



## Strategic Plan: 2021 - 2025 Executive Summary

Metro Atlanta is, by so many measures, a thriving metro area. With nearly 6 million people, it has become the ninth-largest metro city in the nation, and all signs indicate it will continue to be a destination of choice for employers and job seekers. It is home to 16 Fortune 500 companies, boasts 54 colleges and universities, and has seen tremendous growth in industries that include technology and film. There are 640 technology companies in Alpharetta alone, and film industry production in Georgia surpassed California in 2016. (Source: Metro Atlanta Chamber)

There are so many indicators of opportunity and growth and yet, depending on where you live in Metro Atlanta, people are having very different experiences in terms of prosperity, hope, and access to opportunity. Consider these startling facts:

- Among 381 U.S. metro areas, Metro Atlanta ranked near the bottom at 360 in terms of children's ability to move up from the bottom of the socioeconomic ladder. (The Opportunity Atlas, 2018).
- Atlanta has the worst disparity in average household income inequality, with the lowest 20 percent in Atlanta earning an average of \$9,400, while the highest 20 percent brought home more than \$256,000. (U.S. Census Bureau's American Community Survey from 2018).

**"Much of the stagnation in mobility results from how we provide opportunities for kids from disadvantaged families. In particular, factors including access to higher education, the uneven quality of elementary schools, and the rise of both income and racial segregation."**

**Raj Chetty, Economist, Harvard University  
The Opportunity Atlas**

Race continues to factor into the equation in terms of economic opportunities. While African Americans make up nearly 52% of Atlanta's population, Black representation among high-income jobs is lacking. In the top three highest-paying careers in the city, Black employees made up less than 25% of workers in the first quarter of 2020. (Source: ACR using JobsEQ)

Public schools play an important role in bridging the gap. In Metro Atlanta, public schools serve over 600,000 students (Fulton, Cobb, DeKalb, Gwinnett & Clayton), most of whom are non-white (78%) and from low-income families (59%).

While progress has been made over the past 8 years, in terms of students' academic performance, statistics show there is still work to do:

- Only 39% of 3rd graders are reading proficiently. Students who do not read at grade level by 3rd grade are four times more likely to drop out of high school than proficient readers.
- 1 in 5 students does not graduate from high school on time.

*Source: Governor's Office of Student Achievement, 2017-2018*

Since 1938, Boys & Girls Clubs of Metro Atlanta has been part of the ecosystem dedicated to ensuring all children and teens can take advantage of every opportunity this great metro city has to offer. These statistics reaffirm the important role we must play as we develop our plans for the future.



# RISE 2025

## A Time of Serious Reflection

When we embarked upon our path to develop our 2025 strategic plan in October 2019, the driving question was, essentially: "How can we serve more kids with greater impact?" And while that continued to inform our discussions and planning, we had both the challenge and opportunity of developing our strategic plan during 2020, one of the toughest years our country has experienced in recent history. Understanding how to answer that question came into much sharper focus as the pandemic wreaked havoc on our lives, the economy plunged, and social unrest gave rise to a heightened awareness of racial inequality and injustice.

While difficult to navigate at times, the events of 2020 fueled meaningful discussions. And it led to greater introspection as we considered our role in working towards a better future for Metro Atlanta and the most important steps we would need to take over the next five years to achieve our vision. As part of that process, we were compelled to revisit, revise, and launch new mission and vision statements.

## MISSION

We ignite the unlimited potential of kids and teens by creating safe, inclusive, and engaging environments.

## VISION

Thousands of young leaders thriving in life and strengthening the future of their communities and the world.



## Our Differentiators

As we chart our path forward, we recognize that we are not at a starting point, but rather building on years of progress, lessons learned, and key strengths that uniquely position us to be an effective player in this work:

- **Geographic Reach** – We have over 20 Clubs located across ten counties in Metro Atlanta reaching 7,000 children and teens. The more kids we can serve, the greater our potential to influence and impact Atlanta's future for the better. That equates to more caring, confident, smart, and creative young people assuming leadership positions and bringing their inherent talents, skills, and unique perspectives to bear.
- **Continuity of Service** – Real, lasting impact often takes an investment of time. Our youth development approach focuses on the full span of school-aged years, ages 6 - 18, positioning us as essential guides and mentors throughout critical developmental milestones. That level of permanence and reliability for a young person results in deeper and more meaningful relationships that positively influence and impact their lives.
- **National Affiliation** – We are part of a larger movement led by a national organization that provides resources and support to ensure our success. From training and programs to advocacy and funding, Boys & Girls Clubs of America is the world's largest youth-serving organization. Headquartered in Atlanta, we also have the unique benefit that comes from being close in proximity.
- **Primed for Partnership** – While we have always worked to build strong partnerships with the 10+ school districts and 100+ schools which our members attend, COVID-19 allowed us to deepen those relationships and demonstrate our value. When most schools replaced in-person learning with virtual as a safety measure, our Clubs pivoted to play a critical role for students and their families. Starting in August 2020, Clubs opened their doors during the day to provide kids with supervision and assistance with virtual learning. We plan to prioritize our partnerships with schools so that student/members' success continues to be a collective goal we work towards together.





# RISE 2025

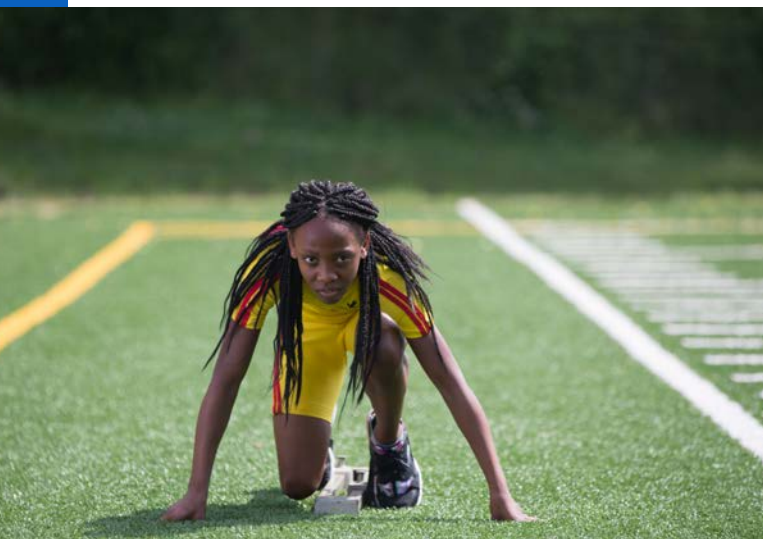
## Our Path Forward

Our planning process included a full assessment of our performance across every business function and data analyses to understand the state of children and teens - ones we serve and those throughout Metro Atlanta. This insight, coupled with the unique perspective informed by the events of 2020, were instrumental in charting our path forward. Ultimately, we landed on five significant priorities:

- **Reach more kids.** According to a 2020 survey conducted by the Afterschool Alliance, unmet demand is soaring. In all, at least 38 percent of Atlanta students are without the afterschool programs their parents say they need today. We are committed to growing our reach by maximizing our current Clubs' space and opening new Clubs using a more economically sound model. We will prioritize growth through partnership opportunities versus building new facilities. We will also select geographic areas based on the United Way of Greater Atlanta's Child Well Being Index that identifies areas in Metro Atlanta where the need is high, and services are non-existent or limited.
- **More significant impact.** Getting more kids in the door is only the first step. We need to make sure we are truly making a difference in their lives. Ultimately, we define that difference by the degree to which members achieve specific academic success, healthy lifestyle, and leadership outcomes. And while we offer many programs aligned to those three pillars, we need to dispel the notion that "programs drive impact" when, in fact, it's the people delivering those programs that lead to impact. Based on tremendous evidence-based research done in the youth development field over the last 20 years, we know the practices that will increase kids' likelihood of achieving successful outcomes. Targeted training, better support structures, and greater accountability will ensure Club staff become "brilliant at the basics," the fundamentals of youth development.



- **Grow our fanbase.** To do more, we need to grow our base of supporters. While we have amazing individuals and companies who have been "raving fans" for many years, we believe there are more out there who share our passion and hopes for the children and teens in Atlanta. They just need to be invited to join us. Putting the right resources in place and engaging our current fanbase to identify others interested in joining our cause will be important next steps.
- **Get serious about diversity.** While we made a commitment to diversity years ago and have seen progress in terms of board composition and hiring practices, we haven't necessarily put a significant "stake in the ground." This includes setting specific goals and building out intentional steps around board and talent recruitment that will hold us accountable for finally realizing a level of leadership diversity that more closely reflects the communities we serve.
- **Nurture a culture of inclusion.** Through a series of challenging yet insightful discussions, particularly with our employees, we gained tremendous insight into their experience with the organization. From there, we have formed a permanent employee council to guide and inform our commitment and specific action items to creating an environment where individuals across the whole spectrum (staff, Club members, board, etc.) feel included, respected, valued, and engaged. While this is simply "the right thing to do," we also know that individuals who feel more engaged will remain with us longer and produce better results towards furthering our mission.



These five priorities are captured within five focus areas that make up our strategic plan along with specific objectives, metrics to track progress, and goals to define success.

## FOCUS AREA 1. SERVE MORE KIDS MORE OFTEN

### OBJECTIVES

#### 1.1 Strengthen existing and establish new partnerships.

We know we can't do this work in a silo. Partnering with others who align with our mission and have a vested interest in ensuring all young people realize their full potential is critical to our success. These partners include the 100+ schools our members attend now, the higher education institutions they are pursuing for their future, the companies seeking to equip the future workforce, and the many non-profits with programs and services that align with our strategic priorities. Working collaboratively will exponentially allow us to reach more kids and ensure they are positioned for success in school, work, and life.

#### 1.2 Strengthen current service delivery model(s) and implement new innovative approaches.

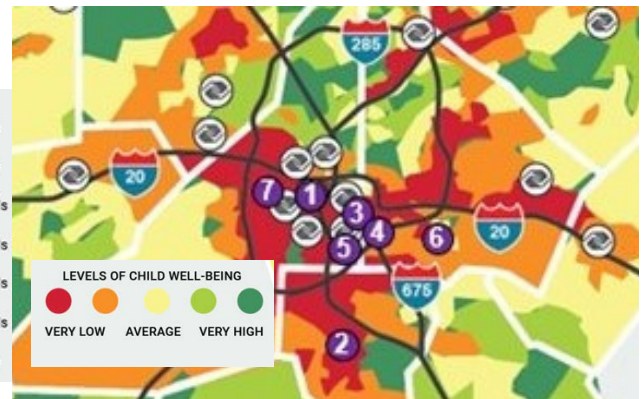
We have remained rooted in a traditional service delivery model since our inception which essentially means we provide a facility-based after-school program. To reach more kids utilizing existing resources will require us to be more innovative and think differently about how we approach our work. This will involve taking an intentional approach to exploring, building out, piloting and potentially scaling new service delivery models to include concepts like opening Clubs on the weekends, serving kids during the school day, and building on demonstrated success with virtual programming.

#### 1.3 Develop & implement a future footprint strategy.

We will take a proactive approach to build out our future footprint that is aligned to clear criteria for both growth and closures. Growth will primarily come from maximizing our current capacity (500+) and opening new locations (500+). Expansion to new locations will be achieved through partnerships (not by acquiring or building new facilities) that will provide substantial support for the operations. At the same time, we will adopt the discipline of assessing our current locations to determine the need for any closures based on the degree to which they serve the larger mission.

#### 2025 Strategic Growth Plan

1	At Promise – South	Opened January 2021	35 kids
2	Flint River Community Center Boys & Girls Club	Opening Spring 2021	75 kids
3	T.H. Slater Elementary School (PBC)	Opening Spring 2021	100 kids
4	Thomasville Heights Elementary School (PBC)	Opening Spring 2021	100 kids
5	Luther J. Price Middle School (PBC)	Opening Fall 2021	100 kids
6	South Dekalb	Opening in 2021/2022	150 kids
7	At Promise – Southwest	Opening in 2022	35 kids



## GOALS

# 01

Serve More  
Kids, More  
Often



#### Metric

2019  
Actual

2025  
Goal

# of Members Served Annually

6,938

10,000

# of Teens Served Annually

2,048

3,000

Average Daily Attendance

2,784

4,000

Members attending 3x or more per week

55%

65%

Teens attending 2x or more per week  
(incl. virtual)

39%

45%

## FOCUS AREA 2. ACHIEVE GREATER IMPACT WITH OUR KIDS

### OBJECTIVES

#### 2.1 Establish a structure and process that provides training, support and accountability on youth development and management practices that lead to a high-quality Club experience.

Research done over the last twenty years in the youth development profession has brought a greater understanding of the practices that lead to better outcomes. These practices, if employed consistently and with fidelity by our youth development professionals, primarily the part-time team members who work directly with our kids, will lead to a high-quality Club experience. Over time, that type of experience will lead to better outcomes. To achieve this, we will implement a new support structure and process that provides hands-on coaching, on-going support, and accountability. Additionally, Club leaders will become equipped to train and coach their team members.

#### 2.2 Design and implement tween and teen retention strategies.

Making sure our teen members graduate from high school on time with the 21st Century skills such as creativity, collaboration, initiative, leadership, and productivity are critical to their future success. For that reason, we've made significant investments in teen-focused programming with excellent results in terms of the life-changing impact it has had on participants. We now want to take that proven success model and increase the number of teens impacted. Our most significant opportunity to grow the number of teens we serve is by retaining our middle-school-aged members. Middle-school tends to be when members no longer "have" to attend the Club but rather "choose" to come. It is a time when competing priorities (both healthy and unhealthy) give rise. This specific objective targets this important age group with a level of intentionality that includes staffing, training, programming.


#### 2.3 Design and implement racial equity and social justice programming.

Boys & Girls Clubs have always focused on building leadership skills and providing self-expression opportunities as a primary focus in preparing kids for future success. However, to better equip our members to successfully navigate and address racial inequity and social injustice, we need to refine our suite of programs. We will work to integrate activities and lesson plans that encourage members to explore, reflect, and engage in discussions around race and social injustice, positioning our young people to be leaders for change in their communities. Additionally, our approach will include opportunities for self-expression specific to their experience.

#### 2.4 Promote a data-driven culture that includes refining our outcome measurement system with metrics needed to track youth progress, inform Club improvement plans, and evaluate staff performance.

We know that data helps us to understand our level of effectiveness, the areas where we are making progress and the areas that need improvement. While the organization transitioned to an outcome-driven model almost 10 years ago, changes to our staffing structure and theory of change require us to refine our approach. This includes establishing the right metrics, outcomes, collection tools and data sharing platform. We will also re-energize our internal teams around using data as a daily practice and put the processes in place that ensure accountability.

### GOALS

	Metric	2019 Actual	2025 Goal
<b>02</b> Achieve Greater Impact with Kids 	Overall Club Experience	#18 out of 28 Largest BGC Orgs	#10 out of 28 Largest BGC Orgs
	# of Teens Graduating w/ Placement	96	250
	% of Parents Likely or Very Likely to Recommend their Boys & Girls Club to a friend, family member or colleague	n/a	80%



## FOCUS AREA 3. REALIZE A STRONG FINANCIAL POSITION

### OBJECTIVES

#### 3.1 Implement strategies to improve cash flow management.

We need a positive cash flow to effectively fund our operations, meet our financial obligations, and implement new strategic initiatives. This can prove challenging when incoming cash is seasonal due to a fundraising-based revenue model and expenses that are consistent and even higher during the summer months when we support longer club hours. We will implement several strategies including establishing a cash reserve account of \$1M, improving our process around the collection of receivables (donor pledges), and increasing monthly recurring donors in an effort to improve our cash flow position.

#### 3.2 Identify and implement internal process improvements, including technology solutions, that will result in cost savings and increased efficiencies.

While reaching more youth and having a greater impact is a priority in realizing our vision, we don't have unlimited resources to achieve that. We must look at doing more with what we have. This includes making investments in technology to improve productivity. It also requires an assessment of practices and processes to identify opportunities for improved workflow and ensuring we are allocating our time and resources to those strategies that have the biggest return. Utilizing external expertise to do an org-wide assessment for each business function will be the first step. We will then prioritize the recommendations with the goal of having streamlined technology processes and tools, improved access to business intelligence and data analytics, and reduction of inefficiencies in staff workflow.

#### 3.3 Build a more robust individual giving program that focuses on high-net-worth individuals and planned giving.

We have the benefit of long-standing, very passionate individuals who support our work. However, when we compare ourselves to our Boys & Girls Club peers who have a much larger base of individual supporters and assess the concentration of wealth and philanthropic propensity in Atlanta, we know there is an opportunity to build our "fanbase." We have a compelling mission, a well-established and respected brand, and a network of 200+ volunteer leaders. We are confident that these factors, combined with the right talent and sufficient resources, will enable us to increase support from our current donors and convert many more to join us in achieving our vision.

#### 3.4 Secure new and maximize existing corporate partnerships with the goal of leveraging the full scope of their assets to support our mission priorities.

From small businesses to large Fortune 500 companies, we have had the great advantage of a philanthropic-minded business community here in Metro Atlanta. While there is certainly an opportunity to continue growing our financial support from the corporate sector, they also serve as a great resource for volunteers (garden project), skilled pro-bono services (comp/benefit analysis), in-kind support (new computers, sports equipment), PR/awareness (media/publicity) and workforce development opportunities for our teens (internships). By taking a more comprehensive and strategic approach, we can fully maximize our partners' potential for helping advance our cause and deepen their commitment and investment in our mission.

### GOALS

# 03

Realize a  
Strong  
Financial  
Position



#### Metric

Days of Cash on Hand (monthly avg)  
# of Individuals Giving \$25K+ Annually  
# of Members in Planned Giving Society  
# of Companies Giving \$50K+ Annually  
Total Fundraising Revenue  
Cost to Serve a Member

2019  
Actual

2025  
Goal

21	30
12	25
28	50
9	25
\$15.8M	\$17.7M
\$7,591	\$6,000

## FOCUS AREA 4. BUILD DIVERSE AND EFFECTIVE LEADERS

### OBJECTIVES

#### 4.1 Develop a talent pipeline of diverse and highly-qualified candidates for leadership roles that reflect the community and the children we serve.

An organization's ability to achieve success relies, in great part, upon the leaders at the helm. A diverse leadership team, particularly one that reflects the communities we serve, will ensure that decisions being made at the most senior level benefit from unique and relevant perspectives. It will also allow for new and innovative thinking necessary to navigate the ever-changing world in which we find ourselves. We will implement a two-tiered approach to achieve this. One that will look to identify high-performers within the organization and prepare them for future leadership roles. The other will be more externally-focused and include building relationships with HBCUs and implementing a formal candidate referral program that leverages the professional and personal networks of our employees.

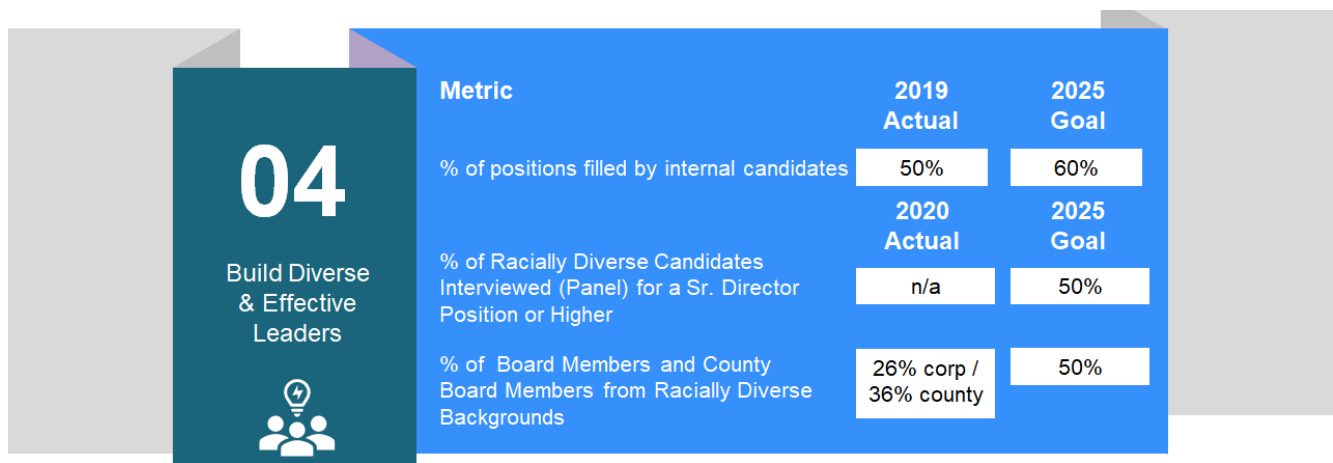
#### 4.2 Invest in the professional development of our staff to deepen their leadership capacity.

While it's important to develop the pipeline for more diverse leaders, we also need to invest in all employees. Research makes it very clear that investing in employees' professional development results in greater retention and productivity. Additionally, our organization has a unique challenge that is best met when every employee is empowered with strong leadership capabilities. We have over 20 Clubs that span across 10 counties and have established a structure that will ensure a consistent approach to the youth development practices we know will lead to better outcomes for our kids. While a uniform and consistent approach is critical, Clubs also need to have a level of autonomy that allows them to respond with programs and services that address the unique needs and interests of their kids and communities. Building out the leadership capabilities of all our employees, no matter their role, will ensure we can strike the right balance between consistency/uniformity and autonomy, and empower employees to make good decisions as they go about their work.

#### 4.3 Develop a board of directors and county boards that are inclusive, reflect the communities we serve, and are effective in supporting our strategic priorities.

Our current volunteer leadership lacks diversity. There is agreement around the need to target future recruitment efforts to ensure our volunteer leaders reflect the communities we serve. To realize this objective, we will make a concerted effort to ensure each class of new board members is more diverse with a specific focus on racial diversity. We also have aggressive goals related to board composition. Additionally, we are committed to ensuring the culture of the board is welcoming to people of all backgrounds and will build out a plan that dedicates resources to the training and dialogue needed to achieve a more inclusive board culture.

### GOALS



## FOCUS AREA 5. PROMOTE A CULTURE OF EQUITY & INCLUSION

### OBJECTIVES

#### 5.1 Adopt and train on practices that result in more inclusive and equitable behaviors throughout the organization.

In recent years, we have engaged employees in facilitated discussions which brought to light feelings of exclusion and inequities. While we made some progress in addressing those concerns, the social unrest that emerged in 2020, inspired a greater sense of urgency in evaluating our practices and commitment to diversity, equity, and inclusion. As part of that, we formed a Diversity Equity and Inclusion (DEI) Council made up of employees across the organization. Charged with assessing the organization through a DEI lens in a way that would help advance our mission, this group identified the need to take important steps towards becoming a more inclusive organization. This includes establishing a monthly leadership meeting extending the opportunity for Director level and above to express their thoughts and ideas, and engaging a third party to conduct an org-wide inclusion assessment to identify the priority areas that need to be addressed.

#### 5.2 Build and maintain relationships with partners and leaders who reflect the communities we serve and can provide advocacy and support for our mission.

Atlanta has a long legacy of Black leaders committing their lives to make Atlanta and its surrounding communities a more just and equitable place for all. We recognize the need for us to become more intentional about building relationships with leaders of color and groups who are driving change in Metro Atlanta today and with whom we share a common goal. That begins with reaching out and inviting them to learn about our work and exploring ways in which we might partner more closely together to achieve our shared goals of making Metro Atlanta a place where all kids thrive.

### OUR DIVERSITY, EQUITY & INCLUSION VISION

Boys & Girls Clubs of Metro Atlanta is a robust community of high performing professionals that embraces an environment inclusive of all people and cultures. By promoting the value of every voice, most importantly our youth, all stakeholders will develop a deeper understanding of, and genuine appreciation for, the families we serve, positioning us to be a stronger organization and community resource.

### GOALS

**05**

Promote a Culture of Equity & Inclusion

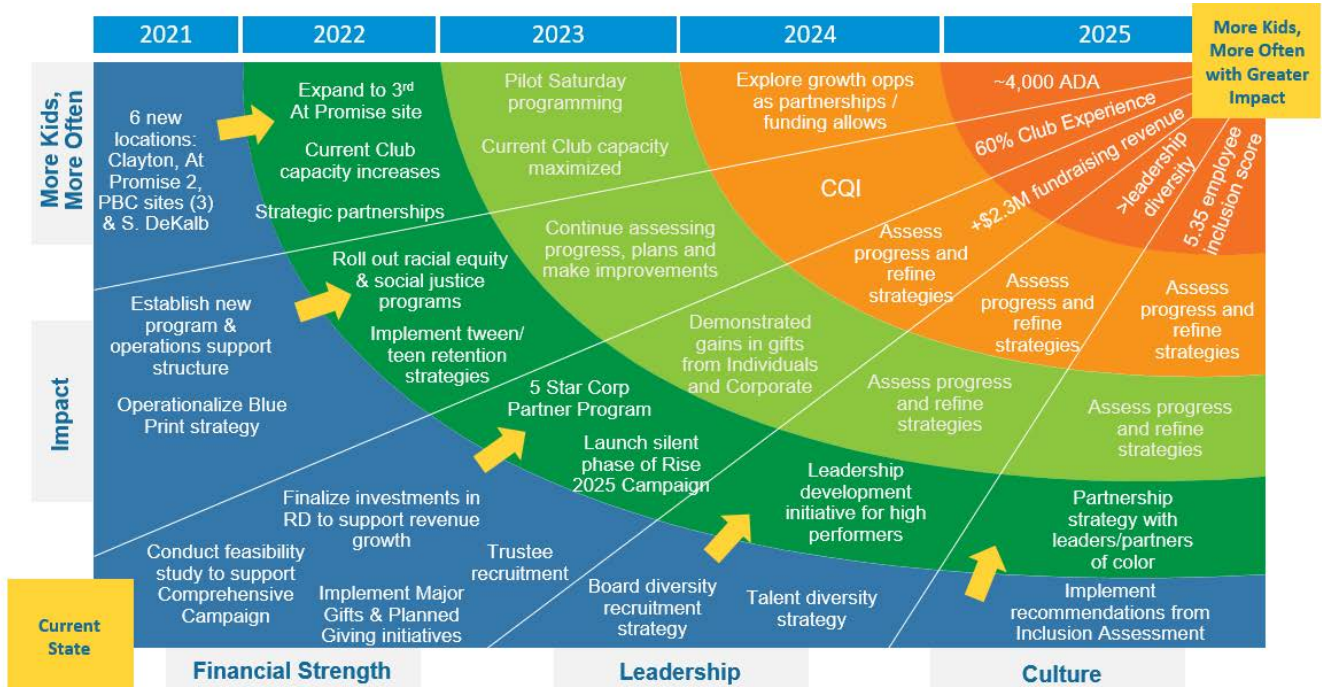


#### Metric

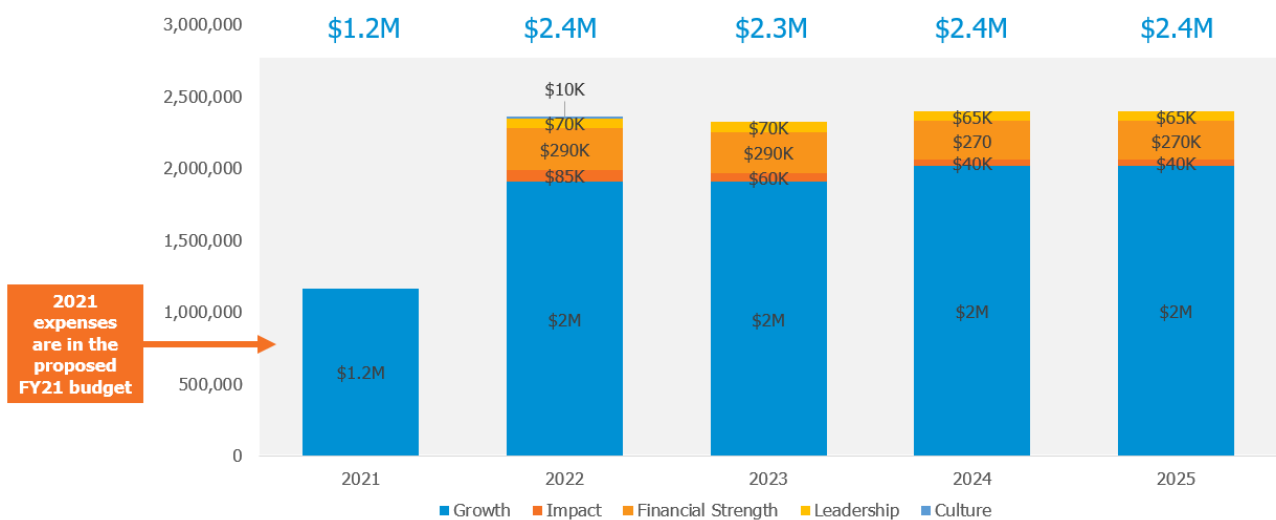
	2020 Actual	2025 Goal
Overall Employee Inclusiveness Score (5=agree on a scale of 1 – 6)	5.1	5.35
	2019 Actual	2025 Goal
% of employees who would recommend BGCMA as a great place to work	73%	90%
Part-time employee turnover	54%	45%
Full-time employee turnover	18%	15%



## TIMELINE OF MAJOR INITIATIVES



## STRATEGIC PLAN FINANCIAL PROJECTIONS



- The total cost to operationalize this strategic plan through 2025 is \$10.7M
- We anticipate ~\$5M coming from growth partners to fund operations at new sites
- The incremental funding required is \$4.8M



# RISE2025

## STRATEGIC PLANNING BOARD COMMITTEE

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