Big Brothers
Big Sisters
OF CENTRAL
ARKANSAS

Bolder, Better, Bigger Future

2022-2024 STRATEGIC INITIATIVE

To our friends, partners, stakeholders and supporters

Big Brothers Big Sisters of Central Arkansas is pleased to present our Strategic Plan 2022 – 2024. At the outset of this process, our goals were to take BBBSCA beyond survival to growth, to support and improve ALL the various programs of BBBSCA, and to differentiate BBBSCA from other youth- serving organizations.

You will find in this report BBBSCA's mission, vision, values and core beliefs and our four Strategic Initiatives with measurable goals to guide decision making over the next two years. We believe that our work will lead to a sustainable budget to successfully match our Littles with Bigs, strengthen our human capital and diversity, improve our infrastructure, and set us apart from other youth-serve organizations.

Big Brothers Big Sisters of Central Arkansas (BBBSCA) has touched the lives of so many children and communities in Central Arkansas. We've provided mentoring, programming, and guidance to youth who need it the most by igniting their potential. For the last half century, our focus has been steadfast helping children unlock their full potential through positive engagement.

Now, we call on ALL our friends, partners and stakeholders to help us execute this ambitious initiative. Help us "EMPOWER OUR YOUTH TO REALIZE THEIR POTENTIAL AND BUILD BRIGHTER FUTURES".

Respectfully,

Raymond O. Long
Chief Executive Office
Big Brothers Big Sisters of Central Arkansas

Wendy Ward
Board President
Big Brothers Big Sisters of Central Arkansas

WHO WE ARE

Defenders of the Potential of Youth in Central Arkansas

For over 50 years, Big Brothers Big Sisters of Central Arkansas (BBBSCA) has been a positive influence for youth in the Central Arkansas area. We are committed to providing quality mentors to children in our community because we believe children are full of potential. BBBSCA strives to defend that potential. We have grown to be the largest children's mentoring organization in Central Arkansas, offering the youth of our community a chance to reach their fullest potential.

WE. IGNITE. POTENTIAL.

On behalf of Big Brothers Big Sisters of Central Arkansas, we would like to thank all our volunteers and donors who have supported our mission for over 50 years.

We need the support of our entire community!

You can ignite a youth's potential by joining the Big League and volunteer by becoming a Big.

Visit bbbsca.org to learn more and connect to the mission!

2022-2024 Goals and Initiatives

Strategic Initiative 1: **Increase the number of children served**	**Strategic Initiative 2:** **Increase sustainable funding**	**Strategic Initiative 3:** **Increase marketing and brand awareness**	**Strategic Initiative 4:** **Strengthen Human Capital**
Serve 1,000 (i.e., 500 1:1 mentoring and 500 enhanced programmatic services children through the enhancement of 1:1 mentoring and the development and implementation of signature programs by December 2024	Build the funding base of BBBSCA from $183k supporting 115 children served to $600k supporting 1,000 served by December 2024	Build a strong brand and increase marketing awareness by telling a better story that differentiate BBBSCA from other youth-serving organization by December 2024	Strengthen the human capital by increasing the number and improving the retention of staff and volunteers while improving organizational diversity and culture
Goal 1.1 Establish a comprehensive recruitment strategy focusing on 1:1 mentoring with a goal of recruiting 500 children **Objective 1.1.1** Recruit 100-150 children by year one. **Objective 1.1.2** Retain 60% of one-on-one matches by year one.	**Goal 2.1** Increase operating budget to $600k by 2024 **Objective 2.1.1** Increase operating budget to $450k by 2022 **Objective 2.1.2** Increase operating budget to $500k by 2023 **Goal 2.2** Establish a Development Committee on the Board of Directors **Objective 2.2.1** Assess 100% of the board based on fundraising knowledge and experience. **Objective 2.2.2** Obtain 100% board giving by year 1; total $25k raised each year	**Goal 3.1** In 2022, develop and implement a comprehensive marketing plan that focuses on recruiting, fundraising, signature programs, and community impact; aligns with the BBBS of America and includes a budget.	**Goal 4.1** BBBSCA will position itself to attract, manage, train, and retain new and current staff and volunteers to meet the vision and mission of the organization, with a goal of increasing our staff by three by year 3

Goal 1.2 Engage 500 children through the development and implementation of our enhanced programmatic services (EPS) with a goal of serving 150 more children each year.

Objective 1.1.1 Recruit 100-150 children per year

Objective 1.1.2 Identify 75 children per program quarterly

Objective 1.1.3 Serve 25 – 50 children per program quarterly

Goal 2.3 Develop and implement the Big League as a monthly giving program with a goal of raising $70k by year 1, $90k year two, and $100k year three and obtaining 300 donors by 2024.

Objective 2.3.1 Identify 75 -100 monthly giving prospects each year

Objective 2.3.2 Secure 50 new donors each year; average gift size $50.

Goal 3.2 In 2022, launch a marketing theme or campaign with a focus on changing the narrative of the young people we serve

Objective 3.2.2 Adopt a functional vocabulary with a focus on cultural competency by year 1

Goal 4.2 BBBSCA will improve leadership competency and strengthen accountability while improving executive hiring, onboarding processes, and preparing the staff for internal and external environmental changes.

Goal 1.3 Develop and implement **enh anced programmatic services (EPS)** that focus on our youth's educational, health, and psychological well-being.

Objective 1.3.1 Develop program logic models by January 1

Goal 2.5 Develop and implement Step Up Big Central Arkansas Major Gift Program with a goal of increasing $100k in annual revenue by year 3

Objective 2.5.1 Develop and implement comprehensive fundraising strategy by January 1

Objective 2.5.2 Identify, qualify, and cultivate 50-75 major gift prospects each year with a goal of raising $60k in year 1

Objective 2.5.3 Identify, qualify, and cultivate 50-75 major gift prospects each year with a goal of raising $85k in year 2

Goal 3.4 Execute and evaluate the marketing plan on an annual basis

Goal 4.4 Improve human resources competency, processes, and systems to provide effective, efficient results and excellent customer service to the community we serve.

	Objective 2.5.4 Identify, qualify, and cultivate 50-75 major gift prospects each year with a goal of raising $100k in year 3 **Objective 2.5.5** Retain 40% (based on national average) of major gift donors annually		
Goal 1.5 Execute and evaluate enhanced programmatic services on a quarterly basis; collect baseline data and present comprehensive reporting on an annual basis **Objectives 1.5.1** Administer Youth Outcome Survey (9-years-old and up) to assess the child's academic, social, and emotional well-being per year **Objectives 1.5.2** Administer Child Outcome Survey (Under 9-years-old) to assess the child's academic, social, and emotional well-being per year **Objectives 1.5.3** Administer Strength of Relationship Survey to assess match progress by increasing the probability and retention per year **Objectives 1.5.4** Administer quantitative and qualitative assessments for enhanced programmatic services annually	**Goal 2.6** Seek government funding with a goal of securing $10k and retaining $30k annually **Objective 2.6.1** Research government entities that perfectly aligns with the organization's mission by year 1 **Objective 2.6.2** Identify three to five federal and state agencies **Objective 2.6.3** Seek state funding each year for Big Responders Initiative **Objective 2.6.4** Retain OJJDP funding each year for the Bigs in Schools and Big Responders Initiatives	**Goal 3.5** Increase the infrastructure capacity of BBBSCA by finding improved office space **Objective 3.5.1** Research the optimum location for new office spaces with a focus on brand positioning by year 1 **Objective 3.5.2** Conduct feasibility study by year 2 **Objective 3.5.3** Identify locations based on a feasibility study by year 3	**Goal 4.5** Creating an environment with BBBSCA board members that fully harnesses the benefits of a JEDI-led organization. The goal is to offer quarterly or annual workshops and/or training.

	Goal 2.6 Increase annual grant funding to $100k by year 3		**Goal 4.6** Creating a pipeline of diverse potential board members to compose a board structure that meets the organization's administrative, programmatic, and financial needs. The goal is to increase the number of board members who can attract $ to the organization. **Objective** Create advisory boards to support the core functions of the agency by year 1 **Objective** Create a board composition matrix that aligns with the vision and mission of the organization by January 1
	Goal 2.7 Increase organizational support with a goal of raising $50k annually **Objective 2.7.1** Develop and implement a comprehensive partnership agreement **Objective 2.7.2** Identify, qualify, and cultivate 10-15 prospect organizations with a goal of raising $50k annually		**Goal 4.7** Establish corporate and community partnerships focusing on recruiting, engaging, and educating volunteers (Bigs). The goal is to increase the number of volunteers to 600 by year 3.

	Goal 2.8 Increase corporate support to $185k by year 3 **Objective 2.8.1** Identify, qualify, and cultivate 25-50 business with a focus on POS contributions with a goal of raising $25k annually **Objective 2.8.2** Host three special events focusing on corporate giving with a goal of raising $100k by year 3 **Objective 2.8.3** Offer digital marketing focusing on brand promotion to connect potential customers using multiple forms of digital communication. The goal is to raise $25k annually. **Objective 2.8.4** Implement peer-to-peer fundraising strategies for special events with a goal of raising $35k annually.		
	Goal 2.10 Develop and implement a donor relations strategy with a focus on stewardship		

OUR BOARD OF DIRECTORS

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