spent for operating needs

Managing strategic resources

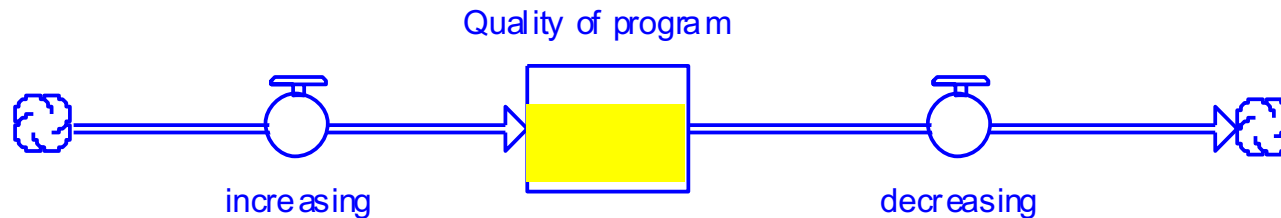


- Create the new CD “keep the HOPE alive”
- Create videos
- Bring possible donors to the club
- Take the club to donors by sending them the CD or a link that they access easily
- Events for Chamber of Commerce
- Identify the “big young professionals” at the fund raising event to contact them
- For the marketing strategies, we need to increase the media support (Andover newspaper, local radio stations, TV, Latino media outlets)

Managing strategic resources

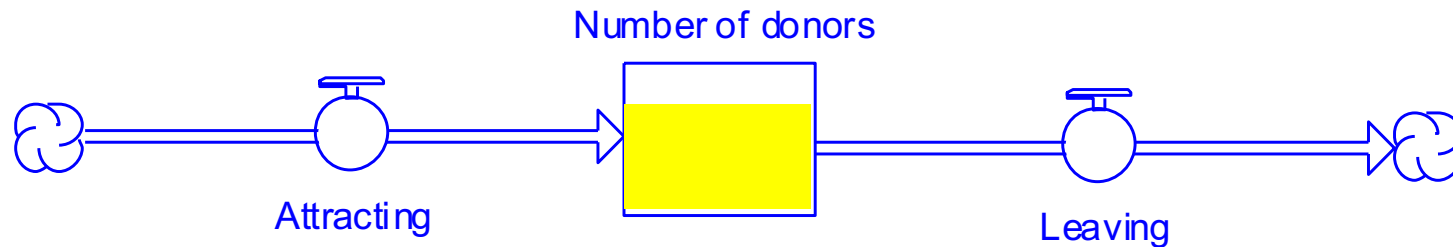


- Programs meeting future needs
- Support and provide incentives for the staff
- Acquire /develop outreach for key volunteers
- Create a method to evaluate effectiveness of programs



- “It feels yellow”
- Evaluate present staff skills
- Hire staff for specific programs
- Build on existing programs
- Number of kids per program?
- Establish and ensure appropriate ratio kid/:staff per program is maintained

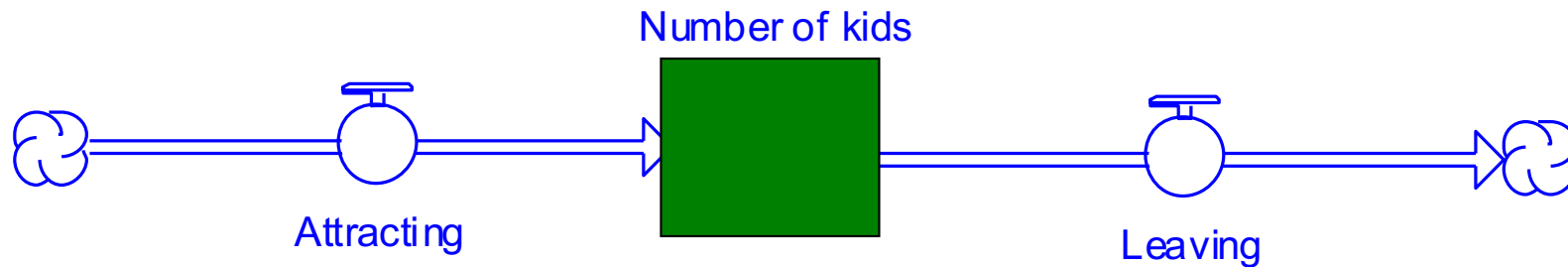
Managing strategic resources



- More potential donors into club to see what it is about
- Cultivate new board & donor names and submit to dev committee
- Need more businesses involved via existing board members

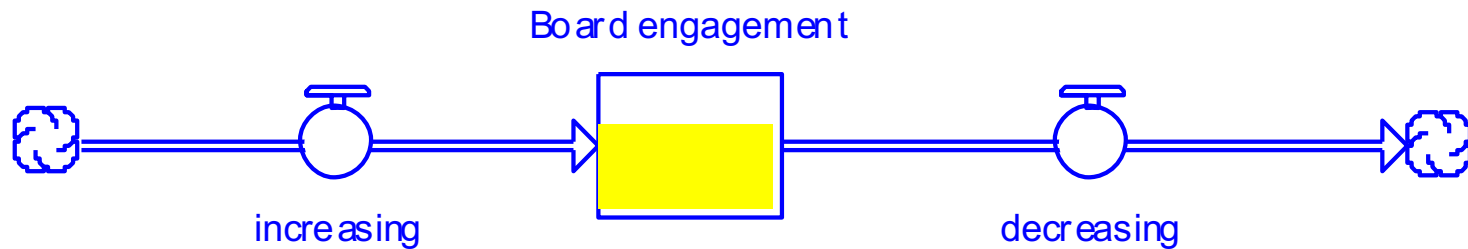
- More events at club to show existing board donors how well \$ is spent
- Keep them informed on all major programs and decisions etc via mailings, email
- Have kids at more board events
- More events at new club – expose donors to kids and programs
- Provide plenty of recognition and appreciation for donors and services rendered

Managing strategic resources



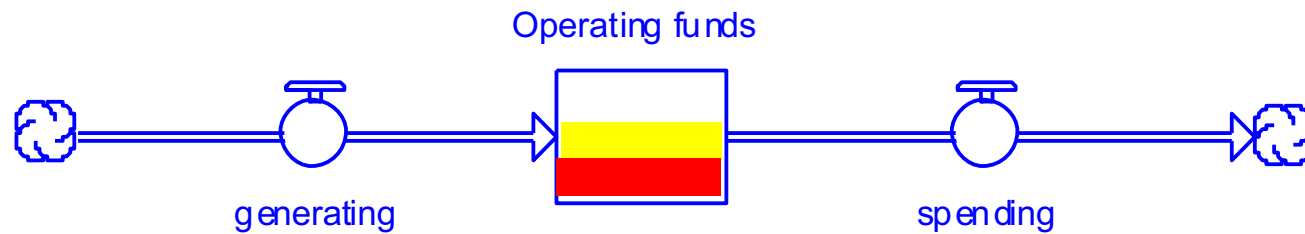
- Target outreach to accomplish:
 - Diversity
 - To other communities
 - To other teens
 - To girls
- Mandatory orientation for parents – survey profiles and needs
- Hold family events

Managing strategic resources



- Have more events with the Board of Directors (in addition to the annual meeting)
- Invite the members to read to the kids
- Ask them, how would you get involve?
- Kids invite the board members to come to the club
- Orientation for board members
- For the Board of Governors – stay at the same level but keep recruiting members for the Board of Directors so they can become members of the Board of governors.
- When recruiting new members keep in mind “diversity”

Managing strategic resources



Actions	Responsible	Due date	Current Status	Indicator	Target	Comments

LB&G Club's Strategic Plan 2006-2012

Actions	Responsible	Due date	Current Status	Indicator	Target	Comments