

### Vision

**Our vision is that all youth achieve their full potential.**

Our broad and lofty statement reflects our belief that Big Brothers Big Sisters has the potential to influence systemic change in our community for the benefit of all children.

### Mission

**Our mission is to create and support one-to-one mentoring relationships that ignite the power and promise of youth.**

We believe that "children facing adversity" is a more hopeful term for the youth served by Big Brothers Big Sisters than the term "children at risk". Our terminology expresses our firm conviction that all children have the potential to succeed despite adversity. Confident in this potential and the value of professionally supported mentoring relationships, we target children who face the challenges associated with living in poverty, single parent households and out of home care, as well as those who have had contact with the juvenile justice system or who have a parent incarcerated.

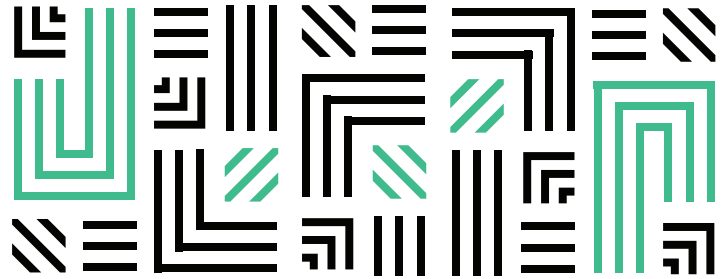
### Accountability

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, and better relationships
- Avoidance of risky behaviors
- Education success

### We do this by:

- Serving increasing numbers of youth while continuing to improve effectiveness and diversity
- Collaborating with other community organizations that provide complementary service
- Increasing utilization of innovative technology
- Assuring organizational financial and resource sustainability





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## Strategic Initiatives That Will Drive Success

### **Strategic Initiative: Expand Base of Inclusive & Supportive Big Brothers Big Sisters Community**

*We will achieve continued success by ensuring we are a consistent presence in the communities we work in and are as diverse as the individuals we serve.*

#### **Goals:**

1. Create a task force of Board, Staff, Community Members, Alumni and/or Current Littles, & Parents/Guardians.
2. Develop a framework to understand and promote the importance of diversity and inclusiveness.
3. Broaden the base of inclusive and supportive active Bigs.
4. Recruit diverse Board members who are representatives of our communities.
5. Integrate diversity & inclusion awareness into Board activities.
6. Increase Board diversity by 20%.

### **Strategic Initiative: Build & Foster Genuine Partnerships from Boardroom to Playground**

*We will create successful relationships with area organizations, business and community leaders to ensure consistent presence throughout our service area. These meaningful partnerships will increase exposure and programming sustainability for the agency.*

#### **Goals:**

1. Develop a 'Key Partner Assessment Questionnaire.'
2. Assess current partnerships to ensure alignment with the agency's mission.
3. Deepen relationships with some current partners identified as key partners through assessment questionnaire.
4. Identify new partners based upon relevant attributes of an ideal partner.
5. Utilize resources to help execute partnership strategies.
6. Hire staff partnership resource to help strengthen program and utilize Board capabilities.



### **Strategic Initiative: Distinguish & Energize Our Brand**

*We will invigorate the Big Brothers Big Sisters of the Midlands brand to increase the effectiveness of our marketing & recruitment, while simultaneously improving the quality and quantity of our matches.*

#### **Goals:**

1. Review & identify the ideal roles & responsibilities for marketing & recruitment for the agency.
2. Redefine and restructure roles and responsibilities for the Marketing Department.
3. Leverage our data to target and acquire more successful Bigs.
4. Create target-based messaging and communications.
5. Utilize the national branding materials to increase brand exposure.
6. Decrease average wait time for Littles.
7. Reduce cost per lead.

### **Strategic Initiative: Align Growth with Quality Service & Parallel Capacity**

*We will ensure that our program's expansion is consistent with our ability to provide exceptional service to our Bigs, Littles and Families with no reduction of effectiveness.*

#### **Goals:**

1. Create Facility Needs Task Force to assess current space requirements and account for future expansion.
2. Evaluate space & technology requirements to support staff.
3. Conduct assessment to forecast needed staff additions for 2019 & 2020.
4. Plan possible capital campaign to fund potential move from current site.
5. Identify potential partners and locations that serve future needs.