

# Whatever It Takes

TO BUILD GREAT FUTURES

2025 • 2026 • 2027

## Develop & Empower Leadership to Ensure Sustainability

- 1 Create Skill Based Pathway (Career Plan) for every role. In addition, focus on succession planning.
- 2 Review the Staff Recognition Plan, facilitate the Staff Matrix, evaluate the JCCMP, and develop a Parent Council for insights into community and youth needs.
- 3 Continue annual calendar for staff trainings and development, team-building events, and an appreciation event, along with a feedback plan and culture audit.
- 4 Ensure 100% of staff are on the Trauma Informed pathway.
- 5 Seek partnerships to provide Mental Health support to staff.
- 6 Revitalize the Board Development Committee by setting an annual meeting calendar, recruiting diverse leadership from under-represented communities and emerging markets, and creating a self-appraisal tool. Use a Board Matrix to assess the current structure and identify future leadership opportunities.

## Advance Resource Development

- 1 Create a Resource Development plan aimed at diversifying revenues, and increasing individual giving and corporate growth by 10%.
- 2 Rebuild Advancing Philanthropy committee.
- 3 Develop a Donor Cultivation & Stewardship Plan that focuses on personalizing the relationship with Donor & Club.
- 4 Incorporate Donor Appreciation into current Club events with intent of educating, thanking and building deeper connection to donors.
- 5 Re-engagement of the AAA Board to assist in supporting Resource Development efforts.
- 6 Intentional focus on Heritage Club outreach including marketing/event/one on one visits.
- 7 Partner with BGCA to conduct a Resource Development Audit, identifying growth opportunities and providing the RD Committee with the tools for success.

## Ensure Programs Meet the Needs of Children & Families

- 1 Utilize surveys, focus groups and pre- & post-testing to receive feedback about programming.
- 2 Coordinate programming with external agencies & partners to ensure uniform messaging.
- 3 Review program communications and establish a continuous information flow to the community, parents, donors, and staff.
- 4 Create Staff Development Plan focused on improving the social and emotional growth of youth. The goal is to be a key resource for providing mental health support.
- 5 Establish "Onboarding" for new Club members and their families.
- 6 Create Mission Metrics for each program to best track progress.



Three-year Strategic Plan



BOYS & GIRLS CLUB  
OF OSHKOSH



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## A Three-Year Agenda for 2025-2027

As we welcome 2025, the Strategic Planning Committee has taken a close look at how the Boys & Girls Club of Oshkosh fulfills its mission in light of the evolving needs of our members and community. To ensure we remain responsive and impactful, the committee reviewed several local data sources, gaining valuable insights into current trends and challenges.

Building on this research, the Strategic Planning Committee has developed a bold new Three-Year Strategic Plan for 2025–2027. This plan positions the Club to address key priorities such as increasing teen engagement, ensuring long-term sustainability, meeting the needs of children and families, and more—all through five strategic objectives.

By implementing this plan, we will strengthen our organization and secure a brighter, more positive future for every Boys & Girls Club member. Together, we are truly Building a Better Community—One Member at a Time.

Sincerely,



Noah Hinrich  
BGCO Board President



## Our Mission

The Boys & Girls Club of Oshkosh's mission is to improve the lives of children and families.

## Our Vision

Our vision is to be a generation-changing leading provider of programs emphasizing youth development services and family outreach support to meet the diverse needs of young people in our community.

## About the Club

For over 54 years, the Boys & Girls Club of Oshkosh has provided young people with a safe place to learn and grow. The Club offers a dynamic learning environment that includes quality, age-appropriate programs, mentoring by caring adult professionals and outstanding facilities, all for an annual fee of only \$25 per child. By providing safe facilities, caring adults and engaging activities, we help each young person realize their full potential. Currently, the Club serves over 3,000 youth in membership and outreach.

## Five Core Areas of Programming

The Boys & Girls Clubs of Oshkosh focuses on five core areas of programming and development that have been nationally proven to address today's most pressing youth issues and assist in teaching young people the skills they need to succeed in life. These areas are:

1. Arts
2. Character & leadership
3. Education & career development
4. Health & life skills
5. Sports, fitness & recreation



## Adapt Brand to Audiences

- 1 Build a Case Statement supported by measurements to show the ROI and stories of our impact.
- 2 For teens, staff and families, develop a communication plan highlighting the key programs being delivered and outcomes achieved.
- 3 For staff, create a consistent communication thread utilizing current resources and adapting them for better digestion.
- 4 For partner organizations, form a communication ecosystem, including formal & informal meetings, monthly email threads and external data sharing opportunities.
- 5 Assess staff capacity and explore alternative marketing strategies if limits are reached.
- 6 For our Board, create a 30-second elevator speech (Case Statement) providing common language about our Club.

## Increase Teen Engagement & Attendance

- 1 Analyze Teen Center programming and assess options for adjusting operating hours through surveys, benchmarking, and interviews.
- 2 Explore traditional & non-traditional opportunities for teen service delivery (schools, mobile club, etc).
- 3 Create partnership plan for potential shared services with teens and potential career development options.
- 4 Create a Teen Growth Plan by forming a focus group, identifying service opportunities, targeting underserved communities, and securing funding and resources.
- 5 Perform staff and program analysis with focus on identification of new digital technology for teens.