



**BOYS & GIRLS CLUB**  
OF GREENWICH

## STRATEGIC PLAN 2025-27 EXECUTIVE SUMMARY

### VISION

BGCG—where youth go to find their greatness.

### MISSION

BGCG’s mission is to prepare young people, through enrichment opportunities and supportive relationships, to be responsible, caring and productive community members.

### VALUES

#### INCLUSION

We strive to ensure that all members feel a sense of connection and belonging.

#### RESPECT

We believe it is essential for everyone who interacts with the Club to be treated—and treat others—with respect and dignity.

#### SAFETY

We place the highest priority on creating a physically and emotionally safe environment for our members and staff.

#### ACCOUNTABILITY

We are committed to maintaining the highest professional standards in all our endeavors.

#### TEAMWORK

We believe our best results come from working together.

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### OVERVIEW

For more than 100 years, Boys & Girls Club of Greenwich (BGCG) has been a constant in a changing world—showing up every day for young people and families who count on a safe place to belong, grow, and thrive. Today, BGCG stands at a pivotal moment. With expanded facilities, rising demand for affordable youth programming, and new financial realities, the Club is poised not just to continue its legacy, but to redefine what youth development looks like in Greenwich, Connecticut for the next generation.

Each day, more than 300 children walk through BGCG’s doors to learn, connect, and build confidence through high-quality after-school, vacation, and summer programs. The Club’s downtown Clubhouse, which is nearly a century old, has long served as a hub for community life. Recent investments have transformed it into a modern, flexible, 63,000-square-foot space. These expanded facilities unlock powerful opportunities for new programming, deeper community engagement, and sustainable revenue growth.

This strategic plan is a blueprint for the next 12-18 months, laying down the foundation for the next chapter. The plan intentionally focuses on the near term, prioritizing action, accountability, and momentum. Developed over 10 months with input from board members, staff, youth, families, educators, and community partners, it reflects both what makes BGCG special and what must evolve to ensure long-term impact.



### ASSUMPTIONS & PRIORITIES

The plan is focused on continuous improvement and guided by these key assumptions:

#### Evaluation

What gets measured gets better. BGCG will use clear metrics to evaluate programs, staff performance, and safety—and use the results to drive smarter decisions.

#### Staffing

People power the mission. BGCG will align roles with strengths, refine its staffing structure, and make strategic hires where needed to support growth and long-term impact.

#### Paid Programming

Sustainability requires smart revenue. BGCG will invest in select fee-based programs and will regularly assess them for financial return and community value.

## A ROADMAP FOR GROWTH

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The planning process revealed a clear mandate from stakeholders: protect what works, strengthen the foundation, and build for the future. Families value BGCG's affordability, safety, transportation services, and exceptional summer programs. At the same time, growth has introduced new complexity that requires stronger systems, clearer structure, enhanced staffing support, and diversified revenue to sustain operations in an expanded facility.

In response, this plan centers on four strategic priorities:

- **Financial Sustainability** – Build reliable, mission-aligned revenue streams, strengthen fundraising, and fully leverage the Club's facilities to support long-term stability.
- **Youth & Teen Impact** – Expand membership to 2,000 participants while improving program quality, structure, and communication, especially for teens navigating critical developmental years.
- **Organizational Strength** – Invest in staff, safety systems, data, and evaluation to ensure BGCG operates with excellence, consistency, and accountability.
- **Community Presence & Outreach** – Elevate BGCG's visibility, partnerships, and role as a cornerstone resource for families across Greenwich.

Aligned with the Boys & Girls Club of America's national strategic pillars, this plan embraces innovation, data-informed decision-making, and continuous improvement. It also acknowledges a critical truth: sustaining impact requires investment. Strategic hiring, new program models, and earned-revenue initiatives will require upfront resources, but they are essential to meeting community demand and securing BGCG's future.

This is not a plan to maintain the status quo. It is a call to action to harness BGCG's history, energy, and expanded footprint to deliver greater impact for youth, families, and the community. With clear priorities and shared commitment, BGCG is ready to lead boldly into its next century of service.

## INVESTING IN THE FUTURE

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Strategic planning demands smart, deliberate investment. To bring this plan to life, BGCG must dedicate resources to execute its strategies effectively. A central focus is generating new revenue through paid programs and facility rentals: initiatives that, like any growth effort, require upfront investment to build capacity and test community demand.

## MOVING FORWARD WITH ACTION

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The plan lays out clear, actionable strategies across the four strategic priorities, identifies who is responsible for each, outlines required investments, sets timelines, and specifies board involvement. Financial strategies include start-up costs with expected revenue once programs are fully launched, ensuring both impact and sustainability.

