Boys & Girls Clubs of Metro South was formed in 2019 through the merger of the Boys & Girls Club of Brockton (founded in 1990) and the Boys & Girls Club of Taunton (founded in 1902) in order to maximize our impacts in each respective community and bridge service gaps in the region. **With a shared mission to nurture strong minds, healthy bodies, and community spirit through youth-driven, quality programs in safe and fun environments, these two storied Clubs and communities have come together to provide our members with more and even better programs.** Through the sharing of best practices, partnerships, and resources, comes expanded opportunities to broaden the scope and reach of our core after-school, weekend, and summer camp programs. As we venture forward together with our new vision our highest priority is to ensure the greatest possible impact for our Club members.

The merger has been and will continue to be significant for both affected communities. For Taunton, merger with Brockton provides long-term stability through access to experienced senior staff and board leadership, proven programs, and a bevy of strong community partnerships throughout the region to support both fundraising and program quality. For Brockton, merger with Taunton facilitates access to physical resources (a new home for summer programming at Camp Riverside, indoor Aquatics Center, etc.) which not only serves to diversify programs for existing members but also makes it possible to reach new audiences across the region.

This merger is fully endorsed by our national parent organization, Boys & Girls Clubs of America, which has provided funding and additional ongoing resources to support the merger process. In fact, mergers of Clubs with close alignment of mission, programs and services, and serviced populations – as is the case with Brockton and Taunton – is a core component of Boys & Girls Clubs of America’s “Great Futures 2025” strategic plan for our national Movement. This strategic direction stems from evidence that multiple organizations are strengthened through consolidating back-end operations, addressing financial situations, resolving staff or facility challenges, increasing ability to fundraise, etc. together. This is achieved through local Club volunteers and professionals working with other organizations in the shared pursuit of creating the best possible experience for youth in their communities. **The development of innovative operating models allows Boys & Girls Clubs to grow a more sustainable presence with greater impact for youth.**

Boys & Girls Clubs of Metro South sees itself as important part of the bright future of the Southeastern Massachusetts region and under the leadership of our President & CEO, Derek Heim, our Clubs have experienced a true renaissance – fundraising has increased, staff retention is up, membership is surging, our Board of Directors has grown and diversified, and most importantly the quality and reach of our programs has soared to new heights. Still, we recognize that no single organization can provide everything needed to enable youth to succeed. **That’s why our Clubs are constantly working to forge dynamic partnerships with local schools, community organizations, and coalitions to maximize our collective resources and the ultimate impact we make in the lives of the young people we serve.**
GREAT FUTURES START HERE

As chartered members of Boys & Girls Clubs of America, the Boys & Girls Clubs of Metro South employ the national organization’s Formula for Impact model that focuses on the priority outcomes of 1) Academic Success, 2) Healthy Lifestyles, and 3) Character & Citizenship. Our Clubs implement a combination of BGCA chartered programs along with “homegrown” programs designed to best suit the ever-changing needs of our members.

Our Clubhouses operate with “Open Door” policies – meaning that our members are welcome to come to the Clubs as many times as they want or need, whether that’s once every few weeks or every day. During the school year, we are open Monday through Friday from 2:00 p.m. to 6:30 p.m., with our Teen Centers remaining open until 8:00 p.m. We also open on occasional weekend days for special programs. When the cities’ schools are only open for half-days, the Clubs are open to members for extended hours. During the summer months we operate a nine-week summer day camp program Monday–Friday from 7:30 a.m. to 5:30 p.m. at Camp Riverside at Lewis Park along the Three Mile River in Taunton.

In the sense that Boys & Girls Clubs of America have been working for well over a century to meet the needs of America’s youth, our work is not dissimilar from what you will find behind the doors of the more than 4,000 Clubhouses across the country. We believe, however, that the youth in our region are facing some of the most complex and unique challenges found anywhere in our nation. Their schools are overcrowded, underfunded, and under-performing. Their neighborhoods and even too often their own homes are dangerous and poverty-stricken. Their plates and bellies are too often empty and their minds too-often filled with worries that should fall on no child’s shoulders. With so many challenges at their feet it can be all the more challenging to envision future prosperity. Our dedicated staff works to show youth that a great future can start right here, today, by virtue of their own commitment to success.

Our approach to driving systematic change is to address these issues head on - talking early and often with our youth about the importance of overcoming peer-pressure and breaking free from generational cycles of underachievement. We believe in an interdisciplinary approach to youth development and so we work to address the root causes of the challenges facing our region’s youth. When a child’s basic needs – from nurturing to nutrition – are not met they struggle to thrive in the classroom and to make smart choices during out-of-school-time. Every day, we’re helping youth build great futures for themselves, their families, and communities.

Our strategic plan for 2025 serves as the roadmap for the work that will unfold as we work to author the first chapter of our Clubs’ now shared history. It is with the core programs of the Formula for Impact in mind and a vision to serve more youth than ever before that we have developed the following strategic priorities to move our organization forward in the years to come. We thank you in advance for your partnership and support as we stride boldly forward in pursuit of these goals for greater impact.
MISSION FURTHERING FOCI

⇒ Serve more youth in more communities throughout Southeastern Massachusetts.
⇒ Increase the impact of our programs on the long-term trajectories of our members’ lives.
⇒ Maintain lifelong relationships with Club alumni.
⇒ Broaden our network of funding partners as we expand our programmatic reach.
⇒ Utilize data to understand and evidence the impacts of our programs.
⇒ Increase community awareness of the Clubs to ensure the accessibility of our programs.

PROGRAMMATIC PRIORITIES

⇒ Broaden the scope of the core enrichment programs (academic success, healthy lifestyles, character and leadership development) offered to our members.
⇒ Increase Average Daily Attendance (ADA) to serve more youth per day.
⇒ Increase frequency of member attendance each week.
⇒ Create additional programs to support “tweens” ages 11-13 to encourage retention.
⇒ Increase program extension sites in Brockton, Taunton, and surrounding communities.
⇒ Increase parent engagement to support member success.

ORGANIZATIONAL IMPERATIVES

⇒ Address transportation barriers to program access.
⇒ Ensure long-term Club leadership through recruitment and retention of a skilled, diverse professional staff team and Board of Directors.
⇒ Launch a capital campaign to support the need for the expansion of facilities.
⇒ Ensure long-term financial health and sustainability of the organization through dynamic fundraising initiatives.
⇒ Pursue opportunities for additional mergers and acquisitions with Clubs throughout the region to further promote efficiency through economies of scale.
COMMITMENT TO AN OPTIMAL CLUB EXPERIENCE

POSITIVE ENVIRONMENT & EXPERIENCE
⇒ Dedicated programming space
⇒ Emotional and physical safety
⇒ Fun and engaging activities
⇒ Active and experiential
⇒ Innovative and relevant programs
⇒ Comprehensive

SUPPORTIVE RELATIONSHIPS
⇒ Consistent youth development professionals
⇒ Individualized support
⇒ Small group interactions
⇒ Partnerships with community and families

YOUTH VOICE
⇒ Programs based on youth interest
⇒ Freedom to choose

CONTINUOUS EVALUATION
⇒ Clear goals aligned to impact
⇒ Performance improvement
⇒ Rigorous proof of impact

OPEN TO YOUTH WHO NEED US MOST
⇒ Accessible and affordable to all
⇒ Located high-need neighborhoods
⇒ Inclusive, adaptable programs
⇒ Open during critical OST hours

MEMBERSHIP
⇒ Continued support through multiple years and key formative transitions
⇒ Frequent attendance
⇒ Foster a sense of belonging
⇒ Enforce Code of Conduct
**MISSION FURTHERING FOCI**

**GOAL 1:** Serve more youth in more communities throughout Southeastern Massachusetts.
   Objective 1: Establish satellite programming sites in surrounding communities.
   Objective 2: Establish collaborative and referral partners to reach more youth.

**GOAL 2:** Increase impact of our programs on the long-term trajectories of members’ lives.
   Objective 1: Increase college access programs and career exploration opportunities.
   Objective 2: Further promote and healthy lifestyles to support our members long-term wellbeing.

**GOAL 3:** Maintain lifelong relationships with Club alumni.
   Objective 1: Engage alumni as mentors, staff, volunteers, etc.

**GOAL 4:** Broaden our network of funding partners as we expand our programmatic reach.
   Objective 1: Identity, cultivate, and steward new corporations, foundations, and individuals.

**GOAL 5:** Utilize data to understand and evidence the impacts of our programs.
   Objective 1: Track program participation to gauge member interest in offered activities.
   Objective 2: Measure gains in learning, skill-building, etc. as a result of program participation.

**GOAL 6:** Increase community awareness of the Clubs to ensure program accessibility.
   Objective 1: Strengthen partnerships with local school districts to reach target audience.
   Objective 2: Increase presence at community events to build brand awareness and trust.
PROGRAMMATIC PRIORITIES

GOAL 1: Broaden the scope of the core enrichment programs (academic success, healthy lifestyles, character and leadership development) offered to our members.

Objective 1: Expand STEM curriculum to grow with our members as they become teenagers by 2020.
Objective 2: Invest in expanded Fine Arts programming (painting, dance, music, graphic design, etc.)

GOAL 2: Increase Average Daily Attendance (ADA) to serve more youth per day.

Objective 1: Attract new members through referral partnerships and community collaborations.
Objective 2: Expand community outreach to increase awareness of Club programs and services.

GOAL 3: Increase frequency of member attendance each week.

Objective 1: Create an Optimal Club Experiences for our members to encourage engagement.

GOAL 4: Create additional programs to support “tweens” ages 11-13 to encourage retention.

Objective 1: Realign programming structure to support transition from pre-teen to teen population.

GOAL 5: Increase extension sites in Brockton, Taunton, and surrounding communities.

Objective 1: Expand footprint in Brockton and Taunton housing authorities, schools, etc. by 2020.
Objective 2: Establish programming sites in new high-need cities and towns south of Boston by 2025.

GOAL 6: Increase parent engagement to support member success.

Objective 1: Invest in additional staffing resources to support parent engagement efforts.
Objective 2: Expanded in-Club workshops and resources for parents of members by 2021.
ORGANIZATIONAL IMPERATIVES

GOAL 1: Address transportation barriers to program access.
Objective 1: Invest in additional vehicles to support new and expanded routes to/from schools.
Objective 2: Establish busing partnerships with private and public schools.
Objective 3: Additional extension sites in housing communities to alleviate need for transportation.

GOAL 2: Ensure long-term Club leadership through recruitment and retention of a skilled, diverse professional staff team and Board of Directors.
Objective 1: More competitive pay and attractive benefits for staff.
Objective 2: Increase investment in professional development, trainings and support for education.

GOAL 3: Launch a capital campaign to support the need for the expansion of facilities.
Objective 1: Complete feasibility study on success of a large $8-10M capital campaign by 2021.
Objective 2: Launch capital campaign to support facilities and programmatic expansion by 2025.

GOAL 4: Ensure long-term financial health and sustainability of the organization through dynamic fundraising initiatives.
Objective 1: Establish planned giving program and endowment by 2021.
Objective 2: Launch additional cultivation and stewardship events to attract and retain donors.

GOAL 5: Pursue opportunities for additional mergers and acquisitions with Clubs throughout the region to further promote efficiency through economies of scale.
Objective 1: Maintain collaborative partnerships with other Clubs throughout our region.
BOARD OF DIRECTORS

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Board Co-Chairs

Roy Andrade
Carolyn Blennau
Sean Boucher
Jason Buffington
Thomas Clark
Maureen Cody
Nicholas Colleran
Terry Dermody
Gary Enos
Brad Fitzgerald
Paulo Gomes
Barry Koretz
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David Tryder
Diane Turner
Robert M. Turner

EXECUTIVE LEADERSHIP

Derek W. Heim
President & Chief Executive Officer

Monica A. Lombardo
Vice President of Advancement

Samantha Loutzenhiser
Executive Director, Brockton Clubhouse

Samantha Fagundes
Executive Director, Taunton Clubhouse

Kim Shulman
Director of Finance & Human Resources

Alycia Goodwin
Director of Membership & Evaluation
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