



**BOYS & GIRLS CLUBS  
OF ALBANY**

*Deepening Impact with Strategic Growth.*

**VISION 2020**

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**STRATEGIC PLAN**

For more than 50 years, Boys & Girls Clubs of Albany has formed the bedrock of thousands of young people's paths to success. Along their journeys, the dedicated and professional staff at our Clubs have been there to continuously guide and shape our future leaders. They have helped countless young people learn and practice the skills, attitudes and behaviors that have allowed them to persevere in the face of obstacles and what many consider insurmountable odds. Inside each Club you will find hundreds of curious minds tackling new challenges, budding artists discovering their creativity, enthusiastic athletes channeling their energy, and friendly engaging teens making strides to graduate from high school with plans to go to college.

Guided by our vision of “**redefining the success equation for young people**”, our entire Boys & Girls Club team – including our stakeholders – have taken part in an intentional reflection and planning process over the past 12 months. Our goal was to improve our organization and maximize our impact on the young people who depend on us. As a result of this rigorous and intensive process, we are now shifting our focus to implementing a comprehensive strategy aimed at improving the effectiveness of our current service and increasing our impact on Club members who rely on us day after day. We plan to accomplish this while strategically growing our footprint in the community and positioning our organization as the premier youth development advocate in Albany/Dougherty County.

Building on the strong foundation of previous strategic plans and organizational leadership, our new strategic plan, **VISION 2020**, reflects our dedication to working collaboratively and efficiently to prepare our Club members for success in the 21st century. Our aim is to empower every Club member through safe and impactful experiences to:

- Graduate high school with a plan for college or career,
- Contribute to the community with strong character, and
- Live a healthy lifestyle.

As we are implementing **VISION 2020**, we will continue to provide a unique and valuable asset to the community by maintaining our comprehensive approach to youth development. We will renew our commitment of working with the “whole child”, year-round, and bridging the gap between school and home by working beyond the traditional school day to help young people learn and grow. We will also be responsive to community needs, measure our impact and continually adapt, as well as improve and strengthen our services and leadership based on what we learn.

While you review our renewed and deepened commitment to youth in our **VISION 2020**, strategic plan, we hope you will join us in opening doors, expanding opportunities and building **GREAT FUTURES** for all youth in Albany/Dougherty County.

Sincerely,



Patsy C. Martin  
Board President



Marvin B. Laster  
Chief Executive Officer



## MISSION

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

## VISION

To be an **advocate** and the **youth development organization of choice** for youth, parents and community; committed to redefining the **success equation** for the young people impacted by our **staff, programs, activities and services**.

## GUIDING PRINCIPLES

1. Provide Club members with a **high-quality Club Experience** that is safe and fun, leads to a sense of belonging, and develops the skills needed to achieve success in the 21st century.
2. Continue to learn and develop practices and program models with demonstrated impact to enable Club youth to **graduate from high school** with a plan for the future, develop **good character and citizenship**, and adopt a **healthy lifestyle**.
3. Advocate that every community provide access to **high-quality out-of-school-time programs** and experiences that equip young people with the tools to succeed.
4. Establish dynamic **partnerships** to maximize collective resources and impact.

# FOUNDATION FOR A HIGH-QUALITY CLUB EXPERIENCE

## Positive Environment and Experience

- Dedicated space
- Emotionally and physically safe
- Fun and engaging
- Active and experiential
- Innovative and relevant
- Comprehensive

## Supportive Relationships

- Consistent youth development professionals
- Individualized support
- Small group interactions
- Partnerships with community and families

## Youth Voice

- Programs based on youth interest and needs
- Freedom to choose

## Continuous Evaluation

- Clear goals aligned to impact
- Performance improvement
- Rigorous proof

## Open to Youth Who Need Us Most

- Located in resource-constrained neighborhoods
- Open and affordable to all

## Membership

- Continued support through multiple years and key transitions





# STRATEGIC PILLARS

1. **Achieve a high level of program quality** in all Clubs, requiring quality program standards, a rigorous assessment process, accountability to each other, and trained staff and board.
2. **Strengthen leadership, develop resources and build capacity** to drive quality and increase impact.
3. Position Boys & Girls Clubs of Albany as the community's premier **youth development advocate**.
4. Build a **growth plan** in pursuit of our vision while ensuring success is within reach for all children in Albany/Dougherty County.

# GOALS & STRATEGIC PRIORITIES

1. **Advocate for youth and develop high-quality programs and partnerships.**
  - a. Create an environment that ensures the emotional and physical safety of all children and teens.
  - b. Strengthen network of support for members.
  - c. Be responsive to the needs of youth and community.
  - d. Increase organization's ability to measure and report Club impact.
  - e. Deepen Club impact by ensuring:
    - i. Club members are making adequate grade progression and on track for graduation with a plan for their future.
    - ii. Teen members are prepared for post-high school education and/or career.
    - iii. Club members develop resiliency skills and become leaders in the community, in action and example.
    - iv. Club members have skills to avoid high-risk behaviors, access to resources and support to take responsibility for their health.
2. **Ensure public trust and strengthen organizational governance.**
  - a. Manage finances with integrity and transparency.
  - b. Operate within financial means and guidelines.
  - c. Recruit and retain highest quality staff and board volunteers.
3. **Diversify and broaden organizational resources, visibility and community presence.**
  - a. Diversify and innovate new funding streams.
  - b. Enhance marketing and branding opportunities internally and externally.
  - c. Expand and enhance Club operations and locations within community.



## VISION 2020 ACTION PLAN

To outline the specific accountability measures for each goal, strategic objective and action, there will be a follow up document entitled "IMPACT in ACTION." This document will serve as an action plan and will be organized around the strategic pillars. It will include each goal, strategic objective and action, the position responsible for its successful completion, as well as the metric that will be used to measure progress.

**"In times of great change, there is also great opportunity – opportunity to realize a bold vision, for transformation, and for making a difference on a scale never before imagined. Vision 2020 will serve as a catalyst for maximizing organizational potential, achieving quantifiable results and ensuring a GREAT FUTURE is within reach of every young person in Albany/Dougherty County."**

**- Marvin B. Laster, Chief Executive Officer**

**For more information, please contact:**

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