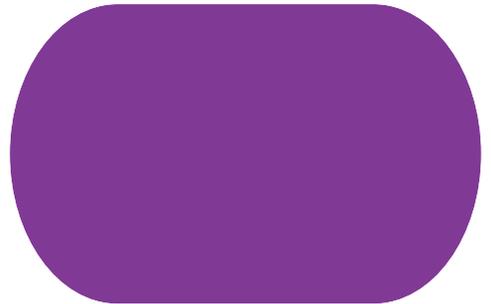


Future Ready: Boys & Girls Club of Pasadena



2025 - 2028 Strategic Plan Summary

December 2025

How we got here

An Ever-Changing Landscape

A major focus and guiding question throughout the Boys & Girls Club of Pasadena's (BGCP or the Club) 18-month-long process of developing a strategic plan to navigate the next three years has been: How can we best serve the children and families of Pasadena, Altadena, and Sierra Madre that continue to experience an ever-changing landscape? At the heart of the challenge has been BGCP's unwavering commitment to serve children and families through its proven model for youth development, while also evolving to meet the needs of today and tomorrow.

BGCP's last strategic plan, which spanned 2021-2025, was implemented during a phase of BGCP's history when new leadership was charged with improving and updating many operational areas that required attention, while also maintaining the ongoing call to action around expanding services and growing program enrollment. In spite of the need for BGCP to continually adapt to a challenging landscape in the COVID and post-COVID reality, the implementation of the previous plan was successful and helped set the stage for **Future Ready: Boys & Girls Club of Pasadena 2025-2028 Strategic Plan**.

Mission Refresh

A new mission statement for BGCP was developed with respect for the organization's legacy of serving all kids, while also deeply considering the new realities of its community landscape and shifting demographics. The mission statement defines the organization's primary and long-term purpose.



Mission

Boys & Girls Club of Pasadena provides youth and teens with the environment, relationships, and opportunities that equip them to build essential skills to learn, lead and succeed.



Planning Methodology

The BGCP Strategic Planning project started in Spring 2024 with the goal of undertaking a robust exploration of the Club's previous plan, results analysis of the current landscape of the community, and acknowledgement of the reality that it was probably time to think in new and innovative ways of doing business. A traditional strategic planning methodology was employed with multiple phases. Additionally, and reflective of the culture of BGCP, the strategic planning process included a strong emphasis on involvement and input from a very committed and integrated board of directors.

The final plan reflects input from key community stakeholders, staff, and organizational leadership.

Phases

Discovery

- Created Strategic Planning Board Committee
- Established baseline knowledge and project objectives
- Staff and external stakeholder engagement via 1:1 interviews
- Collected, evaluated, and themed data
- Discovery Report presentation workshopped with Board Strategic Planning Committee and leadership
- Utilized Discovery data to develop themes to inform Design Phase

Design

- Board committee and senior leadership participate in design sessions around 4 themed areas (total 12 meetings)
- Simultaneous but separate planning for teen programming and new "teen center"
- Key Performance Indicator development
- Design session with senior leadership to refine and support final plan creation

Eaton Fire

Several months into the planning, the Eaton Fire of January 2025 changed everything. Overnight, thousands of homes were lost, schools and businesses were destroyed, structures and routines were no more. In the same short span of time, BGCP stepped up decisively as a trusted partner to broadly support children and families with a breadth of services. Not surprisingly, this planning process needed to pause but when taken back up, the new paradigm created due to Club's leadership and response to the fire's aftermath, greatly influenced the energy and direction of **Future Ready**.



The process to design a new plan was forced to acknowledge the realities of serving local communities largely devastated by a natural disaster, while finding space to dream big. Inspiration was found in the realization that even in today's largely disconnected, sometimes isolated and virtual world, "place" still mattered greatly as evidenced by how much it held and represented when lost. These ideas became central to planning discussions.

During the post-fire planning, we also leaned into a new definition of the "kids who need us most," a phrase utilized in our mission statement for decades. It turns out that in 2025, ALL kids need the Club most! The resulting refreshed mission demonstrates that exploration.

Finally, we also set out to create some "moon shots" with a plan that includes objectives that will encourage the organization to stretch and move boldly into new areas and ways of doing the business of impacting young lives.

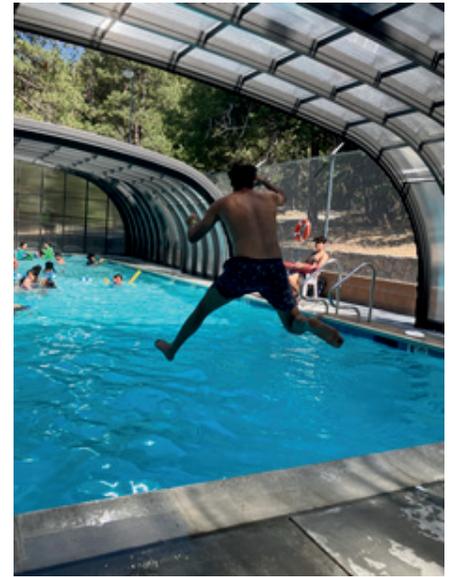
The framework

| FUTURE READY STRATEGIC PLAN 2025-2028 | | | |
|--|--|---|--|
| STRATEGIC PRIORITIES | | | |
| SP1 Expand and deepen BGCP's value proposition for youth, families, and the community | SP2 Ensure a Club experience for teens that prepares them for success in college and career | SP3 Foster mutually beneficial strategic partnerships | SP4 Build BGCP's financial sustainability and resilience |
| 1.1 Refresh the Mission in actionable ways | 2.1 Build a dedicated space for teens | 3.1 Design Strategic Partnership Plan | 4.1 Pursue funding opportunities to advance strategic partnerships |
| 1.2 Transform the business model | 2.2 Reinvent teen programming | 3.2 Increase participation for partnership programs | 4.2 Implement annual Resource Development Plan with support from CEO, Board, and Funding Cmte. |
| 1.3 Elevate brand identity | 2.3 Foster whole person wellness and resilience | 3.3. Prioritize partners who co-invest in collaborative programming | 4.3 Support the Board of Directors to be catalysts for organizational growth |
| | 2.4 Recognize and uplift teens to have agency over their lives | | |

Focus on teens

A place to belong. A path to lead. A future to build.

In December 2024, the Club commissioned the development of a concept paper on the subject of doing even more for our teen members, and in particular creating a stand-alone teen center. In short, the plan to offer even more programs and services for high school teens, in a dedicated space, took hold and the **Dena Teen Center** opened at the start of the 2025-26 school year.



Priority #1

Empower every teen to lead a future-ready life

College Bound
Career Bound
Teen entrepreneurship
Financial literacy
Workforce readiness
Internships

Priority #2

Foster whole-person wellness, belonging, and resilience

Mental health & emotional literacy programs
Wellness spaces
Mindfulness practices
Peer support and affinity groups
Inclusive culture
Teen identity exploration
DEI integration

Priority #3

Ignite creative expression, innovation, and practical skills

Practical Arts (culinary, sewing, woodshop, etc.)
Visual & performing arts
Media production, digital storytelling
Teen-run enterprises
Maker spaces

Priority #4

Develop teen leadership and community voice

Keystone & Youth of the Year
Peer mentoring and teen councils
Youth-led service projects
Public speaking, organizing, and advocacy skills

Priority #5

Create a safe, inspiring space for teens, by teens

Dedicated teen-only facility
Flexible, tech-equipped, youth-designed spaces
Teen Advisory council
Participatory design
Safety, consistency, and care

Implementation

The success of the BGCP plan will be evaluated and measured through Key Performance Indicators (KPIs) and milestones. These evaluation measures serve as the heartbeat of the plan's performance management process and confirm whether progress is being made toward BGCP's strategy. KPIs and milestones give the organization the ability to communicate a shared understanding of success and progress toward its three-year goals.

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Gratitude

We are grateful to the BGCP Board of Directors and particularly the **Board of Directors Ad Hoc Strategic Planning Committee**

Melina Montoya, Chair
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Barry Pyle | Domenic Sciarra | Carl Siechert | John Stipanov

Thank you for your commitment to this process, and to our Sr. Management Team for their guidance and input: Lisa Cavelier, CEO; Vanessa Tachiquin, VP of Finance and Administration; Anne Lee, VP of Development; and Daniel Gamboa, Sr. Program Director. We also appreciate Annette Ricchiazzi, our planning consultant from MissionLab.

For a full copy of the Boys & Girls Club of Pasadena's Future Ready 2025 - 2028 Strategic Plan, please email lisa.cavelier@bgcpasadena.org.