

# Impacting the Lowcountry by Improving Kids' Lives

## Strategic Plan 2025 - 2028

A vision for maximizing impact, growth, and excellence for the youth of Beaufort, Jasper, Colleton, and Hampton counties.



# Executive Summary

The Boys & Girls Clubs of the Lowcountry (BGCL) is entering one of the most pivotal chapters in our history. This Strategic Plan 2025–2028 is more than a roadmap—it's a bold commitment to transform the lives of young people across Beaufort, Jasper, Colleton, and Hampton counties.

In the coming three years, we will deliver more than **one million hours** of high-quality youth development programming per year, expand into communities where no Club currently exists, and elevate every aspect of our organization to ensure the highest standards of safety, program excellence, and financial stewardship. Guided by our **Four Pillars**—Deepen Our Impact, Strengthen Our Foundation, Amplify Our Voice, and Live Our Values, we will not only meet today's needs but prepare for the challenges and opportunities of tomorrow.

This plan grew out of months of listening, learning, and honest reflection. We dug into the data, sat down with our community, and had real conversations about what's working and what needs to change. It's shaped by the wisdom of our Board, the perspectives of our community partners, and the heart and dedication of our incredible staff. Most of all, it's guided by the voices of the youth and families who inspire us every single day.

We extend our deepest gratitude to the volunteers, staff, and community members who invested their time, ideas, and energy into shaping this vision. Your commitment ensures that BGCL remains a place where every child can discover their potential and every community can be strengthened by their success.

We invite you to turn the page, see the opportunities ahead, and join us in making this vision a reality. Together, we will write the next great chapter for the Boys & Girls Clubs of the Lowcountry—and for every child who calls it home.

# Table of Contents

About Us	3
The Planning Process	4-5
Implementation... The Next Steps	6
Acknowledgements	7
Mission	8
Four Pillars	9
Core Values	10
Our Strategic Goals	11
Strategic Objectives	12-16
Special Thank You	17

# About Us

Boys & Girls Clubs of the Lowcountry is a youth development organization serving the Lowcountry's four counties of Beaufort, Jasper, Colleton, and Hampton. We provide services to youth ages 6-18. Based on the interests and needs of the children we serve, Clubs offer diverse program activities in five core areas.

## 5 Core Areas

1. Character and Leadership Development
2. Education and Career Development
3. Health and Life Skills
4. The Arts
5. Sports, Fitness and Recreation

Clubs are neighborhood and building-centered, providing a safe, affordable place for youth during non-school and in the summer. Clubs are led by paid, trained youth development professionals along with caring adult volunteers. Established in 1986, the Clubs now serve approximately 1,400 members in 10 locations as of October 2025.

## Club Locations

- Bluffton Club
- Broad River Elementary Club
- Destiny Club (Ridgeland)
- Forest Hills Elementary Club
- Hardeeville Elementary Club
- Hilton Head Island Club
- Shanklin Elementary Club
- St. Helena Elementary Club
- Whale Branch Elementary Club
- Whale Branch Middle School Club

# The Planning Process

Data collected in the planning process shows a continued need for our services to youth. We believe we can play a significant role in reducing crime, school dropout rates, and the use of drugs and alcohol to help young people prepare for a successful future.

Club services and operations must continue to uphold the highest standards of quality and demonstrate measurable impact. At the same time, we must evolve to meet the changing needs of the communities we presently serve, while broadening our reach to engage more youth and extend our services to additional parts of the Lowcountry. The challenge lies in meeting this need within the available resources of the community. To help prepare for the future, the organization began a strategic planning process in early 2025.

We began by reconfirming our mission, building upon our past as well as considering our future. We reviewed our previous Strategic Plan. Our Clubs completed a SWOT analysis. We identified present strengths and opportunities for improvement in our programs, finance/fundraising, personnel, marketing and public relations, facilities, and Board of Directors. We reviewed our various programs. We reviewed current and projected demographic changes and implications for the communities we serve to gain insight into trends and issues impacting youth currently and in the future. This included age, gender, ethnicity, income levels, as well as population trends, school rankings/performance and educational success, future job growth, and age profiles.

We conducted a comprehensive review of internal processes to assess organizational strengths and weaknesses, identify opportunities for improvement, and evaluate potential risks that could negatively impact performance. In addition, we analyzed materials provided by the Boys & Girls Clubs of America, including available resources, membership requirements, safety standards, and best practices from Clubs nationwide. We defined specific Core Values we are committed to that will drive our future decisions and interactions.

# The Planning Process

As a result, we identified **Four Pillars** that led to specific goals:

## 4 Pillars

- Deepen our Impact
- Strengthen Our Foundation
- Amplify Our Voice
- Live Our Values

To build out these Four Pillars, the **Strategic Goals** focused on:

- Impact Kids & Community (Growing hours of services and the number of youth we serve)
- Resource Development (Supporting our work, developing deep donor relationships, and ensuring excellence in stewardship)
- Operational Excellence (Structure, finance, systems, technology, human resources, facilities, and safety)
- Board Engagement (Effective governance to lead and support continued success)
- Marketing (Communicating our impact and growing our resource base to serve more youth)

To achieve these goals, action steps have been developed. The implementation of the action steps will involve task forces or standing committees of the Lowcountry Board of Directors, members of our staff, and our community partners working together.

# Implementation... the Next Steps

The accomplishment of these goals is directly related to the resources available in the community and the Boys & Girls Club's capability to secure them. To maintain our financial integrity, the organization is committed to operating within the available resources and generating the most resources possible to meet the needs of our community's children.

- Committees of the Lowcountry Board of Directors will have the responsibility for addressing the objectives that relate to their committee.
- Staff will be working closely with each committee to address the day-to-day work and related issues that arise.
- Executive Committee of the Lowcountry Board of Directors shall have the responsibility for monitoring and supporting the work of the standing committees and will form time-limited ad hoc task committees to address specific issues as they arise.
- Lowcountry Board of Directors has overall responsibility for monitoring the implementation of the plan.

To ensure the monitoring and implementation of the goals, the committees will provide periodic reports to the Lowcountry Board of Directors, Executive Committee, and staff as needed.

# Acknowledgements

The organization is grateful to the Strategic Plan Steering Committee and sub-committee members, board members, and staff for their efforts and leadership.

## Strategic Plan Steering Committee

- **Karen Chamberlain, Committee Chair**
- **Joe Hudson, Lowcountry Board Chair**
- Jack Crowley
- Karina Gordillo
- Judge Nancy Gutierrez
- Suzie Henderson
- Susan Ketchum
- Jack Little
- Peter Ludwig
- Diane Smith
- Marybeth E. Sullivan Rose
- Eric Thompson
- Bernie Traywick
  
- George Krupanski, Facilitator, BGCA
- Mandy Parsons, CEO

# Mission

The mission of Boys & Girls Clubs of the Lowcountry is to enable all young people, especially those who need us most to reach their full potential as productive, caring, responsible citizens.



# Four Pillars



## Deepen Our Impact

Expand access and elevate program quality, anchored in academics, to deliver one million impact hours per year, thereby improving the lives of our youth and our community.



## Strengthen Our Foundation

Build strong boards, streamline operations, and align leadership to ensure sustainability and effectiveness across the Lowcountry.



## Amplify Our Voice

Elevate the Boys & Girls Clubs of the Lowcountry brand and engage the community through bold storytelling, strategic marketing, and meaningful partnerships.



## Live Our Values

Create and sustain an organizational culture that supports and re-enforces our key values. Hold all staff and volunteers accountable to demonstrate behaviors which reflect our values.

# Core Values

At Boys & Girls Clubs of the Lowcountry, our values are at the foundation of everything we do. We embrace **growth**, encouraging our members to dream big, overcome challenges, and be their best selves. **Safety** is a top priority, ensuring every child feels secure, supported, and free to explore their potential. We thrive on **teamwork**, working together as staff, volunteers, members, families, and community partners to achieve our mission.

Guided by **integrity**, we act with honesty, transparency, and respect in all we do. We celebrate **diversity**, recognizing the unique strengths, backgrounds, and perspectives that make our Clubs and communities stronger. We believe **fun** is essential to sparking curiosity and building connections – our programs are designed to inspire joy and create lasting memories. These values are the heartbeat of our organization and the promise we make to every young person who walks through our doors.



## GROWTH

We inspire everyone in our Clubs to dream big, work hard, and reach their full potential.



## SAFETY

We provide a secure, supportive environment where everyone – staff, volunteers, and members – feel they belong.



## TEAMWORK

We achieve more when we work together as one united Club family.



## INTEGRITY

We lead with honesty, respect, and doing what's right – always, in every role and relationship.



## DIVERSITY

We celebrate differences, value every voice, and embrace all backgrounds and perspectives.



## FUN

We spark joy, create memories, and make every experience an adventure for all who are part of our Clubs.

These Core Values guide our decisions, influence our culture, and shape how we are perceived by our youth, families, staff, and community partners. They help align leadership and our staff, drive behavior and decision-making across Clubs, and serve as a filter for hiring, evaluations, partnerships, and programming.



BOYS & GIRLS CLUBS  
OF THE LOWCOUNTRY

# Our Strategic Goals

We have identified five Strategic Goals that align with our mission to set the direction for the Boys & Girls Clubs of the Lowcountry over the next three years. All corresponding objectives and action steps relate to the goals and collectively will drive the organization to maximize effectiveness.



## Impact Kids & Community

Maximize our impact on kids in the Lowcountry, providing 1 million impact hours of service per year by increasing the number of youth served at existing locations and new locations, and by continuously improving the quality of services.



## Resource Development

Build an effective and sustainable resource development program to attract funding, develop deep donor relationships, and ensure excellence in stewardship and retention to support Club kids in reaching their full potential.



## Operational Excellence

Achieve operational excellence in structure, systems, technology, and facilities by ensuring safety, streamlining processes, increasing efficiencies, tracking success, and developing our human resources, becoming an employer known for excellence.



## Board Engagement

Enhance Board engagement, which enables us to grow our services to youth, ensuring we reach and engage the community, attract funding, and support the development of young people for present and future years.



## Marketing

Grow our community base to support Club kids and services through the creation of a strategic marketing and communications plan focused on reaching and engaging the community by raising awareness of Club programs and impact.

# Strategic Objectives



## Impact Kids & Community

Maximize our impact on kids in the Lowcountry, providing 1 million impact hours of service per year by increasing the number of youth served at existing locations and new locations, and by continuously improving the quality of services.

### Strategic Objectives:

- Establish “Impact Hours” as the key metric for measuring Community Impact.
- Grow impact hours in Beaufort and Jasper counties by double-digit percentages in each of the next 3 fiscal years.
- Establish Boys & Girls Clubs in Colleton and Hampton counties.
- Continuously improve program quality and delivery to maximize impact at Clubs

(Note: 1 impact hour = 1 child under our care for 1 hour.)

# Strategic Objectives



## Resource Development

Build an effective and sustainable resource development program to attract funding, develop deep donor relationships, and ensure excellence in stewardship and retention to support Club kids in reaching their full potential.

### Strategic Objectives:

- Ensure organization-wide commitment to fundraising.
- Recognize the Board's role as a fundraising body.
- Create a comprehensive development strategy and build a permanent endowment to assure sustainability and stability.
- Ensure excellence in donor cultivation and retention.
- Utilize data management systems to manage cultivation/solicitation efforts and track progress.

# Strategic Objectives



## Operational Excellence

Achieve operational excellence in structure, systems, technology, and facilities by ensuring safety, streamlining processes, increasing efficiencies, tracking success, and developing our human resources, becoming an employer known for excellence.

### Strategic Objectives:

- Assess current organizational structure for efficiency, effectiveness, and ability to support mission and growth.
- Assess and identify improvements to systems, technology, and staffing currently in place – get a clear understanding of existing capabilities and compare to existing and future needs of the organization.
- Develop ongoing training, onboarding, and offboarding for staff and board to assure effectiveness and consistency.
- Assure facilities are conducive to support effective programming and growth in youth served.
- Assure policies, practices, and systems provide an environment of safety and security for all.
- Establish a succession plan for key positions.

# Strategic Objectives



## Board Engagement

Enhance Board engagement, which enables us to grow our services to youth, ensuring we reach and engage the community, attract funding, and support the development of young people for present and future years.

### Strategic Objectives:

- Align and enhance synergy of board(s) around key priorities with clarity/definition of board roles, authority & responsibilities. (Consistency across all boards.)
- Build level of board member engagement & commitment through increased communication, effective committee structures, clarity of individual member expectations, and awareness of needs/support required.
- Build effectiveness and efficiency through increased board education and involvement opportunities aligned to member interests, skills, and contacts.
- Assure organizational sustainability and effective stewardship in future years.

# Strategic Objectives



## Marketing

Grow our community base to support Club kids and services through the creation of a strategic marketing and communications plan focused on reaching and engaging the community by raising awareness of Club programs and impact.

### Strategic Objectives:

- Raise awareness about the Club's mission, programs, and impact on the community.
- Ensure resources, tools, funding, and leadership are available to execute the BGCL marketing strategy.
- Engage community by fostering relationships with community members, volunteers, and local businesses, highlighting success stories, impact metrics, and calls to action.
- Engage and inspire potential volunteers and donors through marketing efforts, building awareness that demonstrates the profound and lasting impact BGCL has on young people's lives and the community.
- Support and enable resource development goals, objectives, and activities, including fundraising campaigns, donor outreach, and community development through marketing and communications efforts.

# Special Thank You to....

## Strategic Plan Task Force Members

### Impact Kids & Community

**Joe Hudson**  
Karina Gordillo  
Judge Nancy Gutierrez  
Mandy Parsons (Staff)  
Cathy Robines

### Resource Development

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