UP

Strategic Plan

Expanding Opportunity for Youth
and Building the Future Together

2026-2030

BOYS & GIRLS CLUBS
OF JACKSON COUNTY

INTRODUCTION

ORGANIZATIONAL CONTEXT

Over the past several years, Boys & Girls Club of Jackson County (BGCJC) has navigated significant organizational change, including leadership transitions, financial instability, governance challenges, and periods of eroded trust. At the same time, Jackson County has continued to grow and evolve, creating both new opportunities and increasing expectations for youth-serving organizations across the community.

Despite these challenges, BGCJC has made meaningful progress in stabilizing operations, strengthening leadership, rebuilding confidence, and re-establishing organizational momentum. The organization now finds itself at an important moment, one that presents an opportunity to intentionally shape its future and deepen its impact across Jackson County.

PLANNING PROCESS & STAKEHOLDER ENGAGEMENT

BGCJC engaged in a broadly inclusive strategic planning process designed to strengthen alignment, deepen stakeholder engagement, and ensure the resulting plan reflected the perspectives and aspirations of the community it serves.

The process included surveys, interviews, focus groups, facilitated planning sessions, and review of organizational and community information relevant to the Club's future direction. Board members, staff, school leaders, local government representatives, donors, nonprofit and community partners, families, and other stakeholders contributed to the process.

The planning process was also intentionally designed to strengthen communication, build shared ownership, reinforce transparency, and continue rebuilding trust and relationships across the organization and the community.

PURPOSE OF THE STRATEGIC PLAN

This strategic plan serves as a roadmap and decision-making framework for the next five years. It outlines a focused set of strategic priorities, measurable outcomes, and multi-year initiatives designed to strengthen organizational sustainability, expand community impact, and increase opportunities for youth and families across Jackson County.

The plan is intended to function as a living framework that guides organizational focus, supports accountability, and evolves alongside the needs of the organization and community over time.

BOYS & GIRLS CLUB OF JACKSON COUNTY

FIVE YEAR VISION

THE PREFERRED YOUTH ORGANIZATION

BGCJC is recognized as the leading youth-serving organization in Jackson County, where families want to be and partners want to support.

KNOWN FOR DEVELOPING FUTURE LEADERS

BGCJC is recognized for preparing youth for success in school, work, and life, demonstrating that the organization provides far more than childcare.

SERVING KIDS ACROSS THE ENTIRE COUNTY

BGCJC reaches children and families across Jackson County in ways that are visible, meaningful, and valued by the community.

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STRATEGIC PRIORITIES

FINANCIAL STRENGTH

Build a sustainable and diversified financial foundation to support long-term growth.

Key Outcomes

- 50 major donors at $10k annually
- 100 monthly donors
- $500k in reserves
- $200k in annual grants
- $200k in net event revenue

Priority Initiatives

- Major Donor and Corporate Investment Strategy: Structured approach to cultivating and securing multi-year investments
- Community Investment Campaign: Multi-year campaign focused on funding growth and access ensuring all members of the community can contribute

GROWTH & ACCESS

Expand reach to reflect the growth and diversity of Jackson County.

Key Outcomes

- 2+ new Club spaces
- Presence in all 3 school districts
- 800 youth served annually

Priority Initiatives

- County-Wide Expansion Strategy: phased plan to expand the Clubs' presence in alignment with project growth and areas of highest need
- Clubs in Schools / Satellite Model: school-based or partner-hosted Club sites to increase access and minimize need for building new facilities

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STRATEGIC PRIORITIES

STRATEGIC PARTNERSHIPS

Leverage community relationships to expand impact and capacity.

Key Outcomes

- 2+ facility partners
- 50 program / content partners
- Quarterly service projects with youth engagement

Priority Initiatives

- Partnership Development: formal process for identifying, developing, and managing partnerships that expand capacity, resources, and reach
- Countywide Youth Partnership Coalition: convene schools, nonprofits, and government around youth outcomes

PROGRAM IMPACT

Deliver high-quality, outcome-driven programming for all youth.

Key Outcomes

- 100% of members engaged in workforce / life skills programming
- 100% of teen members engaged in targeted programming
- 50% of parents / caregivers of members participating in Club activities

Priority Initiatives

- Workforce Development + Life Skills Strategy: implement the Georgia Alliance and BGCA Statewide initiative on workforce development and life skills

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STRATEGIC PRIORITIES

LEADERSHIP & GOVERNANCE

Strengthen leadership and governance systems that support organizational growth, accountability, and sustainability.

Key Outcomes

- 90% attendance at Board activities
- Competitive and sustainable staff compensation
- Improved staff retention and continuity

Priority Initiatives

- Staff Retention & Compensation Initiative: establish a competitive salary base and employee engagement plan
- Board Accountability Model: establish clear expectations, support structures, and accountability practices that strengthen Board engagement, ownership, and leadership

RECOMMENDED IMPLEMENTATION STRUCTURE

The development of a strategic plan is akin to charting a course for the future. It establishes a shared direction, defines priorities, and identifies the initiatives needed to advance the organization's vision.. However, a strategic plan alone does not guarantee progress. Meaningful implementation requires clear ownership, defined responsibilities, and structures that support accountability and sustained momentum.

Implementation structures serve as the bridge between strategic vision and day-to-day action. They help translate priorities and initiatives into coordinated efforts, align leadership and resources, and create systems for monitoring progress and adapting as needed over time.

To support implementation of this strategic plan, BGCJC should consider aligning its committee and working group structure around the identified strategic priorities while maintaining key standing governance structures such as the Executive Committee and Finance Committee. This approach creates stronger alignment between Board work, organizational priorities, and implementation efforts while also distributing leadership and increasing organizational capacity.

RECOMMENDED WORKING GROUP STRUCTURE & ALIGNMENT

A review of the strategic priorities alongside the current committee structure may result in a revised working group model designed to better support implementation of the strategic plan.

The following structure is recommended as a starting point for consideration.

- **Executive Committee**
  - Focus
    - Strategic alignment and oversight
    - Cross-priority coordination
    - Accountability
  - Potential Responsibilities
    - Monitor overall implementation progress
    - Address barriers impacting multiple priorities
    - Support Executive Director and Board leadership
    - Ensure strategic priorities remain aligned with organizational direction

RECOMMENDED IMPLEMENTATION STRUCTURE, continued

- **Finance Committee / Financial Strength Working Group**
  - Focus
    - Donor development
    - Corporate partnerships
    - Revenue diversification
    - Community investment efforts
  - Potential Responsibilities
    - Implementation of Financial Strength priority initiatives
    - Identify opportunities for diversified and sustainable revenue growth
    - Support community investment efforts, donor cultivation and stewardship, and campaign engagement
    - Monitor progress toward fundraising and financial sustainability outcomes

- **Growth & Access Working Group**
  - Focus
    - Expansion planning
    - School partnerships
    - Transportation and access barriers
  - Potential Responsibilities
    - Implementation of Growth & Access priority initiatives
    - Support development of school and facility partnerships
    - Assist with planning and implementation of new Club locations or partnership models
    - Monitor progress toward expansion and participation outcomes

- **Strategic Partnerships Working Group**
  - Focus
    - Partnership development
    - Advisory Board coordination
    - Coalition and community engagement
    - Volunteer and service initiatives
  - Potential Responsibilities
    - Implementation of Strategic Partnerships priority initiatives
    - Facilitate collaboration with nonprofits, municipalities, schools, and community organization
    - Strengthen volunteer and service engagement opportunities
    - Monitor progress toward partnership and community engagement outcomes

RECOMMENDED IMPLEMENTATION STRUCTURE, continued

- **Program Impact Working Group**
  - Focus
    - Workforce development programming
    - Teen engagement
    - Caregiver engagement
  - Potential Responsibilities
    - Implementation of Program Impact priority initiatives
    - Identify opportunities to strengthen teen and caregiver engagement
    - Review program outcomes and participant feedback to inform continuous improvement
    - Monitor progress toward programming outcomes

- **Leadership & Governance Working Group**
  - Focus
    - Board engagement and accountability
    - Staff retention and support
    - Leadership development
  - Potential Responsibilities
    - Implementation of Leadership & Governance priority initiatives
    - Identify opportunities to strengthen staff support retention, and organizational culture
    - Recommend governance improvements and Board development opportunities
    - Monitor progress toward leadership, engagement, and retention outcomes

SHARED OWNERSHIP & COLLABORATION

While each working group has primary responsibility for specific focus areas and initiatives, successful implementation of the strategic plan will require collaboration across committees, staff, Board members, community partners, volunteers, and stakeholders.

Many initiatives intersect across multiple strategic priorities, making communication and coordination essential to maintaining alignment, reducing duplication of effort, and maximizing organizational impact. Working groups should view themselves not as isolated committees, but as collaborative partners contributing to a shared organizational vision.

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RECOMMENDED IMPLEMENTATION STRUCTURE, continued

IMMEDIATE NEXT STEPS

Adoption of the strategic plan represents the beginning of implementation rather than the conclusion of the planning process. To build and maintain momentum, BGCJC should move intentionally into operational planning by establishing clear leadership structures, defining ownership, and identifying the priority actions that will guide Year One implementation efforts.

The following next steps are intended to create clarity, strengthen accountability, and support coordinated progress across the organization's strategic priorities and initiatives. While some refinement will occur over time, establishing these foundational elements early will help position BGCJC for successful implementation and long-term sustainability. Each working group should:

- **Identify a Working Group Champion or Chair**
  - Each working group should identify a champion or chair responsible for coordinating meetings, maintaining momentum, supporting accountability, and serving as the primary point of communication related to implementation efforts within that focus area.
- **Establish Year One Success Indicators**
  - Working groups should identify measurable indicators or milestones that define meaningful progress during the first year of implementation. Success indicators may include quantitative metrics, implementation milestones, partnership development, participation goals, or operational improvements connected to the strategic plan outcomes.
- **Define Year One Actions for Each Key Priority Initiative**
  - For each initiative, working groups should identify the most important actions needed during the first year of implementation. These actions should focus on building momentum, establishing foundational systems or partnerships, addressing barriers, and positioning the organization for long-term success rather than attempting to fully execute every aspect of an initiative immediately.
- **Clarify Implementation Roles & Contributors**
  - Working groups should identify the staff members, Board members, volunteers, partners, and community stakeholders needed to support implementation efforts. Clarifying roles early will help strengthen accountability, distribute workload appropriately, and encourage broader ownership of the strategic plan across the organization and community.

RECOMMENDATIONS FOR MAINTAINING MOMENTUM

Without a clearly defined process for reviewing and updating not only the metrics of the plan, but also the continued relevance of its priorities and initiatives, the strategic plan is at risk of becoming an inactive document rather than a blueprint for advancing the organization's vision and mission.

The Executive Director and Executive Committee are responsible for ensuring that the plan is reviewed and updated on a regular basis through quarterly updates and annual strategic reviews.

COORDINATE WORKING GROUP MEETINGS

When feasible, coordinate working group meetings around common schedules or shared meeting times to:

- Encourage collaboration across priorities
- Reduce scheduling burden
- Improve organizational alignment and communication

EXPAND PARTICIPATION BEYOND THE BOARD

Consider inviting trusted volunteers, community leaders, partners, and subject matter experts to participate in working groups where appropriate. Expanding participation can:

- Increase organizational capacity
- Strengthen community ownership
- Bring additional expertise and perspective
- Reduce the risk of Board and staff burnout

CONDUCT QUARTERLY WORKING GROUP UPDATES

Working groups should provide regular progress updates on the following during regular Board reporting and strategic review conversations.

- Priority actions completed
- Emerging barriers or resource needs
- Progress toward outcomes and annual targets
- Upcoming implementation priorities

ANNUALLY REVISIT WORKING GROUP STRUCTURE

As implementation progresses, BGCJC should periodically reassess whether the working group structure continues to align with organizational priorities, capacity, and strategic needs. Adjustments may be necessary as priorities and initiatives evolve and new opportunities emerge.

BOYS & GIRLS CLUB OF JACKSON COUNTY

RECOMMENDATIONS FOR MAINTAINING MOMENTUM, continued

CONDUCT ANNUAL STRATEGIC REVIEWS

Conduct annual strategic reviews each February to assess progress, amend the plan as necessary, and reinvigorate Board, staff, and stakeholder engagement around the organization's strategic priorities and vision.

The Executive Director and Executive Committee should facilitate the annual strategic review process in partnership with working groups, initiative champions, and key stakeholders. Annual reviews should create space for both quantitative assessment and broader strategic reflection to ensure the plan remains responsive, actionable, and aligned with the evolving needs of the organization and community.

Key Tasks

- Examine whether strategic priorities and initiatives remain relevant and aligned in consideration of:
    - Shifts in organizational priorities or capacity
    - Changes in community needs or demographics
    - Changes in funding opportunities or economic conditions
    - Evolving youth and family needs
    - Organizational culture and staff capacity
    - Emerging partnerships or opportunities
    - New constraints or implementation barriers
- Identify adjustments to metrics, implementation plans, timelines, and priority actions in consideration of:
    - Progress toward strategic outcomes and initiatives
    - Lessons learned through implementation efforts
    - Emerging opportunities
    - Resource availability and organizational capacity
    - New challenges or constraints
- Revise the strategic plan as necessary based on examination of quarterly updates, initiative progress, outcomes, and implementation experiences.
    - Provide updates to Board members, staff, partners, and stakeholders regarding progress and any recommended adjustments. Updates should include:
        - Major accomplishments and progress highlights
        - Areas of emphasis for the coming year
        - Progress toward strategic outcomes
        - Rationale for any significant changes to initiatives, actions, or metrics