



**FOR EVERY CHILD.
FOR EVERY FUTURE.**

2026-2029 STRATEGIC PLAN



**BOYS & GIRLS CLUBS
OF SOUTH CENTRAL TENNESSEE**

INTRODUCTION

Dear Friends and Supporters,

At Boys & Girls Clubs South Central Tennessee, we believe that every young person deserves a place to belong, to grow, and to imagine a future filled with possibility. Our 2026–2028 Strategic Plan is a bold expression of that belief — and a roadmap for how we will expand our impact, deepen the Club Experience, and build a stronger organization capable of serving more youth, more effectively, for generations to come.

Over the next three years, we are committed to **expanding access** so that more children and teens—across more communities—can benefit from the life-changing opportunities the Club provides. This includes piloting and expanding Pre-K services focused on kindergarten readiness, extending hours and programming for teens, increasing access to youth sports through camps, clinics, and leagues, and thoughtfully growing into new geographies. Through authentic storytelling and deeper community relationships, we will ensure families know the Club is a trusted partner in their child’s development.

As we grow, we are equally focused on **deepening the Club Experience** — making sure that every young person who walks through our doors receives high-quality, consistent, and meaningful programming. We will standardize the Club Experience across sites, strengthen data and impact measurement, and deliver robust life and workforce readiness opportunities that prepare youth for success beyond high school. At the same time, we will build partnerships that support the mental wellbeing of young people, ensuring our Clubs remain safe, supportive environments where youth can thrive emotionally, socially, and academically.



INTRODUCTION

To sustain this work, we are intentionally **building organizational capacity**. This includes strengthening leadership at both the Board and staff levels, investing in professional development, and expanding earned and philanthropic revenue streams. From launching robust annual campaigns to developing long-term facility plans and preparing for future standalone Club locations, we are laying the foundation for sustainable growth. Our financial and attendance goals — growing average daily attendance from 550 to 750 and increasing annual revenue to \$3.5 million by 2028 — reflect not only scale, but the trust our community places in us.

At its heart, this strategic plan is about children and teens — about ensuring that a preschooler is ready for kindergarten, a middle-schooler finds their confidence, and a teen graduates with purpose, skills, and a plan for the future. It is about meeting young people where they are today and walking alongside them as they build tomorrow.

We know we cannot do this work alone. This plan is an invitation — to partners, donors, volunteers, and supporters — to help shape the next chapter of Boys & Girls Clubs South Central Tennessee. Together, we can expand opportunity, strengthen communities, and ensure that every young person who needs the Club has access to it.

Thank you for believing in our mission and in the limitless potential of the young people we serve. The future is bright — and together, we are building it.



A handwritten signature in blue ink that reads "Ginny".

Ginny Wright, Chief Executive Officer

Boys & Girls Clubs of South Central Tennessee

With gratitude to all of BGCSCTN Staff Members, Board of Directors, Advisory Council, community partners, funders, donors, and volunteers who contributed their time and expertise to creating this plan.



ABOUT BGCSTN

Incorporated in 1986, Boys & Girls Clubs of South Central Tennessee (BGCSTN) has worked to create safe places, supportive relationships, and life-changing opportunities for young people across our region. While our footprint, programs, and approach have evolved over the years, our commitment has remained the same: to ensure every child has the support they need to reach their full potential.

What began as a local response to a growing need in Maury County has become a regional movement serving youth and families across Maury and Giles Counties. From borrowed spaces and grassroots leadership to a network of 14 sites serving more than 1,700 young people each year, our growth has always been rooted in one belief: every child deserves to feel safe, seen, and supported.

“For nearly four decades, BGCSTN has provided young people with safe spaces, meaningful support, and opportunities to reach their full potential. This strategic plan provides a clear path forward for the work ahead.”



Paul Watson
Board Chair,
Boys & Girls Clubs
of South Central
Tennessee

Over the years, our organization has expanded to meet the changing needs of the communities we serve. We have strengthened our core focus on academic success, healthy lifestyles, and character and leadership development. We have removed barriers for families, broadened access for teens, invested in staff development, and built a culture recognized nationally for safety and learning. As our region has grown, so has the urgency of our mission.

The challenges facing young people today continue to shift. Families are navigating economic pressure, mental health concerns, rising costs, and limited access to affordable, high-quality out-of-school support. In fast-growing communities and underserved rural areas alike, children need more than supervision — they need opportunity, belonging, and trusted adults who believe in their future.

This strategic planning process has helped us reflect on where we have been, clarify who we are today, and define what is needed for the future. It has sharpened our vision for deeper impact, stronger systems, and greater access for the youth who need us most. With the support of our partners, staff, families, and communities, we are building a strong foundation to meet this next chapter with purpose.

Boys & Girls Clubs of South Central Tennessee (BGC SCTN) remains committed to growing with our region, responding to emerging needs, and ensuring more young people have the tools, encouragement, and opportunities they need to thrive. With the help of our supporters we can help shape a future where every child has the chance to build a great future.

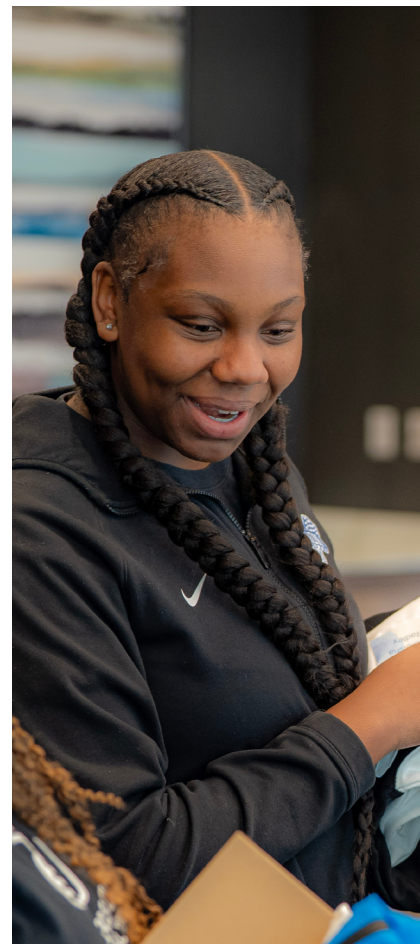
VISION

A world-class Club Experience that assures success is within reach of every young person who enters our doors, with all members on track to graduate from high school with a plan for the future, demonstrating good character and citizenship, and living a healthy lifestyle.

MISSION

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

VALUES



MISSION DRIVEN

Young people, especially those who need us most, are our top priority

CONNECTION

Ability to connect with children we serve, parents, community supporters and our team

OPTIMISM

Focus on making the most out of any situation, being resilient in the face of setbacks, and going the extra mile when things get tough

GROWTH MINDSET

We seek continuous improvement by setting high standards, learning from mistakes, and holding ourselves accountable for results

INCLUSION

Everyone belongs in our Club

GRATITUDE

Show up for the kids and let them see how happy you are to work for such a great cause

IMPACT AREAS

Since 1986, Boys & Girls Clubs of South Central Tennessee (BGCSTN) has provided safe, supportive spaces where young people across Maury and Giles Counties can learn, grow, and thrive. Today, BGCSTN serves approximately 1,700 youth annually through three Clubhouses and eleven school-based sites, supporting children and teens in grades K–12. More than after-school care, BGCSTN is essential community infrastructure — a safe, reliable, and life-changing environment where young people can build the skills, confidence, and relationships they need to succeed.

Our work is especially focused on serving working families navigating rising costs of living, childcare affordability challenges, and growing youth mental health needs. In response to these realities, we provide high-quality youth development programs led by trained staff and caring mentors who are deeply invested in each child’s success. Through safe spaces, academic support, leadership development, workforce readiness, nutrition support, and emotionally safe environments, we help young people reach their full potential as productive, caring, and responsible citizens.

PRIORITY AREAS



ACADEMIC SUCCESS

Youth graduate from high school prepared for college, trade school, military service, or employment



HEALTH & WELL-BEING

Youth become engaged, responsible citizens who demonstrate leadership and strong character



GOOD CHARACTER & CITIZENSHIP

Youth develop healthy habits and make positive choices that support lifelong well-being



LIFE & WORKFORCE READINESS

Youth build communication, collaboration, creativity, and confidence for school, work, and life

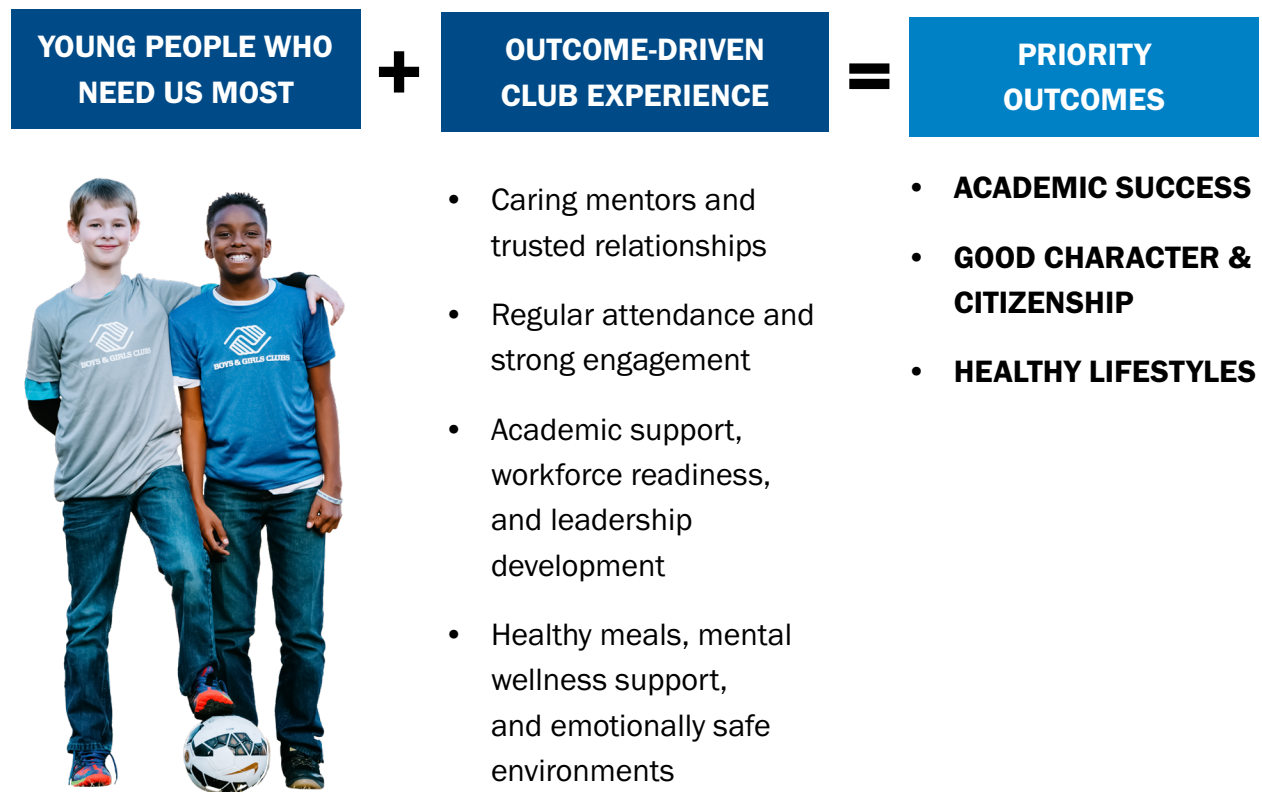
HOW WE ACCOMPLISH THIS

As a community-based organization, we work in partnership with families, schools, businesses, community leaders, donors, and public agencies to provide safe, affordable out-of-school care and high-quality youth development opportunities. Our programs address the needs of the whole child through academic support, homework help, college and career readiness, character development, workforce preparation, nutrition, mentorship, and mental wellness support.

We also recognize that lasting impact requires strong stewardship of donor and public investments, as well as ongoing advocacy for sustainable funding that strengthens and expands our work. Through this combination of direct service, partnership, accountability, and investment, we advance our mission and deepen our impact across Maury and Giles Counties.

FORMULA FOR IMPACT

By surrounding young people who need us most with safe spaces, caring adults, consistent support, and outcome-driven programs, we help them succeed in school, build strong character and leadership, and lead healthier lives.





THE STRATEGIC PLAN

This strategic plan was developed through an intentional and inclusive planning process designed to guide our next chapter of impact. As the needs of youth and families across Maury and Giles Counties continue to evolve, we sought input from those who know our work best and care deeply about its future.

Through listening sessions and stakeholder conversations, we gathered insight from staff, Board members, Area Council members, leadership, community leaders, donors, and Club members. Their perspectives helped shape a plan grounded in both community needs and organizational opportunities.

This process allowed us to reflect on our strengths, identify key priorities, and align around a shared vision for the future. The result is a strategic plan rooted in collaboration, informed by those closest to our mission, and focused on creating greater impact for the young people and families we serve.

THE 3 PILLARS OF OUR PLAN

As we moved through the strategic planning process, three priorities rose to the top as the most important for shaping the next chapter of our Clubs. These three pillars — **Expanded Access, Deepening the Club Experience, and Building Organizational Capacity**—will serve as the foundation for our work moving forward. They reflect both the needs we see across our communities and the opportunities ahead for our organization. Through these pillars, we aim to reach more youth, strengthen the quality of every Club experience, and build the systems, leadership, and resources needed to sustain our mission for years to come.





PILLAR 1: EXPANDED ACCESS

EXPANDING ACCESS SO MORE YOUNG PEOPLE AND FAMILIES CAN REACH THE SUPPORT, SAFETY, AND OPPORTUNITIES THEY NEED.

As Boys & Girls Clubs of South Central Tennessee (BGC SCTN) looks to the future, one of the clearest themes to emerge from our planning process is the growing need for access.

Population growth across Maury and Giles Counties, continued demand for quality out-of-school care, and unmet needs in surrounding communities all point to a significant opportunity for our Clubs to extend its reach. At the same time, economic pressure on families, rising costs of living, and limited affordable childcare options make access to safe, supportive youth-serving spaces more essential than ever.

This pillar focuses on how we will respond to those realities by reaching more young people through strategic growth, expanded programming, and stronger visibility across the region. By investing in community access to early learning support, teen opportunities, sports and recreation, and new geographies, we can ensure even more youth have chances to experience the life-changing impact that only Boys & Girls Clubs can provide.

FOCUS AREAS

- **BGC SCTN will expand early childhood and school-age services so more young people can enter school ready to learn and continue receiving the support they need.** Through pilot pre-K services focused on kindergarten readiness, we will strengthen early learning pathways for the children and families we serve.
- **BGC SCTN will grow opportunities for teens by expanding hours, programming, and experiences designed around their needs and interests.** More teens will have access to safe spaces, meaningful relationships, and programs to prepare them for life, leadership, and success.
- **BGC SCTN will strategically expand into new communities where children and families lack access to high-quality youth development opportunities.** By growing our footprint, we will bring the Club Experience to more young people and respond to areas of greatest need.
- **BGC SCTN will increase access to youth sports and recreation through camps, clinics, and leagues that build confidence, teamwork, and healthy lifestyles.** This work will create more opportunities for young people to stay active and benefit from sports participation.
- **BGC SCTN will strengthen growth, awareness, and community investment through brand visibility, authentic storytelling, and relationship building.** By increasing awareness of our mission and impact, we will deepen trust, expand engagement, and inspire greater support from families, partners, donors, and the broader community.

GOALS

**BETWEEN 2026
AND 2029,
BGC SCTN WILL:**

1. Launch a pilot pre-K program by 2027; grow enrollment to 40 children by 2028.
2. Increase teen access by expanding operating hours 25% in 2027 and an additional 25% in 2028; add at least one new teen program each year.
3. Prepare for expansion into new communities by completing regional assessments, forming advisory structures, and documenting 100% of key processes for scaling by 2028.
4. Increase youth sports access by offering 3 camps or clinics in 2026, 6 in 2027, and 10 in 2028; pilot at least two leagues by 2028.
5. Strengthen visibility and community investment by implementing place-based marketing campaigns in Pulaski, Spring Hill, and Mount Pleasant by 2028.



PILLAR 2:

DEEPEN THE CLUB EXPERIENCE

STRENGTHENING THE QUALITY, CONSISTENCY, AND RELEVANCE OF THE CLUB EXPERIENCE TO MEET THE EVOLVING NEEDS OF YOUNG PEOPLE.

BGC SCTN's strongest asset is the experience we create for young people every day through safe spaces, trusted relationships, and mission-driven staff. Our reputation in the community, commitment to youth development, and investment in professional development provide a strong foundation to build on. At the same time, our planning process identified the need for greater consistency across Club sites, stronger systems for measuring outcomes, and deeper investment in the kinds of experiences youth need most today — including workforce readiness, mental wellness, arts, fitness, and outdoor recreation. Rapid technological change, shifting youth needs, and increasing expectations from families and funders call for a Club Experience that is both high quality and adaptable.

This pillar focuses on how we will deepen impact by standardizing excellence, improving how we use data, and ensuring that every young person who enters our doors has access to engaging, meaningful, and outcome-driven opportunities.

FOCUS AREAS

- **BGC SCTN will strengthen how we measure impact by building a strong data system.** Through better data collection, reporting, and review, we will track results, improve programs, and share impact.
- **BGC SCTN will standardize the Club Experience across all sites so every member has a high-quality, consistent experience.** Through shared practices, expectations, and program delivery, we will strengthen quality across the organization while staying responsive to local needs.
- **BGC SCTN will deepen its focus on life and workforce readiness so young people are better prepared for life after high school.** Through partnerships, career exploration, job readiness, leadership development, and real-world learning, we will equip youth with the skills, confidence, and connections they need for future success.
- **BGC SCTN will expand its focus on fitness and outdoor recreation to support healthy lifestyles.** Through greater access to physical activity, recreation, and wellness programs, we will help young people build healthy habits, confidence, and resilience.
- **BGC SCTN will create a youth arts initiative that expands opportunities for creativity, self-expression, and cultural engagement.** Through arts-based experiences, youth will explore their identity, grow their talents, and build confidence.
- **BGC SCTN will build partnerships that strengthen the mental well-being of young people.** Through work with schools, providers, and partners, we will increase access to support and spaces that promote emotional wellness, resilience, and sense of belonging.

GOALS

**BETWEEN 2026
AND 2029,
BGC SCTN WILL:**

1. Establish five organization-wide impact goals and five shared measures in 2026; purchase tracking software by 2027; fully implement impact tracking by 2028.
2. Standardize the Club Experience across all sites in 2026; implement annual quality review and improvement by 2028.
3. Expand life and workforce readiness by adding Career Launch and Money Matters in 2026; fully implement readiness programming by 2028.
4. Increase enrichment opportunities through summer learning in 2026, sports and recreation in 2027, and youth arts, fitness, and outdoor recreation across all sites by 2028.
5. Strengthen mental wellbeing supports by creating a service directory in 2026; ensure 90% of staff are trauma-informed trained by 2027; reach 100% by 2028 with clear referral pathways.



PILLAR 3:

BUILD ORGANIZATIONAL CAPACITY

BUILDING THE PEOPLE, SYSTEMS, RESOURCES, AND INFRASTRUCTURE NEEDED TO SUSTAIN LONG-TERM IMPACT.

To meet the growing needs of youth and families across our region, BGCSTN must continue strengthening the foundation that supports our mission. Our financial stability, strong community reputation, and deeply committed staff provide important strengths, but our planning process also surfaced critical areas for growth — including succession planning, leadership development, formalized systems, facilities, and long-term revenue diversification. At a time of economic uncertainty, shifting public funding priorities, stricter regulations, and emerging risks such as cyber threats and natural disasters, organizational capacity is not just an internal priority — it is essential to mission delivery.

This pillar focuses on how we will build a stronger, more resilient organization through major gifts growth, earned revenue opportunities, facility planning, and continued leadership development at both the staff and Board levels. By investing in our internal strength, we position BGCSTN to serve more youth, more effectively, for years to come.

FOCUS AREAS

- **BGCSTN will strengthen philanthropic growth by building a robust annual campaign with an increased emphasis on major gifts.** Through stronger donor engagement, clearer communication of impact, and intentional cultivation and stewardship, we will grow the resources needed to sustain and expand our mission.
- **BGCSTN will develop earned revenue streams that support long-term financial sustainability.** By identifying and growing mission-aligned revenue opportunities, we will diversify funding, increase organizational resilience, and reduce reliance on any single source of support.
- **BGCSTN will invest in out-of-school facilities that strengthen program quality, expand access, and support future growth.** Through facility planning and development, we will create spaces that better meet the needs of young people, families, and communities across our region.
- **BGCSTN will continue building leadership at both the Board and staff level to support a strong, future-ready organization.** By investing in leadership development, succession planning, and talent growth, we will strengthen governance, deepen organizational capacity, and position BGCSTN for long-term success.

GOALS

**BETWEEN 2026
AND 2029,
BGCSTN WILL:**

1. Grow annual campaign revenue from \$1.055M in 2026 to \$1.255M in 2027 and \$1.5M in 2028.
2. Increase board and management participation in donor stewardship from 80% in 2026 to 90% in 2027 and 100% in 2028; maintain 100% board giving each year.
3. Grow earned revenue by launching merchandise sales in 2026, tracking key revenue streams in 2027, and adding at least one new strategy by 2028.
4. Advance facility priorities by completing the Pulaski renovation in 2026, purchasing Wayne Street and creating a facility plan, and preparing for a standalone Spring Hill facility by 2028.
5. Strengthen leadership capacity by recruiting at least five new board members each year, increasing staff educational attainment, and formalizing succession and tiered staff development plans by 2028.



ENSURING GREAT FUTURES WILL TAKE ALL OF US. WILL YOU STAND WITH OUR KIDS?

PARTNER

Make a difference in a meaningful way. Partnering with Boys & Girls Clubs of South Central Tennessee gives your business the chance to do good while being recognized across impactful events, programs, and campaigns. It is an opportunity to strengthen your community presence, engage your team, and help create great futures for local kids.

VOLUNTEER

Show up for a young person. Volunteers play an important role in the lives of the kids we serve. Whether you're mentoring a teen, helping with homework, or supporting our team behind the scenes, your time matters. Even one hour a week can leave a lasting impact.

SUPPORT

Help make this vision possible. When you support Boys & Girls Clubs of South Central Tennessee, you do more than give — you invest in brighter futures for local youth. Your generosity creates opportunities, strengthens life-changing programs, and helps build a stronger community for us all.

bgcsctn.org

