Boys & Girls Clubs of Central Virginia 2024-2027 Strategic Plan Executive Summary

At the broadest level, Boys & Girls Clubs of Central Virginia's Strategic Plan seeks to guide our organization through an inflection point. With the opening of the Albemarle Campus Club, this organization has an opportunity to enhance and expand leadership and service to youth in Central Virginia. This plan is designed to meet the opportunity ahead of us and is grounded in a strong record of program excellence and thoughtful and responsible growth. Recurring themes in the plan are transparency, partnership, accountability, and continuous reflection and improvement. Grounding the work of the strategic plan are the Mission and Vision:

Mission:

Boys & Girls Clubs of Central Virginia enables all young people, especially those who need us most, to reach their full potential as productive, caring, responsible members of the communities in which they live.

Vision:

Boys & Girls Clubs of Central Virginia envisions a Central Virginia community where impactful Club experiences empower all young people to live life well.

Strategic Goals for 2024-2027

1. Build a comprehensive approach to programming that flexibly and creatively addresses the greatest needs of youth, families, and the community.

2. Focus on short-and long-term organizational financial health that supports program quality and impact.

3. Develop organizational capacity and systems that enhance Club access and the overall Club experience.

4. Formalize a staff and board leadership model that fosters a shared vision and decision-making toward greater organizational impact.

Boys & Girls Clubs of Central Virginia's Plan: The Next Three Years

Quality Programs and Youth Development

We aspire to provide high-quality programming that inspires learning, supports mental and physical health, and engages youth as future leaders. To achieve this, we must emphasize programs that are evidence-based and responsive to evolving risks that youth are navigating. Having an impact requires that youth make the choice to attend the Club. Their choice is one that is continually being evaluated, particularly as youth move from the elementary years to the middle and high school years. Meeting their interests and needs across their full developmental trajectory requires that we engage in community partnerships and adapt models of service that meet youth where they are. It is also important that we hold ourselves accountable—that we evaluate the efficacy and efficiency of each program and adjust the mix of offerings to reflect evolving youth and community needs.

Resource Development and Financial Management

We opened the new Albemarle Campus Club in 2023 and are working to maximize the impact of this investment while balancing the costs of increasing our footprint. Our community, like many around the country, continues to grapple with systemic issues made more visible by COVID-19, increasing the need for and importance of our work. We need to position ourselves to meet this challenge through renewed efforts towards financial sustainability and a strategy for short- and long-term financial health that mirrors our organizational growth. We must also recognize the importance of expanding our donor base, building upon the success of our $44.5M Building Great Futures campaign. Overall, our annual operating costs and multi-million dollar long-term sustainability needs will be met by facilitating opportunities for philanthropy, engaging new people in the organization, and cultivating and stewarding existing and new funding sources.

Operational Capacity and Flexibility

Efficient and effective operational systems are central to delivering a consistent Club experience for youth and maximizing the number of youth we serve. This commitment to systems-building also provides investors assurance that their dollars are well managed for impact. Building a strong operational system across six Clubs, one city and five counties (urban to rural) requires clarity in our goals and flexibility in the pathways to reach those goals. Each Club sits in its own community and there are individual differences among Clubs that can and should be celebrated. Yet, continuity can also be built across Clubs in critical operational areas for the benefit of all. Delivering a systematically consistent and high-impact

experience for youth requires a common vision and definition of quality. Prioritizing a shared focus on regular attendance and retention of youth across their K-12 experience requires that Clubs establish clear strategies and ongoing management of these efforts. Attracting, developing, and retaining qualified and committed full- and part-time staff is central to each organization's ability to recognize and seize high-yield opportunities for service (e.g., serving maximum number of youth, developing flagship programs, expanding partners, and establishing safe and engaging physical spaces).

Leadership Pathways and Development

The heart of our work and impact are people. Driving this goal is a commitment to building a culture that allows everyone in our Club family to thrive. Staff, volunteers, and Board provide the environment and human resources for Club success. Transparency in processes and a focus on pathways for staff leadership and growth reflect the organization's commitment to its people. Engaged boards and leaders who are willing to have open and sometimes difficult dialogues make this commitment a living journey. A deep understanding of the mission and lived experiences of youth and families in the Club's service areas is critical to fully understanding and achieving the Club's mission.