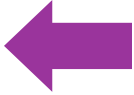




# **Strategic Plan 2021-2023**

Approved by BBBSJC Board of Directors  
January 13, 2021



## **Mission**

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

## **Vision**

All youth achieve their full potential.

## **What We Do**

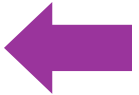
We partner with parents/guardians, volunteers and others in the community and hold ourselves accountable for each child in our program achieving:

- Higher aspirations, greater confidence, better relationships
- Avoidance of risky behaviors
- Educational success

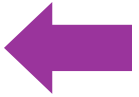
Big Brothers Big Sisters of Johnson County, Iowa, serves youth in Johnson County and the West Branch School District.

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## Introduction



### Strategic Planning During a Global Pandemic (COVID-19 - Coronavirus)

*“Our twin priorities are service and survival.”*

-Richard Malone, president and chief executive of Y.M.C.A. of Metropolitan Chicago

As we look ahead to the next three years beginning in 2021, it is critically important to acknowledge the impact of the COVID-19 Pandemic on the BBBSJC program, the staff supporting it, the volunteers, and, most especially, the Bigs (mentors) and Littles (youth served).

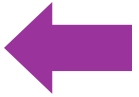
With the rapid pace of infection evidenced in early spring and late autumn of 2020, it quickly became apparent that the status quo, typical outreach of in-person, one-to-one mentoring and site-based gatherings would no longer be viable in order to curb exposure to COVID-19. In the midst of this adversity, creative and inspired action are needed, and the BBBSJC staff came together, working closely with families and community allies, such as the Iowa City Community School District, to identify options to meet the needs of students.

With lockdown, social distancing, wearing masks, and hybrid school models all the new call of the day to promote safety for everyone, it became impossible to maintain relationships as they once were. All relationships important to sustaining our familial and social fabric – from our friendships to work to school to social engagement – have all been affected by the new reality. These rules are ever changing as new information comes to light on how we can go about living safely during the pandemic. At the most basic level, the way we relate to other people outside our households is unlike anything we have ever experienced. The questions of when and how best to continue engaging with others, most especially between our Bigs and Littles, were uppermost in the minds of staff members. And, as the 2021-2023 Strategic Plan is being developed in late 2020, there are no clear guidelines to help us navigate the future when uncertainty governs our ways to safely connect.

It is in this context that we have implemented new strategies to maintain and nurture the important ties with and between the program’s Bigs and Littles. For instance, use of technology by the staff to keep Bigs and Littles connected has played an important role. Additional strategies have included:

- Partnering with Johnson County 4-H to provide 25 STEM activity kits which were delivered to Littles’ homes.
- Creating and delivering “Summer Activity” kits to donate to 40 Littles.
- Providing ongoing support and resources for matches who are choosing to meet virtually or in-person.
- Developing science-based safety guidance and protocols for matches that are continuing to meet in person.

- Collecting traditional and non-traditional (computer mice, mouse pads, headphones, dry erase boards, portable desks) school-supplies and distributing to dozens of families struggling with the changes to how education is delivered.
- Direct outreach to families on our case load and on our waitlist to assess needs and make referrals and help with advocacy when appropriate.
- Providing virtual training opportunities for Bigs.



Covid-19 has driven the United States economy into a sudden and deep recession, hitting local businesses as well as multibillion-dollar corporations. Less attention has been given to the immense toll on the nonprofit groups we rely on for social services, medical care, and spiritual needs. Even in these unprecedented times, the BBBSJC staff have swiftly risen to the challenges to ensure continuity of support to our Littles, working to meet their needs, ensuring our most vulnerable community youth know they have a valued, trusted resource available to them.

### Our Impact

For more than 100 years, Big Brothers Big Sisters America has operated under the belief that inherent in every child is the ability to succeed and thrive. As the nation's largest donor- and volunteer-supported mentoring network, Big Brothers Big Sisters makes meaningful, professionally supported matches between adult volunteers ("Bigs") and children ("Littles"), ages 6 through 18, in communities across the country. We develop positive relationships that have a direct and lasting effect on the lives of young people.

### Big Brothers Big Sisters of Johnson County (BBBSJC)

Big Brothers Big Sisters of Johnson County believes that it must hold itself accountable to the families, children, and mentors enrolled in our program. We must hold ourselves accountable to the donors, partners, and advocates who fund our work. That is why a commitment to continuous learning, improvement, and research is at the heart of what we do.

### Continuous learning through technology

Our commitment to applying appropriate measurements and analyses for program improvement are core to who we are and have led us to develop a unique, proprietary method of tracking the interactions between Bigs and Littles. Matchforce, an online performance management tool, helps guide and inform the decisions of our network of professionally trained staff members. Built to support Big Brothers Big Sisters, Matchforce provides the information and data need to allow us to continually improve our services to children.

### Continuous learning through partnerships

Through the generous support of corporations, foundations, and donations, Big Brothers Big Sisters regularly participates in both local and nationwide research opportunities.

Our focus on safety and quality has strengthened our programs. These achievements would not be possible without dedication to our Vision, Mission and Guiding Principles and the commitment of our Boards of Directors, donors, and staff. The agency remains committed to increasing impact and scale.

## Our Mentoring Works

Our work does make a difference! In FY19, after one year of being matched one-to-one with a mentor (“Big”), BBBSJC youth (“Littles”) showed improvement in these eight (8) risk categories:

Social Acceptance, Scholastic Competency, Educational Expectations, Grades, Risk Attitudes, Parental Trust, Truancy, Special Adult and Juvenile Justice.

- 100% improvement in at least two risk categories,
- 98.5 in three categories, and
- 90% in four categories.

## Relationship to the Big Brothers Big Sisters of America (BBBSA) Business Plan

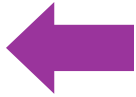
This strategic plan incorporates relevant components of the BBBSA plan, including our Vision, Mission and Accountability, and aligns BBBSJC with agencies across the federation in the strategic priorities of Innovation, Engagement and Strengthen for Growth.

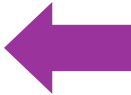
## Executive Summary of Major Goals

### Guiding Principles

The Board of Directors has approved the following Guiding Principles which drive the agency’s planning and operations:

- We remain committed to our unique brand of one-to-one, professionally supported youth mentoring. Our core programs will include both community-based and school/site-based mentoring.
- Because our programs are proven to have positive impacts on youth, and, because we know that there are many more youth who need our services than those we currently serve, we are committed to growth in active matches by annually increasing new matches and match retention.
- Equally as important as growth is our commitment to create matches that:
  - are safe,
  - are high quality, and
  - yield positive, measurable outcomes for our youth, including higher aspirations, greater confidence and better relationships, positive educational outcomes, resilience, and avoidance of risky behaviors.
- Efforts to grow our services will primarily be focused on strengthening services in our existing programs while considering opportunities to support and/or expand into new service areas.



- 
- We are committed to diversity and inclusion; partnerships and collaboration; continuous learning; effectiveness through research and learning; being volunteer-centric and maintaining high standards through the use of benchmarks.
  - The leadership of our Board is critical to our success. We will employ a disciplined approach to recruiting new members and enhancing the effectiveness of each committee and the full Board of Directors.
  - Our employees are valuable assets and key to our success. We will emphasize the management, satisfaction, and professional development of each employee.
  - Our ability to grow and improve our services must be enabled by prioritizing a strong, sustainable financial position with robust cash reserves and endowment.
  - Growing and diversifying our revenue sources, while continually striving to provide superior services, is a critical driver to a sustainable financial position.

With these guiding principles in place, and building on the experience, success, and reorganization of the past several years, the following pages outline the key initiatives for the agency's FY 2021-2023 Strategic Plan.

## Goal I: Outcomes

To maintain programming strategies that provide long-lasting and beneficial mentoring relationships for youth in its service area.

- **Board Responsibility:** Planning and Programming Committee
- **Staff Responsibility:** Executive Director and Program Supervisor

### Objective 1: Quality Matches

Focus on developing quality matches as defined as “stronger and longer” to achieve program Outcomes of Educational Success, Attitudes and Competencies, and Risky Behavior Avoidance by Littles (as stated in the Youth Outcomes Survey [YOS]).

- Use national metrics for Quality Standards which sets a goal of 5% higher than the national average of the network.
  - Site-Based includes
    - **Elementary and Secondary School-Based Mentoring** (22 schools served in the 2019-2020 school year)  
Volunteers meet with a student once a week at school. At the elementary level volunteers often meet at lunch and/or recess for 50 to 60 minutes. The

focus is on being a friend and mentor. Volunteers meet with secondary students (defined as students in grades 7-12) at a designated time during the school day. The focus is on developing a friendship and also coaching the student to have a more successful school experience.

- **Spartan Life.** This program impacts 6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> grade youth each Thursday during the school year at Solon Middle School in Solon. Volunteers and youth are matched and supported in 1-to-1 caring relationships, while also growing individually and as a group with fun, hands-on, and interactive activities. Students, mentors, and facilitators from BBBS and 4-H help define core club values and create experiences responsive to students' interests, challenges, and strengths.
- **Noble Knights.** This program impacts 7<sup>th</sup> and 8<sup>th</sup> grade youth each Wednesday during the school year at North Central Jr. High in North Liberty. Volunteers and youth are matched and supported in 1-to-1 caring relationships, while also growing individually and as a group with fun, hands-on, and interactive activities. Students, mentors, and facilitators from BBBS and 4-H help define core club values and create experiences responsive to students' interests, challenges, and strengths.

### Objective 2: Match Support

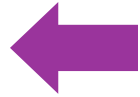
Matches that receive consistent support from professional staff tend to last longer and yield better outcomes. Achieve match support completed rates that align with the National Quality award.

- Documented all effort/logged attempts for Community-Based match support outreach of 85%.
- Documented all effort/logged attempts Site-Based match support of 85%

### Objective 3: Growth of Program

The primary goals for the duration of the pandemic include:

- strengthening support for our Bigs, Littles, and their families through communication, outreach, and the sharing of information and resources
- strengthening the relationships of current matches by
  - increasing mentor satisfaction in their relationship with both Littles and mentoring staff
  - continuing to offer new and inventive opportunities for match enrichment
  - continuing to offer learning and training opportunities to mentors
- working towards returning to pre-pandemic number of matches served
- continuing to reduce the number of children on our waiting list





- reducing the amount of time children are on the waiting list

Once we return to pre-pandemic number of matches served, we will then be well-situated to

- increase number of matches served each year
- increase longevity of matches served

#### Objective 4: At-Risk Youth

Commit to serving youth who meet at-risk criteria in our community. Respond to changing community needs.

### Goal II: Organizational Design & Staff

To use staff development and organizational design to facilitate program growth and to effectively respond to changing community needs. To maintain a dedicated, professional, and effective staff.

- **Board Responsibility:** Program and Planning Committee
- **Staff Responsibility:** Prepare annual report for stakeholders in collaboration with Marketing Committee.

#### Objective 1: Organizational Design

Create an organizational design that will support growth and ensure that clients (i.e., Littles) receive comprehensive services.

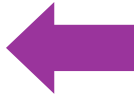
#### Objective 2: Staff Development

Implement existing staff development plan that keeps our staff informed, skilled, and prepared to meet the needs of our diverse group of families and volunteers. Create staff development opportunities that are relevant to staff in their day-to-day tasks and that contribute to overall organizational development.

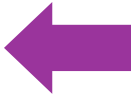
- Annual allocation for each staff member for professional development (PD)
- Quarterly group learning
- Performance review evaluation to include individualized goals on PD
- Staff compensation review and analysis dependent on PD goals being met and will include Quality Assessment evaluations

#### Objective 3: Information Sharing

Ensure that program processes and procedures are documented and accessible to all staff members. Prepare succession plans for when staff members transition and onboarding new staff members. For further details reference the Program Manual that is updated annually



at the October meeting. (Pending approval of national standards from Big Brothers Big Sisters America, anticipated June 202



#### Objective 4: Collaboration

Work collaboratively with other agencies and Big Brothers Big Sisters of America to achieve our shared goals.

- Continue to actively engage and seek out opportunities with Iowa agencies for pilots and best practices sharing.
- Engage in peer-sharing opportunities (e.g., social media campaigns)
- Participate in the Iowa Association of BBBS, BBBSA Rural Initiative, Sponsored Agency and Small-Mid Agency Alliance (SMAA) affinity groups.

### Goal III: Revenue and Investment

To increase revenue as needed to support the program and serve as good stewards of the organization's financial resources.

- **Board Responsibility:** Finance Committee
- **Staff Responsibility:** Executive Director prepares financial reports

#### Objective 1: Develop Revenue Sources

Increase income from revenue sources that show potential for growth. Create new sources of revenue. Maintain existing revenue in all other areas.

- Increase Bowl for Kids' Sake team participation to 90% lane usage.
  - 2021 - 84 teams, each person raising \$100/\$600 team goal
  - 2022 - 90 teams, each person raising \$150/\$900 team goal
  - 2023 - 100 teams, each person raising \$150/\$900 team goal
- Increase Bowl for Kids' Sake revenue by 5% per year
  - 2021 - \$86,253
  - 2022 - \$90,565
  - 2023 - \$95,093
- Increase Individual Donations annually by 5%
  - 2021 - \$12,715
  - 2022 - \$13,350
  - 2023 - \$14,017

- Increase Corporate Donations annually by 1.5%
  - 2021 - \$10,080
  - 2022 - \$10,231
  - 2023 - \$10,384
  
- Increase Other Special Events annually by 3% net
  - 2021 - \$10,000
  - 2022 - \$10,300
  - 2023 - \$10,609
  
- Maintain grants and contracts income at a level of at least \$135,025. Seek five (5) new grant opportunities annually to increase funding from new sources.
- Maintain government funding and United Way allocation at a level of at least \$138,615.
- Create legacy/bequest revenue process and channel development (e.g., estate planning, endowment fund).

### Objective 2: Investment Policy

Develop an investment policy that acknowledges increasing operational costs and the need for emergency funds. Utilize Iowa State University's Extension Office (ISUEO) and its programs (e.g., 4-H) for assistance with financial planning and investment opportunities.

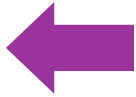
**Note: Strategy must comply with ISU regulations.**

- Create benchmarks for savings goals
- Create investment standards
- Review plan annually

### Objective 3: Staff and Board of Directors Expectations

Maintain appropriate staffing levels for development activity. Engage the Board of Directors more fully in development, fundraising, and event support.

- Create clear, reasonable expectations for each individual board member's responsibility to agency fundraising. **Completion Target Date: March 2021**
- Encourage each board member to contribute in a way that maximizes his or her resources and network.
- Compile and review monthly development reports which track staff and board participation in development activities.



#### Objective 4: Tracking Revenues and Services

Ensure quality mentoring services that are also cost-effective.

- Identify other BBBS agencies of comparable size, location, and structure, i.e., “peer agencies.”
- Develop benchmarks for cost per match for both community- and school-based programs using data from peer agencies.
- Evaluate annually. Compare to national averages and peer agencies.
- Prepare annual report to stakeholders in collaboration with Marketing Committee.
- Create a reserve fund policy and guidelines.

#### Objective 5: Contingency Planning

Develop a contingency plan for fundraisers

- Bowl For Kids Sake
- Mentoring Breakfast
- Gridiron Bash

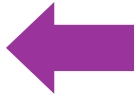
### Goal IV: Public Relations, Marketing and Events

Continue developing our base of volunteers and our positive, impactful image in the community.

- **Board Responsibility:** Program and Planning Committee will meet annually with staff to review collected data and make recommendations for future programming based on survey results.
- **Staff Responsibility:** Staff Members meet with Board to review strategic plan and metrics from the previous year.

#### Objective 1: Volunteer recruitment

- Develop and deploy targeted volunteer recruitment strategies based on statistical profiles of lengthy community-based volunteers.
- Develop strategies to create a more diverse volunteer pool to allow staff to be more targeted when matching new Bigs with Littles. Specifically, increase the number of volunteer inquiries from the following populations:
  - individuals 24 years of age and older
  - men
  - people of color, especially men of color
- Develop strategies to engage and retain volunteers of color, and especially male volunteers of color.





### Objective 2: Big Brothers Big Sisters Brand

Strengthen and promote the Big Brothers Big Sisters brand name locally.

- Continue to align practices with the updated BBBS of America brand, identity and values.
- Follow all brand guidelines and standards.
- Develop a marketing plan and implement best practices based on proven strategies.
- Utilize BBBS of America brand resources and assets found in BBBSA's Brandfolder

### Objective 3: Advocacy

Position BBBSJC as a leader and respected resource in local youth development.

- Staff involvement in community coalitions, and partnerships.
- Respond to current youth development issues and trends.
- Continue engagement and partnership with ICCSD.