

Boys & Girls Clubs of Oakland

Strategic Plan
2026^o - 2028

Introduction

The Boys & Girls Clubs of Oakland (BGCO) is committed to empowering youth through high-quality programming, community partnerships, and sustainable growth. This strategic plan outlines its key priorities and objectives to enhance our impact, ensure financial sustainability, maintain compliance, and strengthen its staff and leadership.

This work will be led and tracked by the BGCO leadership team.

Mission Statement

To inspire and empower Oakland's youth, especially those who need it most, by providing safe spaces, caring mentors, and life-enriching programs that nurture academic success, healthy lifestyles, and character development.

Vision Statement

A thriving Oakland where every young person has equitable access to opportunity, a strong support system, and the tools to reach their full potential, shaping a stronger community for generations to come.

Strategic Objectives

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Youth Enrollment & Teen Impact

2

Board Effectiveness

3

Staff Culture, Morale & Collaboration

4

Financial Growth & Sustainability

5

Connected Families & Community Partnerships



Youth Enrollment & Teen Impact

Primary focus will be on increasing teen engagement, increasing female and hispanic/latino/e/x enrollment, providing mental health resources, implementing additional technology initiatives, and establishing new health, engineering, and transportation career pathways programs.

<h2>2026 Focus</h2>	<ul style="list-style-type: none"> • Introduce programming geared towards middle school and teen girls by Q1 • Utilize MyClubHub to track membership attendance, demographic data, and program participation in order to better evaluate clubhouse performance by Q1 • Part-time Teen Director at all three clubhouses by Q2 • Introduce programming geared towards Hispanic/Latino/e/x students by Q3 • Provide all outreach materials in Spanish and English by Q3 • Implement two partner focused communication & media outreach strategies for teachers associations by Q3 • Staff at least one Spanish-speaking bilingual employee at each clubhouse by Q4
<h2>2027 Focus</h2>	<ul style="list-style-type: none"> • Provide credentialed training and certification opportunities for 30% of teens by Q1 • Implement four programs geared towards girls and Hispanic/Latino/e/x students by Q2 • Dedicated mental health volunteer or staff member for each club by Q3 • Launch internship pipelines with Oakland businesses by Q3 • Add sensory rooms and wellness areas by Q3 • Renovate sites for safety, ADA compliance, and technology upgrades by Q4 • Staff at least two Spanish-speaking bilingual employee at each clubhouse by Q4
<h2>2028 Focus</h2>	<ul style="list-style-type: none"> • Create additional junior staff positions by Q1 • Have larger spaces dedicated solely to teens by Q1 • Formalize a mentorship program for teens by Q2 • Complete a feasibility assessment for a new BGCO clubhouse, including potential location, community need, and funding strategy by Q4

Success by 2028

- Increase teen enrollment from 883 to 1,175 (10% increase YoY)
- Increase overall female enrollment from 32% to 40%
- Increase LatinX enrollment from 10% to 25%
- Increase youth enrollment from 1,800 to 2,500 (12% increase YoY)
- Increase overall ADA from 88 to 150 by (20% increase YoY)
- Increase average daily attendance across teen programs from 20 to 50
- Maintain 100% graduation rate, 3.5 average GPA and 90% matriculation to college
- 80% of age-eligible teens participate in enrichment pipelines (certifications, internships, leadership roles)
- Completion of site upgrades and wellness spaces across all clubhouses

2026 Focus	<ul style="list-style-type: none"> ● Hold a board retreat by Q1 ● Conduct a board assessment to identify strengths and areas for improvement by Q2 ● Add 2 new board members by Q3 ● 50% of board members attend at least one BGCO clubhouse events by Q4
2027 Focus	<ul style="list-style-type: none"> ● Add 2 new board members by Q3 ● All committees meet four times per year by Q4 ● At least 3 board members host a community dinner at their home by Q4 ● 70% of board members attend at least one BGCO clubhouse events by Q4
2028 Focus	<ul style="list-style-type: none"> ● Add 2 new board members by Q3 ● Reestablish board give/get expectations by Q4 ● At least 6 board members host a community dinner at their home by Q4 ● 80% of board members attend at least one BGCO clubhouse event by Q4



Board Effectiveness

BGCO will focus on strengthening board composition, diversifying members based on sector, talent, experience, and demographics, clarifying expectations, and ensuring consistent engagement across committees and organizational initiatives.

Success by 2028

- 100% of board members meet recommended engagement thresholds
- Stronger diversity of industry, skills, demographics and networks of our board members
- 100% committee meeting compliance
- Board giving increases 10% YoY
- Board brings in 2-3 donors annually
- Increased board presence at program, fundraising, and community events



Staff Morale & Culture of Collaboration

BGCO will invest in developing a strong culture grounded in collaboration, professional growth, and clear communication.

2026 Focus	<ul style="list-style-type: none">• Updated job descriptions for all staff by Q1• Implement standardized communication tools by Q1• Team off-site for bonding by Q3• Fill vacant positions with emphasis on mission & values alignment by Q3• Allocate \$500 per employee in professional growth by Q4
2027 Focus	<ul style="list-style-type: none">• Increase inter-club events by Q1• Foster informal staff gatherings (happy hours, dinners, etc.) by Q1
2028 Focus	<ul style="list-style-type: none">• Implement peer-nominated awards for staff who exemplify values and mission by Q2• Continue off-sites and informal gatherings

Success by 2028

- Increased staff retention and internal promotion rates
- Improved average staff climate survey scores from 8.5 to 9.5
- 100% of staff have annual goals and biannual check-ins
- Increased cross-club collaboration and shared program initiatives

<p>2026 Focus</p>	<ul style="list-style-type: none"> ● Utilize tools to identify the aligned and active donors and partners by Q1 ● Conduct budget reviews by Q1 ● Secure dedicated funding for the BGCO Dental Clinic by Q2 ● Formalize partnerships with school districts by Q2 ● Introduce planned giving by Q3 ● Hire grant writer by Q4 ● Targeted communication and outreach to diverse source of wealth including foundations, DAFs and and wealth managers by Q4
<p>2027 Focus</p>	<ul style="list-style-type: none"> ● Build multi-year corporate and foundation partnerships by Q1 ● Launch feasibility campaign by Q2
<p>2028 Focus</p>	<ul style="list-style-type: none"> ● Explore earned-revenue models (e.g., facility rentals) by Q1 ● Strengthen board's fundraising capacity by Q1 ● Launch capital campaign by Q2

Success by 2028

- Annual operating budget increases to \$5M
- Increased unrestricted giving and major donor commitments
- 3+ new institutional (private foundations, government, and corporations) partnerships annually
- Long-term financial projections aligned with expansion goals



Financial Sustainability & Growth

BGCO will diversify revenue streams, strengthen fundraising capacity, and build long-term partnerships to support expanded programming and facility needs.



Connected Families & Community Partnerships

BGCO will deepen relationships with families, alumni, and community partners to create a more connected ecosystem supporting youth success.

2026 Focus	<ul style="list-style-type: none">• Launch Advisory Board by Q3• Partner with local health providers to support the BGCO dental clinic by Q4• Create a BGCO alumni network by Q4• Serve 100 club kids in the free dental clinic by Q4
2027 Focus	<ul style="list-style-type: none">• Offer caregiver workshops (financial literacy, mental health, digital skills) by Q2• Serve 200 club kids in the free dental clinic by Q4• Launch parent engagement councils by Q4
2028 Focus	<ul style="list-style-type: none">• Host annual family wellness & dental days with community partners by Q2• 300 club kids are seen at the free dental clinic by Q4 (assumes 300 kids attend the dental clinic twice a year with dental clinic operating at nearly 100% capacity based on current volunteer data)

Success by 2028

- Active alumni database with annual growth targets
- Increased family participation in wellness and engagement programs
- Launch and sustained operation of an active advisory board
- Formal partnership status with OUSD
- [5%] of Club Kids are seen at BGCO Free Dental Clinic

THANK
YOU!

With this strategic plan, Boys & Girls Clubs of Oakland commits to becoming Future Ready, building upon our 85+ year legacy while evolving to meet the urgent and emerging needs of today's youth. By aligning our programs, partnerships, and resources around a unified vision, we are positioning ourselves to uplift a generation and transform the future of Oakland, one young life at a time.

CONTACT OUR TEAM
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