



2022-2024 Strategic Plan

**Approved by Board of Directors
February 8, 2022**

VISION

All youth achieve their full potential

MISSION

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

CORE VALUES

- Child safety is a top priority in our practices.
- We respect and value diverse life experiences and heritages and ensure that all voices are valued and heard.
- We value our relationships with parents/ guardians.
- We make and develop relationships that ignite the potential of youth.
- We ensure that volunteers receive effective training and individualized attention from staff.
- The longer a youth remains matched, the more impact there is for the youth.

STRATEGIC DIRECTIONS

The following strategic directions will guide Big Brothers Big Sisters of Western North Carolina's work:

- EXPAND YOUTH MENTORING SERVICES THROUGHOUT WESTERN NORTH CAROLINA** - Focus on recruitment! Increase matches in the 18 county service area, particularly concentrating on increasing the number of males and people of color.
- PROMOTE JUSTICE, EQUITY, DIVERSITY, AND INCLUSION (JEDI)**- Use an equity lens in all programmatic and administrative decisions. Develop authentic and equitable relationships to focus on community trust building, collaboration, and partnerships. Provide training, resources and support throughout the organization.
- FOSTER EMPLOYEE AND TEAM STEWARDSHIP** - Create a culture where employees and volunteers are empowered, supported, are able to set healthy boundaries to prevent burnout, encouraged to spark creativity and grow professionally. We affirm to take care of all teams by focusing on retaining staff, reviewing compensation & benefits; adequate staffing levels; appreciating Bigs; and strengthening the Regional Board of Directors and Advisory Councils.
- IMPROVE AND EXPAND MARKETING AND COMMUNICATIONS** -Raise the visibility and highlight the relevance of BBBSWNC externally. Improve internal communication among branches, staff, board, and volunteers.
- ENSURE AND INCREASE FINANCIAL SUSTAINABILITY** – Diversify funding beyond grants & other restricted sources to include events, corporate giving, individual donors, and estate planning. Increase reserve funds.
- MOVE TO A REGIONAL MODEL WHILE BALANCING THE UNIQUE ATTRIBUTES OF EACH COMMUNITY**

STRATEGIC DIRECTIONS, GOALS, and OBJECTIVES

A. EXPAND YOUTH MENTORING SERVICES THROUGHOUT WESTERN NORTH CAROLINA - Focus on recruitment! Increase matches in the 18 county service area, particularly concentrating on increasing the number of males and people of color.	Who Leads*	By When	Status	Investment Needed over 2021 baseline
Key indicators of success <ul style="list-style-type: none"> ● Increase the number of matches by 30% year over year in each county. ● Increase the percentage of male Bigs 20% year over year. ● Increase the percentage of mentors and Littles of color by 20% year one, 30% year two and 35% year three. 				
Goal 1: Prioritize mentor recruitment of males and people of color as well as recruitment of Littles of color.				
Objective 1a: Identify what strategies have worked before in other BBBS agencies to bring in people of color.	EQUITY	Complete August 22		No Cost Anticipated.
Objective 1b: Meet with local nonprofit leaders of color about recommendations of how to engage communities of color and build trust.	ZIP/ RB/AC	Complete December 23		No Cost Anticipated.
Objective 1c: Create a LatinX focus committee to include volunteers from every level within the organization as well as leaders within the community and staff. Explore how to best serve Spanish speaking communities and build trust.	ZIP	Start July 22		Minimal investment.
Objective 1d: Ensure all recruitment and marketing materials are translated to Spanish. Research having a page on the website translated to Spanish. Discuss other needs related to the LatinX population.	LatinX Focus Committee/ CC	Start May 22 Complete March 23		Dependent on translator cost and website edit.
Objective 1e: Identify the communities of color in each county and develop strategies for engagement and partnership.	JS/AC/PCS/ ZIP	Start April 22 through FY24		No Cost Anticipated.
Objective 1f: Reach out to sports teams and clubs in counties to explore volunteer opportunities.	VPP/ PCS/ AC	Started Jan 22 through FY24		No Cost Anticipated.

Objective 1g: Build relationships with churches and faith based communities to increase awareness and relevance of our program.	ZIP/ AC/ PCS	FY22 -FY24		No Cost Anticipated.
Goal 2: Increase total number of children served.				
Objective 2a: Expand the High School Bigs Program to additional schools.	ZIP/ AC/ PCS	FY22-FY24		Minimal cost anticipated.
Objective 2b: Implement Workplace Mentoring Program.	EVP/PCS	FY22-FY24		Minimal cost anticipated.
Objective 2c: Develop partnerships with other child serving agencies (YMCA, My Daddy Taught Me That, Boys and Girls Clubs) to increase the number of Littles served. Expand AmeriCorps footprint.	ZIP/AC/PCS	FY22-FY24		Minimal cost anticipated.
Objective 2d: Increase one-on-one mentoring plus programs.	EVP/ PCS	FY22-FY24		Minimal cost anticipated.
Objective 2e: Create a committee to explore introducing the national Bigs in Blue program to WNC.	ZIP	FY23- FY24		Minimum \$5,000 investment.
Goal 3: Continue strong training and support of Bigs.				
Objective 3a: Create an opportunity for Bigs to express their needs for support and training.	BIGC/PCS	Started Jan 22 through FY24		Dependent on training costs.
Objective 3b: Evaluate current training calendar and modules along with the Big Interview process to streamline and improve accessibility.	ZIP/BIGC/PCS	Start June 22 Complete by Aug 22		No Cost Anticipated.
Objective 3c: Continue to provide additional and topical training for Bigs throughout the year.	ZIP/ PCS	FY22-FY24		Dependent on training costs.
Objective 3d: Identify strategies for providing Big's JEDI training.	ZIP/ EQUITY	May 22 through FY24		No Cost Anticipated.
Objective 3e: Update Bigs' resource page on our website and review on a quarterly basis.	EVP/ GEM/ CC	Start July 22 through FY24		Dependent on cost to add page
Objective 3f: Research The Learning Exchange and other sources to determine what trainings are available for Bigs.	ZIP	FY 22-23		Depends on training costs.
Goal 4: Enhance programs through feedback from Bigs, Littles, and Caregivers.				

Objective 4a: Identify a committee to work on these objectives and determine a time frame.	ZIP	July 22		No Cost Anticipated.
Objective 4b. Talk to other agencies to explore how they invite and gather youth input and parent/ guardian input.	ZIP	FY22-FY24		No Cost Anticipated.
Objective 4c. Create more opportunities for P/G to meet and discuss issues and learn together.	EVP/ VP/ PCS	FY22 - FY24		Dependent on training format and incentives.
Objective 4d: Analyze gathered data from participants to inform programming.	EVP/ VP/ PCS	August 22 through FY 24		No Cost Anticipated.

B. PROMOTE JUSTICE, EQUITY, DIVERSITY, and INCLUSION - Use an equity lens in programmatic and administrative decisions and develop authentic and equitable relationships to focus on community trust building, collaboration and partnerships. Provide training, resources and support throughout the organization.	Who Leads*	By When	Status	Investment Needed over 2021 baseline
Key indicators of success <ul style="list-style-type: none"> Equity Audit completed. JEDI action plan completed. Stakeholders from traditionally and historically marginalized communities report feeling included and valued throughout the organization - via annual surveys. 				
Goal 1: Conduct ongoing training for staff, Board, Council members & volunteers in equity related to all types of oppression.				
Objective 1a: Racial equity	JS/JAC/ EQUITY	FY22-FY24		Depends on training costs.
Objective 1b: Gender, gender identity/expression and sexual orientation	JS/JAC/ EQUITY	FY22-FY24		Depends on training costs.
Objective 1c: Physical and Mental Disabilities	JS/JAC/ EQUITY	FY22-FY24		Depends on training costs.

Objective 1d: Socioeconomic status/ class	JS/JAC/ EQUITY	FY22-FY24		Depends on training costs.
Objective 1e: Cherokee culture	Qualla Committee	FY22-FY24		Depends on training costs.
Objective 1f. Create a training and survey calendar, including resources used.	EVP/ GEM/ JS/ BDC	Start March 22 through FY24		No cost anticipated.
Goal 2: Seek experts to conduct an equity audit to examine internal policies, procedures, and culture				
Objective 2a: Identify local experts in various equity topics to review our forms and processes.	EXEC/ ZIP	Start May 22 through FY24		Dependent on expert charge.
Objective 2b: Review internal forms, processes, and virtual and marketing materials and update with bias-free language.	ZIP/ CC/ EQUITY	Start July 22 Complete by Dec 22		No cost anticipated.
Objective 2c: Review internal forms, processes, and virtual and marketing materials for deficit-based language and update to include asset-based language.	ZIP/ CC/ EQUITY	Start July 22 Complete by Dec 22		No cost anticipated.
Goal 3: Identify a JEDI Action Committee (JAC) to create and implement a JEDI Plan.				
Objective 3a: Create a JAC committee composed of Regional Board, Advisory Council and staff members as well as volunteers and community stakeholders.	BC/CEO	Complete by April 22		No cost anticipated.
Objective 3b: The JAC and Equity Team will meet together quarterly. Part of the meeting will be a deepening of the team's equity lens and analysis.	JAC/EQUITY	Start July 22 through FY24		No cost anticipated.
Objective 3c: JAC will continue to meet to further the goals in the JEDI Strategic Planning direction, and discuss issues of inequities.	JAC	Start July 22 through FY24		No cost anticipated.
Goal 4: Grow relationships with BIPOC (Black, Indigenous, and People of Color) led groups, organizations, leaders, and communities to deepen understanding of local stories and full				

spectrum of strengths/barriers, experiences, and perspectives of BIPOC communities.				
Objective 4a: Create collaborative partnerships with other non-profits that are led by or serve BIPOC communities.	RB/ZIP/ AC	Start July 22 through FY24		No cost anticipated.
Objective 4b: Strengthen and focus our organization's resources to deepen the relationship with the Eastern Band of the Cherokee Indians (EBCI).	Qualla Team	Started Jan 22 through FY24		No Cost Anticipated.
Goal 5: Establish a supportive environment for all.				
Objective 5a: Create an affinity space for staff of color to be supported and empowered. Add other affinity groups as requested.	ZIP	Started Jan 22 through FY24		No cost anticipated.

C. FOSTER EMPLOYEE AND TEAM STEWARDSHIP - Create a culture where employees and volunteers are empowered, supported, are able to set healthy boundaries to prevent burnout, encouraged to spark creativity and grow professionally. We affirm to take care of all teams by focusing on retaining staff, reviewing compensation & benefits; adequate staffing levels; appreciating Bigs; and strengthening the Regional Board of Directors and Advisory Councils	Who Leads*	By When	Status	Investment Needed over 2021 baseline
Key indicators of success <ul style="list-style-type: none"> ● Annual staff surveys indicate strong satisfaction. ● Annual Big surveys indicate strong satisfaction. ● Decrease in full time staff turnover. ● Annual board and council surveys indicate strong satisfaction. 				
Goal 1: Add Staff Capacity Over Time and Take Care of Existing Staff.				
Objective 1a: Create a Personnel Committee (PC) to include Regional Board members, CEO and EVP.	BC/ CEO	Complete by April 22		No cost anticipated.
Objective 1b: Identify the resources to hire a Development Director.	CEO/ FC	FY 22-23		\$45 to \$50k

Objective 1c: Review pay scales, explore insurance options and other benefits. Establish consistent guidelines to ensure retention and prevent burnout. Review on an annual basis.	EXEC/ CEO/ PC	FY 22-23		No cost anticipated.
Objective 1d: Determine additional staffing needs. (eg, HR, finance, development)	EXEC/ ZIP	Start June 22 through FY24		No cost anticipated.
Objective 1e: Support ongoing professional development and create a culture supporting self care.	ZIP/ PC	July 22		Minimal cost anticipated
Objective 1f: Expand the Internal Leadership Team to include Grant and Event Manager and JEDI Specialist.	ZIP	Completed Jan 22		No cost anticipated.
Objective 1g: Review structure of Program Coordinator job descriptions and determine how to prioritize match support with Advisory Councils. Evaluate capacity of PCS caseload.	ZIP/AC	Start June 22 through FY24		No cost anticipated.
Goal 2: Be intentional about Nurturing Volunteers/Bigs.				
Objective 2a: Implement new ideas provided from the Big Community Committee.	BIGC	Start May 22 through FY24		Cost determined by strategies.
Objective 2b: Host regular Big get-togethers– think regionally and execute locally.	BIGC/AC/PCS	FY22 - FY24		Determined by activity.
Objective 2c: Develop a structure and calendar to intentionally appreciate Bigs (eg, verbal recognition, gift cards, T-shirts, also volunteer to volunteer).	BIGC/ GEM/PCS	Start April 22 through FY24		TBD by recognition activities
Objective 2d: Annually promote National Mentoring Month and Big Brothers Big Sisters Month.	CC	FY22 - FY24		TBD by activities
Objective 2e: Provide service opportunities throughout the Region for Bigs and Littles to participate in.	CEC	FY22 - FY24		TBD by project
Goal 3: Continue Strengthening the Regional Board of Directors and Advisory Councils.				
Objective 3a: Create opportunities for the Regional Board and Advisory Councils to meet together in-person (pandemic permitting).	BDC	FY22 - FY24		Determined by event locale.

Objective 3b: Survey Regional Board and Advisory Council members annually. Review board demographics, diversity, expertise to identify areas for recruitment. Determine in what areas each member wishes to engage.	BDC	Start May 22 through FY 24		No cost anticipated.
Objective 3c: Schedule one-to-one meetings with all Regional Board members and Advisory Council Chairs with the CEO and VPP once a year.	CEO/VPP	FY22 - FY24		No cost anticipated.
Objective 3d: Provide opportunities for Regional Board and Advisory Council members to participate in service projects, including AmeriCorps service projects.	CEC	FY22 - FY24		TBD by project.

D. IMPROVE AND EXPAND MARKETING AND COMMUNICATIONS to raise visibility while highlighting the relevance of BBBSWNC externally. Improve internal communication among councils, staff, board, and volunteers.	Who Leads*	By When	Status	Investment Needed over 2021 baseline
Key indicators of success <ul style="list-style-type: none"> Marketing strategy developed and implemented. Policies and procedures developed for communications. 				
Goal 1: Develop an external marketing strategy.				
Objective 1a: Establish policies and procedures for external communication, including a strategy for implementing equity language.	MC/ JS	Complete by Aug 22		No cost anticipated.
Objective 1b: Develop a media strategy. Identify which counties need which types of advertising, determine costs, etc.	MC/PCS/AC	Start June 22 through FY24		No cost anticipated.
Objective 1c: Train staff on advertising, branding and marketing. Develop relationships with media personnel in each county.	MC/PCS/AC	FY22 - FY24		Minimal cost anticipated.
Objective 1d: Identify outside professionals to assist with social media regional strategy.	MC	Start June 22 through FY24		Up to \$5k.
Objective 1e. Develop relationships with media sources to position BBBSWNC to be the go-to source for mentoring and related topics.	MC/CC	FY22- FY24		No cost anticipated.

Objective 1f: Identify social influencers to promote BBBSWNC.	CC/CEO	FY22 - FY24		No cost anticipated
Objective 1g: Incorporate AmeriCorps (Project MARS) highlights and stories into external marketing.	CC/ AmeriCorps	FY22 -FY24		No cost Anticipated.
Objective 1h: Identify potential BBBS spokesperson from the sports and entertainment industry.	MC	FY 22-23		Dependent on contract.
Objective 1i: Develop an Advocacy Calendar to share important legislation, meetings and funding opportunities.	VPP	FY22-FY24		Minimal cost associated.
Goal 2: Increase communication with grantors and stakeholders.				
Objective 2a: Communicate accomplishments and provide success stories to grantors and stakeholders by establishing a communications schedule.	GEM/ CC	Start July 22 through FY24		No cost anticipated.
Goal 3: Improve Internal Communications.				
Objective 3a: Establish policies and procedures for internal communications.	ZIP/CC	Complete by July 22		No cost anticipated.
Objective 3b: Streamline calendars.	GEM	Complete by April 22		No cost anticipated.
Objective 3c: Create match activities and fundraising templates for PCS and Advisory Councils.	GEM	Complete by June 22		No Cost Anticipated.
Objective 3d: Identify the most effective ways to communicate with Bigs and Parents/Guardians.	ZIP/PCS/BC	Complete by July 22		No cost anticipated.
Objective 3e: Develop a monthly email blast about outings, events and trainings for Bigs and Parents/Guardians.	GEM/CC	Complete by April 22		No Cost Anticipated.
Objective 3f: Train Board and Advisory Council members on using a portal to access materials, agendas, etc.	CC/GEM	Complete by June 22		Minimal Cost Anticipated.

E. INCREASE FINANCIAL SUSTAINABILITY – Diversify funding beyond grants & other restricted sources to include events, corporate giving, individual donors, and estate planning	Who Leads*	By When	Status	Investment Needed over 2021 baseline
Key indicators of success <ul style="list-style-type: none"> • Diversification of funding streams with no more than 40% of total revenue received from grant funding. • Have 3 months of operational reserves. • Receive full engagement of Board and Council members in all types of fundraising. 				
Goal 1: Develop an annual fundraising plan to expand individual giving and solidify regional fundraising structure				
Objective 1a: Develop a Corporate Level Giving Program	CEO/VPP/ FC	March 22		Minimal cost anticipated.
Objective 1b: Involve all board, staff, and Advisory Councils in cultivating relationships & overall fundraising.	BC/CEO/VPP /RB/AC	FY22 - FY24		Dependent on training costs.
Objective 1c: Explore and identify 1-2 regional fundraisers.	FC	Started Jan 22 though FY24		Dependent on type of event.
Objective 1d: Develop and implement a cultivation and stewardship plan.	FC	July 22 through FY24		Dependent on strategies identified.
Objective 1e: Create a fundraising calendar for the region annually.	FC	Started Jan 22 through FY24		No cost anticipated.
Goal 2: Explore additional revenue options.				
Objective 2a: Identify IRA and other options.	FC/FINANCE	Sept 22		No cost anticipated.
Objective 2b: Develop a planned giving program.	FC/FINANCE	Sept 22		Dependent on strategies.
Objective 2c: Develop a 3 month cash reserve for the organization; identify for each Council what their county’s reserve should be. Review status quarterly.	FC/AC/ FINANCE	Start July 22 Complete Dec 22		No cost anticipated

Objective 2d: Determine whether to create an endowment.	FINANCE	Dec 22		No cost anticipated
Goal 3: Review the Development Plan on a regular basis.				
Objective 3a: Review and revise the Development Plan.	FC/CEO/VPP	Feb 22		No cost anticipated
Objective 3b: Report quarterly progress to the Regional Board.	FC/CEO/VPP	FY22-FY24		No cost anticipated
Goal 4: Review the Strategic Plan on a regular basis.				
Objective 4a: Name an ongoing strategic planning committee to monitor progress.	BC/CEO	March 22 through FY24		No cost anticipated
Objective 4b: Provide quarterly progress updates to the Regional Board and Advisory Councils.	BC/CEO/ Strategic Committee	Complete March 22		No cost anticipated

F. CONTINUE MOVING TO A REGIONAL MODEL WHILE BALANCING THE UNIQUE ATTRIBUTES OF EACH COMMUNITY	Who Leads*	By When	Status	Investment
Key indicators of success <ul style="list-style-type: none"> All Councils are fully stable, have a minimum of 6 to 10 members and are financially solvent. Each Council increases the number of children served. 				
Goal 1 : Increase the number of children served.				
Objective 1a. Establish partnerships with schools and other referral agencies to increase the number of children referred.	AC/ PCS/ZIP	FY22-FY24		No cost anticipated.
Objective 1b. Develop recruitment strategies to increase the number of Bigs and Littles.	MC/AC/PCS	FY22-FY24		Depends on strategies.
Goal 2: Review roles and responsibilities of Regional Board and Advisory Councils.				
Objective 2a: Have annual refresher, review and training on Advisory Council and Regional Board manuals, Bylaws, and responsibilities.	CEO/VPP	every June FY22-FY24		No cost anticipated.

Objective 2b: Create a portal to give access to relevant documents to all Advisory Councils and Regional Board members.	CC	Complete June 22		Depends on website costs.
Objective 2c: Hold Advisory Council orientations once a month to outline roles and responsibilities.	CEO/VPP	Started Jan 22 through FY24		No cost anticipated.
Objective 2d: Hold Regional Board orientation with new members as warranted.	CEO/VPP	FY22-FY24		No cost anticipated.
Goal 3: Increase Advisory Council participation with the Regional Board.				
Objective 3a: Periodically invite Advisory Council members to attend Regional Board meetings.	BC/CEO	FY22-FY24		No cost anticipated.
Objective 3b: Require the Regional Board of Directors Exec Team to attend at least one Advisory Council meeting annually.	BC/EXEC	FY22-FY24		No cost anticipated.
Objective 3c. Include various Council members on different working committees.	BC/CEO/RB	FY22-FY24		No cost anticipated.
Goal 4: Share best practices across Advisory Councils.				
Objective 4a: Plan program fundraising and enrichment activities across Advisory Councils.	AC/PCS/ ZIP	Start April 22 FY22-FY24		Minimal activity cost.
Objective 4b: Facilitate quarterly meetings between Advisory Council Chairs and members of different Advisory Councils.	BC/CEO/VPP	Start April 22FY22-FY24		No cost anticipated.
Goal 5: Clarify role of Program Coordinators.				
Objective 5a: Support the role of Program Coordinators in the Advisory Councils.	ZIP	FY22-FY24		No cost anticipated
Goal 6: Solidify Advisory Council structures.				
Objective 6a: Determine whether to consolidate Buncombe Advisory Council into Regional.	EXEC/RB	Complete by April 22		Minimal cost projected.
Objective 6b: Set Advisory Council recruitment as a top priority in all Advisory Councils.	CEO/ VPP/ AC/PCS	Started Jan 22 FY22-FY24		Depends on activities.
Objective 6c: Utilize current committee structure to increase the pool for council and board membership	CEO/ VPP/ AC/ PCS	FY22-FY24		No cost anticipated.

Abbreviation Key

AC	Advisory Councils
BIGC	Big Committee
BC	Board Chair
BDC	Board Development Committee
CC	Communications Coordinator
CEC	Community Engagement Committee
CEO	Chief Executive Officer
EBCI	Eastern Band of the Cherokee Indians
EQUITY	Equity Team (internal team focused on JEDI)
EVP	Executive Vice President of Programming
EXEC	Regional Board Executive Team
FC	Fundraising Committee
FINANCE	Finance Committee
GEM	Grants & Events Manager
JAC	Jedi Action Committee (composed of board, council and staff members)
JS	JEDI Specialist
MC	Marketing Committee
PC	Personnel Committee
PCS	Program Coordinator Staff
RB	Regional Board
VP	Vice President of Programming
VPP	Vice President of Philanthropy
ZIP	Internal Management Team