



Big Brothers Big Sisters of the Sun Coast  
The Nation's Premier Mentoring Organization  
2019-2022 Strategic Plan

**What We Do.**

Big Brothers Big Sisters of the Sun Coast (BBBS) finds adult mentors (Bigs) to match with children at risk (Littles). Bigs and Littles then jointly participate in programs and activities either in schools or otherwise in the community. With Bigs' adult guidance, Littles find security and friendship that may be missing and avoid mistakes they may have made without Bigs in their lives.

Program Initiatives include:

Reading Bigs that foster a love of literature with elementary school children while improving their reading comprehension skills,

Sports Buddies where mentors and children meet twice a month to play in or attend a sporting event,

Gateway to Success that helps students transition from middle school to high school

Decisions to Win where high school students are mentored utilizing an intensive course of personal decision-making

Beyond School Walls providing high school students workplace mentoring

Big Futures extends professionally-supported mentoring through high school graduation until age 21.

Juvenile Justice Mentoring which provides prevention and early intervention monitoring to youth who are in or at high risk of entering the juvenile justice system, and

Simply "hanging out" or having a meal together.

**Our Mission.** The 2019-2022 Strategic Plan is intended to fulfill our mission which is to:

*Create and support one-to-one mentoring relationships that ignite the power and promise of youth.*

**Our Vision.**

*All youth achieve their full potential*

**Strategic Planning Underlying Principles.** This strategic plan is in part a continuation of a plan that is expiring in 2022. However, it breaks with tradition in several important respects:

1. We have set only five goals so everyone involved in the process can memorize what we are trying to accomplish. The plan is not a document that will be forgotten on a hard drive.
2. The goals are challenging, but attainable. They are a stretch, but not monumental.
3. Every goal is objective and **measurable**. Whether we reach a goal will not be debatable. We will either meet it or we won't. Compare this plan's objective goals to subjective, non-measurable goals in prior plans, e.g. "Cultivate relationships" or Position BBBS "as the educational leader in our Region."  
People involved in the process will have access to a dashboard which will display our progress toward reaching each goal.
4. This a three-year plan. Anything longer would involve too much guess work.
5. Each year the three-year strategic plan will be updated within the framework described in this plan. The three-year strategic plan will therefore be a rolling plan.
6. Each year the CEO will prepare for Corporate Board approval a one-year operational plan which will move us year by year towards the three-year goals.

## **Strategic Planning Process.**

The BBBS Corporate Board launched the strategic planning process last year and created a Task Force which initially included Corporate Board members, the Chair of the Corporate Board, the CEO and a Big. The Task Force surveyed interested constituents, including Corporate and Community Board members, staff, donors and Bigs, regarding their opinions on the current organization and directions for the future. The survey results were then distilled and high level issues raised in both the questionnaires and by Big Brothers Big Sisters of America, forming the basis for our strategic plan goals.

## **Plan's Five Strategic Goals.**

1. *Impact* - Increase the number of children served while maintaining quality of programs and activities.
2. *Intentionality* – Improve diversity at all levels of the organization.
3. *Innovation* - Use technology to enhance growth and improve operations.
4. *Sustainability* – Increase operating funds, the endowment and reserves; Launch a Capital Campaign for the purchase of new office building.
5. *Talent* – Employ Best Board and Organizational Practices to attract and retain talent.

**Measurables to Implement Each Goal.** Unless otherwise indicated or revised with Corporate Board or Executive Committee approval, we expect to attain these measurables by the end of 2021-2022.

1. *Impact/Children Served* - Increase the number of children served while maintaining and improving the quality of programs and activities.
  - a. Increase the number of children served from 1800 to 2194.



- d. Develop a self-service program for adults to apply online to be Bigs.
- e. Implement new software selected by BBBS of America with our legacy systems we are keeping and port data from the legacy systems we are abandoning to the new software platforms.
  - See Appendix A which diagrams the components of the new software.

4. Sustainability/Financial Health - Increase operating funds, endowment and reserves; launch a capital campaign for the purchase of new office building.

- a. Increase annual campaign funds by 36% over three (3) years.
- b. Increase reserves from three (3) months to four (4) months of operating budget.
- c. Increase endowment from \$997,500 to \$1,500,000.
  - The annual contribution from the endowment to operations will increase from \$40,000 to \$49,000.
- d. Launch a capital campaign to raise \$ \_\_\_\_ to help purchase a BBBS office building in concert with the recommendations of the Real Estate Task Force due by the end of 2019-2020.
- e. Increase funds for scholarships for Littles from launch to \$100,000, with a minimum of \$25,000 allocated in 2019-2020.

5. Talent - Employ best practices to attract and retain talent.

At the Corporate Board Level.

- a. Increase Corporate Board members 14 from to 25.
- b. Establish volunteer structures around the Corporate Board to support goals and build a reserve of future board members, including:
  - A Chair’s Council of about 12 members attending two (2) meetings annually, making a \$10,000 average annual contribution.
  - A Real Estate Task Force of about five (5) members meeting about six (6) times annually.
  - A Stewardship Council to give or get major gifts consisting of about five (5) members, meeting about four (4) times annually.
  - Community Boards of at least ten (10) members each.

### At the Staff Level.

- a. Reduce staff turnover from 28% to 20%.
- b. Provide at least four (4) staff development trainings annually.
- c. Target average staff salary bands at 10% above the average median salary bands as set forth in competitive salary band studies.
- d. Increase the Agency 403-B retirement plan match from 50% of 4% of staff's salary staff contribution to 50% of 6% of staff's salary contribution.
- e. Increase the agency monthly contribution for employee health benefits from \$300 to \$390.

### **History of BBBS.**

In 1904, Ernest Coultier, clerk of the newly established New York City Children's Court, began the first formal Big Brothers program after noting the overwhelming correlation between boys appearing in court and a bad home life, often including the lack of a father. Forty members of the Men's Club of Central Presbyterian Church helped the program get started.

In 1908, the first Big Sisters program was established. It began in New York City in conjunction with the Children's Court and the direction of Mrs. Willard Parker. It was found that not only the boys from fatherless homes were getting into trouble, but also the girls, and they needed guidance and direction too.

In 1946, Big Brothers of America was formed in Philadelphia, while in 1970, Big Sisters International was formed and headquartered in Chattanooga, Tennessee. In 1977, at the National Convention in Orlando, Florida, a merger occurred with Big Brothers Big Sisters of America headquartered in Philadelphia. Big Brothers Big Sisters of America has become the fastest growing youth-serving organization in the United States.

From its beginning in 1904, it has grown to 275 local agencies serving more than 145,000 children across the country. The average cost of a Big Brother/Little Brother or Big Sister/Little Sister match is about \$1,500 a year. In comparison, it costs taxpayers \$10,000 for each child entered into the Juvenile Justice System, and from \$30,000 to \$90,000 per year for institutionalization.

Big Brothers of Venice was formally chartered on November 18, 1968. In August 1977, the organization was reorganized and renamed, Big Brothers Big Sisters of South Sarasota County. During this period, children in communities such as Englewood, North Port, Nokomis, Laurel, Osprey and Venice were provided service. In June 1996, the name was officially changed to Big Brothers Big Sisters of the Sun Coast. Accompanying this change was an expanded service area that added West Charlotte County and established satellite offices in North Port and Englewood. On April 1, 1997, the Board of Directors completed an agreement to merge Big Brothers Big Sisters of Sarasota with the Sun Coast organization. This expanded the service area to include the rest of Sarasota County. In 2000, Big Brothers Big Sisters of the Sun Coast began serving children in Desoto County with our Bigs in School program at the Desoto High School. In August 2001, the Manatee County Big Brothers Big Sisters affiliate merged with the Sun Coast organization and in August 2006, the Florida Ridge Big Brothers Big Sisters affiliate comprised of Highlands and Hardee Counties completed the expansion of the service area. Additional expansion of service delivery occurred in August 2011, in areas of Charlotte, Lee, Collier, Hendry and Glades Counties as they became available for service and were acquired from BBBSA for purposes of restarting service delivery to the communities.

While thousands of children have been matched over the years, the agency is keenly aware of hundreds of children ready to be matched. In order to keep us focused on satisfying the current need for volunteers and remain committed to the future vision, it is necessary to recruit volunteers, achieve the necessary funding support and to utilize resources in the most effective and efficient manner.