



BOYS & GIRLS CLUB
OF GREATER LOWELL

STRATEGIC PLAN
2024-2027

Our Mission

To inspire and enable young people, especially those who need us most, to realize their full potential as productive, responsible, and caring citizens.

Our Vision

To end generational poverty in Lowell.

At Boys and Girls Club of Greater Lowell

- All young people ages 8-18 are explicitly welcomed and our membership reflects our community.
- We seek to provide a physically and emotionally safe environment that meets our members' basic needs as well as supports their growth and education.
- Membership fees are kept low at just \$30 per year (\$5 for teens) and many scholarships are granted to ensure access to all youth who can benefit from Club services.
- Diverse and engaging program options empower youth to reach their full potential and become the adults they want to be.
- Our Club values of Teamwork, Commitment, Excellence, Integrity, and Fun are infused in all aspects of our programming, operations, and governance.

Aspirations

Every young person will have a level playing field-equitable access to strength-based youth development, exposure to career & educational pathways, connections to community leaders, and a culture of high expectations for achievement that enables them to:

- Experience social, emotional, physical, and mental well-being
- Graduate high school equipped with skills and experiences that will lead to post-secondary education, work, and life success
- Lead change that will advance their Clubs, their communities, and the nation

With the support of our community, youth in Lowell find within the Boys & Girls Club of Greater Lowell an abundance mindset, the safe haven, adult role models, opportunities they need to build bright futures and break the cycle of poverty.

Strategic Goals

We will grow our impact by reaching more youth with high-quality experiences that lead to positive outcomes. In order to achieve this goal we must:

- Fully fund Believe & Become while growing operating revenue.
- Build an adaptive operational framework to support future growth and excellence.
- Create the safest spaces for youth in our community.
- Develop a representative board that is active and engaged to achieve our goals.



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Strategic Priorities

	Objectives	Strategies
Organizational Strength	<ul style="list-style-type: none"> ● Build a revenue plan that sustains the Club for 100+ years ● Improve operational efficiencies 	<ul style="list-style-type: none"> ● Create comprehensive RD Plan that includes: <ul style="list-style-type: none"> ○ Major gifts strategy ○ Foundation/Grant strategy ○ State/Federal grant strategy ○ Stewardship ○ Capital Campaign donors converted to major gift supporters ○ Corporate strategy ● Develop PR and Marketing strategy that promotes Club programs and youth impact ● Develop collaborative partnerships that promote equity & excellence ● Build a technology infrastructure plan to increase efficiency and effectiveness
Talent	<ul style="list-style-type: none"> ● Attract, retain, and develop representative and transformational leaders at all levels: Board, Staff, Volunteers ● Become an employer of choice ● Become volunteer opportunity of choice ● Develop a representative, engaged and impactful board 	<ul style="list-style-type: none"> ● Create staff development plan: <ul style="list-style-type: none"> ○ Provide competitive compensation and benefits ○ Deliver consistent, high-quality orientation and onboarding ○ Promote career pathways and recognize completion of professional development milestones ○ Implement performance management and succession planning including evaluation of the diversity of staff & leadership vs our community and youth served ○ Build a positive workplace culture that supports staff well-being, diversity, equity, inclusion & belonging ● Develop volunteer recruitment and stewardship plan ● Create board development plan: <ul style="list-style-type: none"> ○ Evaluate and improve board orientation and onboarding ○ Implement regular board and board member assessment/evaluation ○ Develop board expectations and accountability process ○ Develop board engagement dashboard ○ Ongoing evaluation of board representation vs. stakeholders
Youth Impact	<ul style="list-style-type: none"> ● Double the number of youth served by 2027 ● Promote a culture of safety with multiple layers of protection ● Deliver equitable and high quality youth development to every young person, every day ● Equip Club members with skills and experiences that lead to life and workforce readiness ● Provide equitable access and a level playing field for our members 	<ul style="list-style-type: none"> ● Build adaptive operational framework to support future growth & excellence ● Develop safety plan that supports both physical and emotional safety ● Design program pillars/youth development pathways ● Develop teen outreach strategy ● Develop transportation plan