



2022 - 2024



STRATEGIC
PLAN

STRATEGIC PROGRAMMING INITIATIVES

The Boys & Girls Clubs of Indian River County is committed to providing our youth with the best possible facilities, programs, and activities.

In addition to our high quality educational and prevention programming, we focus on the following priority outcomes at each Club:



ACADEMIC SUCCESS

Ensure Club members graduate from high school ready for college, trade school or the military.



Our Destinations program is a year-round career preparatory program that exposes youth to potential career paths, helps them discover their strengths and interests, develops their marketable skills and exposes them to various community, college and vocational opportunities. We collaborate with the School District of Indian River County to ensure that our teens are ready to graduate on time and with a plan for the future. The Board is committed to the success of this program and a full-time career counselor is on staff to oversee the program at all three Clubs.



HEALTH & FITNESS

Encourage Club members to adopt a healthy diet, practice healthy lifestyle choices and make a lifelong commitment to fitness.



Learning about healthy lifestyles is a cornerstone of the Club experience. On staff we have a full-time athletic director and assistant to coordinate sports and physical fitness at all three Clubs. Members may participate in basketball, soccer, volleyball, running, swimming and everyday fitness. During the summer we offer these sports as well as rowing, tennis and an endurance program. Member participation and parental attendance at games have greatly increased as well.



GOOD CHARACTER

Help Club members become engaged citizens involved in the community, register to vote and model strong character.



Community Service is an expectation of our members, whether that is picking up trash around the Clubs or volunteering at community events. We strive to build character and leadership skills through our Youth of the Year program and Keystone/Torch Clubs.



5 KEY ELEMENTS FOR POSITIVE YOUTH DEVELOPMENT

1. Safe place, emotionally and physically
2. Fun and happy environment
3. Connection with an adult mentor
4. High expectations of success
5. Recognition for success

To achieve these outcomes, we must serve the young people who need us most and provide them with an outcome-driven Club experience by combining the five key elements with high-yield activities, targeted programs and regular attendance (at least 2 day per week).

STRATEGIC FOCUS GOING FOWARD

During the next few years, the organization will focus on:

Increasing enrollment post Covid, Recruiting and retaining quality staff, Identifying and increasing revenue sources and Growing the endowment of our Foundation.

ENROLLMENT POST COVID

At the beginning of pandemic, we closed the Clubs for three months. When we reopened, we observed recommended CDC guidelines to maintain social distancing. In order to accomplish this, we reduced our normal membership by 66%.

Through an intentional recruitment process, our focus will be to restore enrollment to 2019 membership levels with a strong average daily attendance and high frequency of attendance.

QUALITY STAFF

We have had excessive part time staff turnover during Covid compared to pre-Covid years, which is in line with the national industry average [US Bureau of Labor Statistics]. This situation is not unique to our organization. We understand that we are in a competitive job market and we must offer incentives to attract prospective employees.

Our focus will be to create and maintain work environments that promote employee engagement and career development. We will continue to recognize and build upon talent across the organization.

REVENUE SOURCES

Private contributions through individuals, foundations, and businesses make up 30% of our revenue. We are continually exploring ways to enhance fundraising in order to meet our increased budget needs. Our Board of Directors has adopted the following focus strategies:

- Expand our donor base to support growth
- Engage the business community in special events and partnerships
- Increase the overall awareness of the vital work we do each day

OUR FOUNDATION

The Boys & Girls Clubs Foundation of Indian River County was established in 2012. Its focus is to manage the long-term capital needs of the Clubs and to assist with financial growth.

The Foundation makes an annual contribution to the operating budget and has embarked on a planned giving campaign to ensure the future sustainability of the organization.



BOYS & GIRLS CLUBS
OF INDIAN RIVER COUNTY

2021-22 Board of Directors

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Bill Grealis

Co-Chairmen of the Board

Paul Hanson

Treasurer

Sandy Johnson

Secretary

Bill Antle

John Campione

Tom Caputo

George Davala

Tauna Donaldson

Steve Dubord

Trent Leyda

Wilson McKane

Mike McManus

Jenny Pettinga

John Phillips

Bonnie Sandman

Dan Somers

Chris Talbot

Jay McNamara

Chairman Emeritus

Foundation Board of Directors

Sherm Hotchkiss

Chairman

Trent Leyda

Roger Lynch

Mary Grimm McClellan

Ed Mellett

Bill Munn

Elizabeth Thomason

Executive Director

The Board is comprised of a broad cross section of 20 community leaders with diverse backgrounds. There are several who had top level financial responsibilities. Others held extensive experience in education and child development areas. Many have successfully held leadership positions in pro bono fundraising efforts. The Board has many functional committees as illustrated on the organizational chart. The Board and committees normally meet at least once per month.

BOARD STRUCTURE & ORG CHART



GREAT FUTURES START HERE.

Administrative Office

1729 17th Avenue | Vero Beach, FL 32960 | (772) 299-7449

Vero Beach Club

1729 17th Avenue
Vero Beach, FL 32960
(772) 299-7494

Sebastian Club

1415 Friendship Lane
Sebastian, FL 32958
(772) 388-4944

Fellsmere Club

21 South Cypress Street
Fellsmere, FL 32948
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