

# Ignite Potential

Today & Tomorrow



Strategic Plan 2020 - 2023



**Big Brothers Big Sisters**  
OF CENTRAL MASS & METROWEST

To our friends, partners, and stakeholders,



Big Brothers Big Sisters of Central Mass & MetroWest (BBBSCM) is pleased to present the results of our Strategic Plan 2020-2023. At the outset of this process, our goals were to take BBBSCM beyond survival to growth, to support and improve ALL the various programs of BBBSCM, and to differentiate BBBSCM from other youth-serving organizations.

Central to our planning process was forming a Strategic Planning Committee to help the Board of Directors

bring together a comprehensive group of internal and external stakeholders to partake in our deliberations. We recognize that building stakeholder consensus on our future will ensure the ultimate success of executing the strategic initiatives that would come from this planning process. Congratulations and thank you to the Strategic Planning Committee (Maureen Tillett, Margaret Sullivan, Garry Weiner, Jack Hoehlein, Rachael Constanzo, Jackie Lyon, Courtney Evans, Jeffrey Chin and our consultant, Maurice Boisvert) for pulling together two large groups of 40-50 stakeholders, and contacting several additional individuals through interviews to participate in this important process. In the end, we had representatives from staff, management, Bigs, Littles, Board members, Corporators, individual donors, Corporate donors, foundation/United Way contributors and other policy makers.

As a result of this process, you will find in this report that BBBSCM has updated its mission, vision, values and core beliefs (page 3), and has developed four Strategic Initiatives with measurable goals to guide decision making over the next three years (pages 4 to 5). We believe that our work will lead to a sustainable budget to successfully match 1,500 Littles with Bigs, strengthen our human capital and diversity, improve our infrastructure, and help differentiate us from other youth-serving organizations.

Now, we call on ALL of our friends, partners and stakeholders to help us execute this ambitious initiative. The Board and staff will develop annual work plans that will include your participation to help us reach these new levels of service and impact on our communities.

Help us "EMPOWER OUR YOUTH TO REALIZE THEIR POTENTIAL AND BUILD BRIGHTER FUTURES".

Respectfully,

Margaret Melo Sullivan  
Board Chair

Jeffrey Chin, MSW, LCSW  
Chief Executive Officer

# Mission, Vision, Values, Beliefs



**Mission:** To create professionally supported mentoring relationships, empowering youth to realize their potential and build brighter futures.

**Vision:** Everyone ignites their potential.

**Values:** Empowerment, Transformation, Opportunity

- Beliefs:**
- We believe all children deserve a great mentor
  - We believe our most important assets are our mentors, our staff, and Board of Directors
  - We believe positive, safe mentoring relationships transform both mentors and mentees to become the best versions of themselves
  - We seek to create a diverse environment for our mentees, their mentors, our staff, and our Board of Directors
  - We always value the commitment of our community partners and contributors
  - We seek and cultivate partners who help create opportunities for our mission
  - We believe our mission allows us to serve as a strong partner and voice in our communities
  - We succeed when we put our full, consistent effort in to every match
  - We achieve excellence through innovation
  - We believe that staff development is vital as it strengthens our team

# Strategic Initiatives

## Strategic Initiative #1:

Increase Sustainable Funding to Serve More Children

Build the funding base of BBBSCM from 1 million dollars supporting 1,000 mentoring matches to 1.3 million dollars supporting 1,400 matches by January 2023.

**Goal 1.1:** Establish a Legislative Advocacy Committee on the Board of Directors.

**Goal 1.2:** Seek government funding.

**Objective 1:** Apply for Federal funding through Big Brothers Big Sisters of America.

**Objective 2:** Seek State funding each year for "Bigs in Blue" through the Shannon Community Safety Initiative.

**Objective 3:** Seek State funding each year for "Bigs in Blue" through the Youth Violence Prevention Initiative.

**Objective 4:** Seek State funding each year through a legislative earmark for Big Brothers Big Sisters and the Mazie Mentoring Program.

**Goal 1.3:** With the support of the Board and Corporators, initiate an "Adopt Big Brothers Big Sisters" program with corporate partners.

**Objective 1:** Identify 5-10 prospects for corporate partners each year from 2020-2023 with the goal of gaining 3-5 new major corporate sponsors.

**Goal 1.4:** With the support of the Board and Corporators, identify new prospects for individual giving each year, especially at the major gift level.

**Objective 1:** Identify 5-10 new major gift prospects with the goal of adding 3-5 new donors each year.

**Goal 1.5:** With the support of the Board and Corporators, identify, 3-5 prospects as planned gift donors with the goal of adding 2-3 each year to continue building the organization's endowment.

## Strategic Initiative #2:

Strengthen Human Capital

Strengthen the human capital of BBBSCM by increasing staff retention and organizational diversity.

**Goal 2.1:** Collect baseline data for the last two years on staff retention rates and diversity among the Board, staff, Bigs, and Littles.

**Goal 2.2:** Seek input from staff on how to improve retention through an anonymous survey.

**Goal 2.3:** Based on the data from surveys, retention rates, and diversity initiative, identify a measurable plan for improving each of these metrics.

**Goal 2.4:** Host a diversity training for both Board and staff members annually.

*Ignite Potential*



## Strategic Initiative #3:

Improve Infrastructure

Increase the infrastructure capacity of BBBSCM by finding improved office space and enhancing the organization's technology.

**Goal 3.1:** With future growth in mind, identify the ideal space requirements for Big Brothers Big Sisters

**Goal 3.2:** Identify the optimum location for new office spaces.

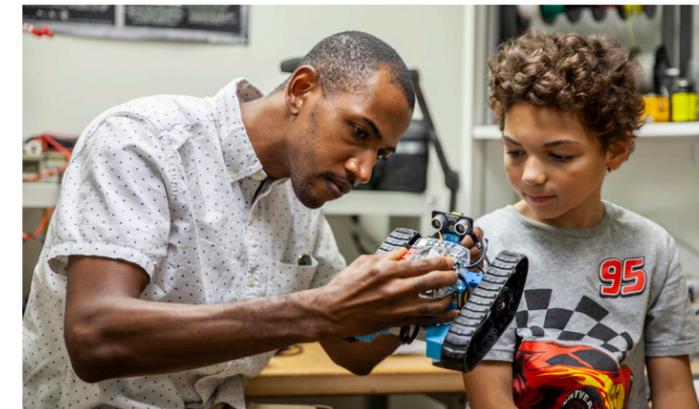
**Goal 3.3:** Through a dedicated Board process, determine the short-term and long-term lease or own philosophy and policy approach of the organization.

**Goal 3.4:** With costs as a major variable, execute a plan for functional occupancy of facility, within the next two years.

**Goal 3.5:** Charge the Board Technology Committee with the task of assessing and recommending improvements to the hardware, software and total technology system at Big Brothers Big Sisters within one year.

**Goal 3.6:** Develop a plan to improve the total technology capacity of Big Brothers Big Sisters, within an approved budget in the first year.

**Goal 3.7:** Seek specific funding opportunities for improving non-profit technology.



## Strategic Initiative #4:

Increase Marketing and Brand Awareness

Differentiate Big Brothers Big Sisters from other programs by marketing the agency's quality performance and community impact.

**Goal 4.1:** In year one, and in collaboration with the marketing and branding initiative of Big Brothers Big Sisters of America, charge the Board Marketing Committee to develop a "marketing theme" that focuses on our unique community impact. This effort should focus on recruiting more Bigs, since we cannot meet the current demand to match littles needing a mentor.

**Goal 4.2:** In year one, create a marketing matrix identifying all audiences and stakeholders (donors, partner, legislators, Bigs, etc.) we want to influence with a list of all the marketing tools available (TV, radio ads, newspaper feature stories, e-news flashes, billboards, etc.).

**Goal 4.3:** As soon as feasible, recommend a marketing plan with priorities and a budget.

**Goal 4.4:** Execute and evaluate the marketing plan.

**Goal 4.5:** Improve and clarify the relationship with the BBBS Foundation.

# Strengths, Challenges, Opportunities & Threats

## Strengths of Big Brothers Big Sisters:

- Leader in youth mentoring field
- Great relationships between Bigs and Littles
- Site-based college programs largest in Country
- Passion for mission
- Big Brothers Big Sisters of America affiliation
- Dedicated staff
- Resourcefulness
- Collaboration
- Engaging special events
- Great community partnerships
- Reliable core donor base
- Strong leadership
- Focus on match support and quality
- Over 1000 volunteers
- Dedicated Bigs
- Community support
- Programs with measurable results
- National branding
- Flexibility of programs
- Strong foundation and long history
- Creative team
- Event communication to Bigs
- Focus on health and safety
- Promotes positive change
- Fosters fun
- Transformative impact on Bigs and Littles
- Positive impact on families
- Record of known, positive outcomes
- Gold standard of mentoring
- Data to demonstrate impact
- Access to activities for Bigs and Littles
- Corporate partners/ sponsors
- Belief in innovation
- Diversity of programs

## Challenges of Big Brothers Big Sisters:

- Long waiting list for prospective Littles
- Sustainable and diverse funding
- Fundraising expertise
- Resources:
  - Technology
  - Facilities
  - Staff retention (want to be “employer of choice”)
  - Mentor recruitment (particularly men)
  - Pipeline for Board Members
- Brand and program differentiation with Boys and Girls Clubs and other youth serving organizations
- Underutilized group of Corporators
- Diversity of board, staff and volunteers
- Deficit spending
- Exposure in all 42 communities in service area
- Engagement and feedback from families
- Engaging wide variety of Bigs and Littles in events
- Program expectations can be intimidating or overwhelming for volunteers
- Societal demands challenge programming
- Cost of volunteering / expectations for spending for Bigs

## Threats to Big Brothers Big Sisters

- Immigration fears in Littles and families served
- Competition for resources with other nonprofits (thinking of them as competition is also a threat in itself)
- Lack of resources and connections in rural areas
- Name and branding confusion
- Political environment
- Youth issues: mental health, skills; drugs, opioids
- # of volunteers; Long waitlist
- One-time donations
- Staff turnover can negatively impact match support quality
- Safety protocols and procedures can be daunting
- Reactionary climate
- “Slacktivism” – just sharing on social media without action
- Limited volunteer resources, limited funding sources and types
- Loss of funders
- Outdated technology and resources
- Volunteers lack of time
- Burnout in staff, Board and volunteers
- Future of economy
- Public perception of mission (spending time with adult volunteer, safety concerns)

## Opportunities of Big Brothers Big Sisters

- Relationships with businesses and corporations
- Geographic program expansion in wide service area
- Increase branding, outreach and advertising with new brand resources
- Build endowment fund
- Tapping talent of our Bigs / volunteers
- Expanding programs in current political environment (ex. Bigs in Blue)
- Local events – donated / activities donated by partners
- Diversity and inclusion training
- Expand Mazie Mentoring Program and use Big Brothers Big Sisters programs to feed into Mazie program
- Bigs in Blue can expand to include “Bigs in Badges” and can help us obtain State and Federal Funding
- Capital campaign
- Surveys of staff/personnel
- “Ask me anything” social media campaign
- Expanded partnerships with corporations and other Big Brothers Big Sisters agencies
- Expand Board of Corporators
- Leverage National brand and public relations
- Bigs access to donation items, tickets and gift cards for match activities
- Mentor resources and trainings
- Community sponsored events
- Structured programming (i.e., MYSTEAM, Let’s Go Big)
- New partnerships to recruit more male Bigs
- Alumni Littles as agency partners and resources
- Good economy and economic climate
- Ongoing training for Bigs



# Collaborators

## Strategic Planning Committee

Special thanks to the following dedicated group of individuals from across our network. Without their commitment to the process, this strategic plan would not have been possible.

### Facilitator:

Maurice Boisvert, CEO Emeritus, YOU Inc.

### Partners:

Maureen Tillett, Major Donor & Mission Volunteer

Garry Weiner, Corporator, Major Donor, Former Board Chair, Former Big Brother

### Board Members:

Margaret Sullivan, Chair

Jack Hoehlein, Vice-Chair

### BBBS Staff:

Jeffrey Chin, CEO

Jackie Lyon, Operations

Rachel Constanzo, Programs

Courtney Evans, Programs

## Board of Directors:



### Officers

Margaret Sullivan (Chair), Avidia Bank

Jack Hoehlein (Vice-Chair), Morgan Stanley

Jim Johnston (Treasurer), Bollus Lynch

Ryan Kittredge (Secretary), Carr Financial Group

### Directors

Peter Betrovski, The TJX Companies

Jim Black, Jim Black Group, Keller Williams Realty Co.

Lisa Blais, Zensar Technologies

Michael Burke, The Hanover Insurance Group

Kelly Fitzgerald, WD Partners

Derek Grillo, Struck Catering

Shannon Hawley, Ernst & Young

Barbara Heisler, Heisler & Mattson Properties

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Kent Schreiner, Ret., Ernst & Young

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## Staff



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