



Big Brothers
Big Sisters®

TWIN CITIES

STRATEGIC PLAN 2023-2026

Transforming mentoring
with and for Twin Cities youth





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JUSTICE, EQUITY, DIVERSITY & INCLUSION

is ingrained in this plan. At every step, we used our **VIABLE** questions as guidance and inspiration.

Voices | Whose voices are included and whose are not?

Impact | What is the impact?

Assumptions | What assumptions is this work reinforcing?

Beneficiaries | Who benefits from this work?

Lived Experience | How is my lived experience informing my current perspective?



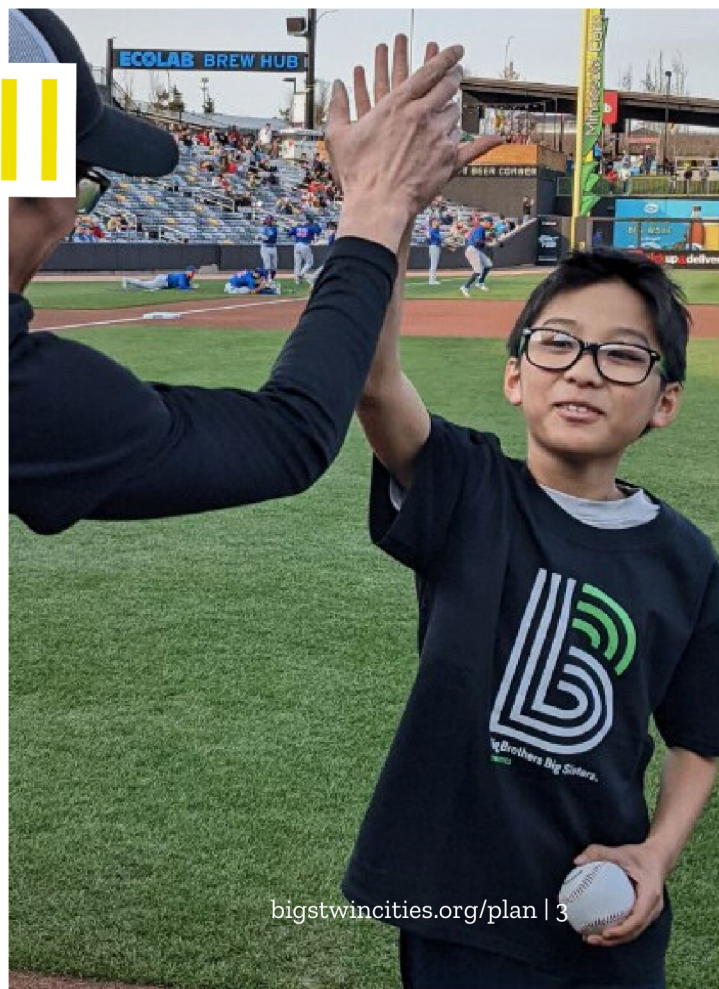
LETTER FROM CEO PAT SUKHUM



We're excited to share our 2023-2026 Strategic Plan, which follows months of listening to our communities, deep reflection on our values, and hard work examining how we can more fully live our commitments to justice, equity, diversity, and inclusion. We purposefully engaged over 700 youth, parenting adults, volunteers, community partners, other community leaders, donors, funders, staff, and board to inform our future work and new community-centered values. Every decision we make, action we take, and relationship we help build, will be grounded in these values. Our mission remains the same:

Leveraging our expertise to create and support mentoring relationships that ignite the power and promise of youth.

We will deepen our reach, creating engaging, connected, youth-driven journeys to help achieve future success. We will transform our organization to one where all youth are proud to be associated with us. To that end, we will invest in listening to youth as experts of their own lives, supported by a community of caring adults, with greater partnership with historically underrepresented communities. We know that everyone benefits when we amplify these voices.





This is a moment for us. A moment of reflection, a moment of pride, and a moment of opportunity: The opportunity to reinvent our work, to reinvest in community, and to redefine our impact. It's ambitious, measured, and who we want to be.

As our Vice President of Programs, Princess Kisob, often says, "It takes hard work, and it takes heart work." This strategic plan reflects both.

We are immensely grateful to Leah Porter, Amanda Duhon, and their team at Propel Nonprofits, and Shana Moses, our Justice, Equity, Diversity, and Inclusion consultant, for their guidance, challenge, and collaboration in creating this plan, and centering us in youth and community.

Thank you to everyone who has supercharged our mission, inspired us in the creation of this plan, and is bringing their passion to the opportunities ahead.

Let's go crush this!

– Pat

Big Brothers Big Sisters Twin Cities Agency & Board Leadership



PAT SUKHUM
CEO



JAMIE HOFBERGER
Board Chair



STEVE HENTGES
Board Vice Chair



**PRINCESS
AWA-ADA KISOB**
Vice President of
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People & Impact



SEAN O'CONNOR
Director of Finance





WHY TRANSFORM MENTORING WITH AND FOR TWIN CITIES YOUTH?



Mentorship remains one of the most powerful ways to support youth wellbeing. And according to the Search Institute, mentoring relationships have a strong, positive impact on young people. Youth with stable, high-quality relationships with adults, both parenting adults and adults in the community (i.e. mentors), are more likely to stay in school, improve educational outcomes, and be more resilient when confronted by persistent challenges.

Affirmed by feedback from 700+ community voices including youth, families and volunteers, we know mentorship has a collective impact. We are committed to learning and evolving mentoring that ignites the power and promise of Twin Cities youth today and into the future.



MISSION, VISION, VALUES



Mission

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

Vision

All youth achieve their full potential.

Values

RELATIONSHIPS

We build authentic relationships through trust and accountability with youth, families, volunteers, and the community.

YOUTH-CENTERED

We prioritize the needs of youth in our decision making. We listen to, learn from, and support youth to thrive as experts in their own lives.

BELONGING

We create a community where all are known, included, and connected.

We recognize that everyone benefits when we amplify the voices of individuals who have historically and systemically been denied the opportunity to affect change, especially those from the Black/African American, Indigenous, Latinx, Asian American, and LGBTQ+ communities.

CONTINUOUS LEARNING & IMPROVEMENT

We are curious and continually find innovative ways to meet the evolving needs of youth and community.

COMMITMENTS

Humility, Confidence, Integrity, Fun





STRATEGIC PLAN: PRIORITIES, STRATEGIES & KEY MEASURES

Through these 5 strategic priorities, we will transform mentoring so youth are proud to be part of Big Brothers Big Sisters Twin Cities, seen and heard as the experts of their own lives, have access to diverse mentors and opportunities for future success, and are supported by a community of caring adults and greater partnerships with historically underrepresented communities.

1 | COMMUNITY ENGAGEMENT

We have trusted community relationships and partnerships with those aligned to our values and that are representative of the youth in our program, especially in Black/African American, Hispanic/Latinx, and LGBTQ+ communities.

Strategies

- Increase presence in communities with a high concentration of youth in our program, including North Minneapolis, the East side of St. Paul, Brooklyn Park, and Brooklyn Center.
- Partner with organizations to fill gaps in desired skills and services.
- Embrace an organization-wide, community-centric approach to stakeholder stewardship and fundraising.

Key Measures:

Increased participant interest, more youth and family serving partnerships, and improved community perception

2 | YOUTH PATHWAYS

The youth-centered journey is expanded to start at the initial inquiry, supported through the match, and extends beyond the match relationship to include College and Future Readiness programming.

Strategies

- Refine our program framework to ensure a culturally-responsive approach with youth and to align our outcomes and impact measures to our values.
- Shift organizational culture to focus on youth exploration of their futures.
- Create more opportunities for youth in addition to the traditional 1:1 match relationship.

Key Measures:

Improved future-readiness outcomes, more youth engagement, and increase in successful match closures



3 | PARTICIPANT INTERACTIONS

Participants (youth, parenting adults, and volunteers) experience more timely, purpose-driven interactions throughout their relationship with BBBSTC.

Strategies

- Enhance current participant interactions across the organization.
- Refine recruitment and enrollment processes based on participant feedback and best practices.
- Refine programmatic and match support to enhance the match relationship from introduction to closure.

Key Measures:

Increased participant retention and program satisfaction

4 | RECRUITMENT & REPRESENTATION

We recruit and retain volunteers, staff and board members who reflect and value the youth we serve.

Strategies

- Recruit volunteers, staff, and board members who share the diverse identities of youth in our programs and who are committed to our Justice, Equity, Diversity, and Inclusion (JEDI) values.
- Focus on diversity, inclusion, and belonging to cultivate an organizational culture that supports and retains underrepresented volunteers, staff, and board members.
- Develop comprehensive training pathways and resources to increase knowledge around our shared JEDI values.

Key Measures:

Increased representation, retention and belonging, increased participation from current and former participants

5 | IMPACT

We continually measure and communicate our impact, reflecting the experiences and perspectives of the youth we serve, to inform decision-making and to demonstrate both the direct benefits, as well as the ripple effects of our work.

Strategies

- Shift our data collection philosophy and practices to be participant-driven.
- Create a culture of data-informed decision making and process enhancements.
- Communicate impact and outcomes.

Key Measures:

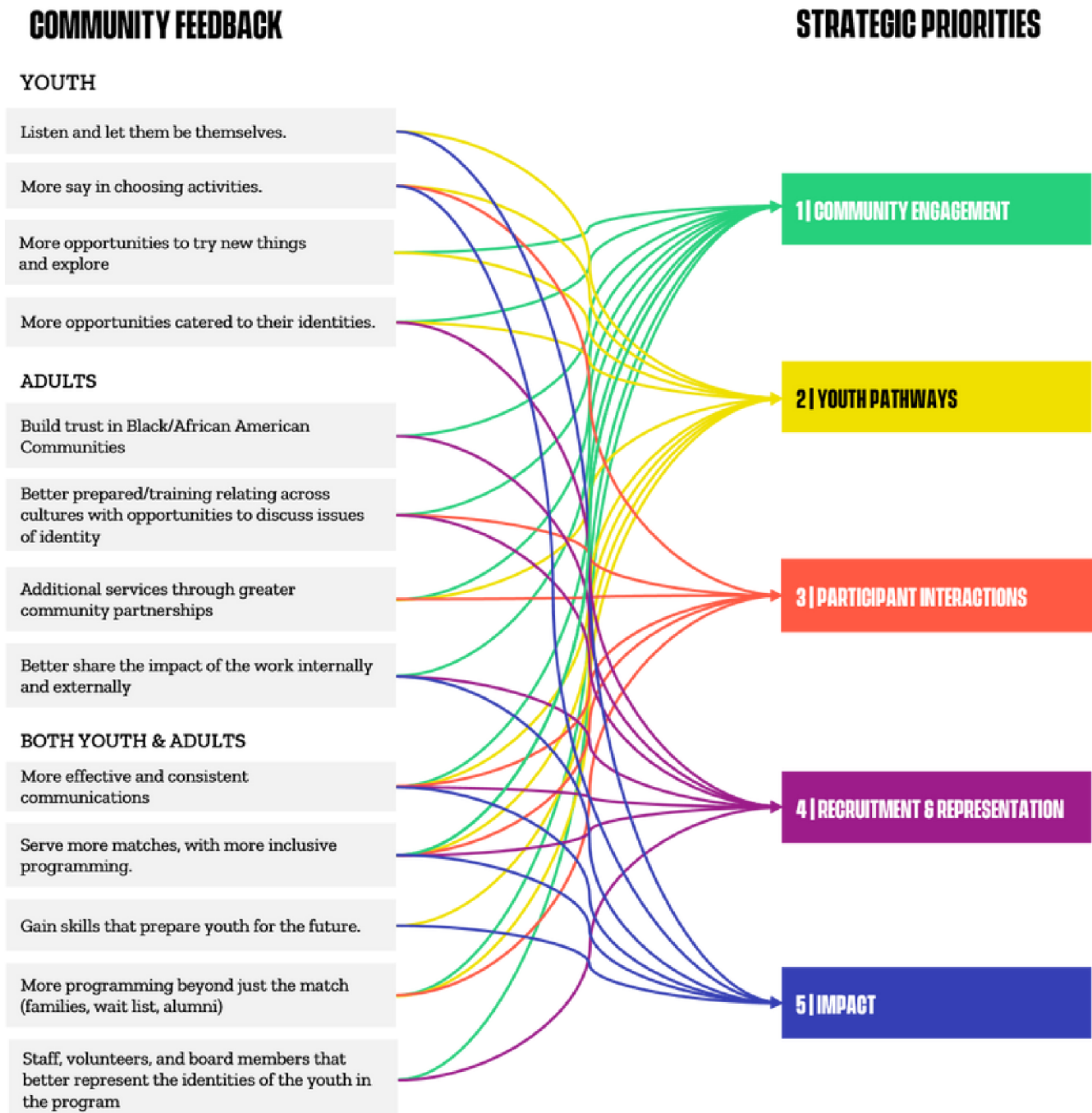
Increased participation in feedback methods, expand outcome and impact measures, strengthen our data culture



STRATEGIC PRIORITIES ROOTED IN COMMUNITY FEEDBACK

Each strategic priority is informed by what we know and what we learned:

- Every year, we match up to 2,600 youth and their families, 85% of whom are from communities of color, especially from Black/African American and Hispanic/Latinx. An average of 300+ youth are also on our waitlist at any given time.
- And, at the heart of the strategic plan is feedback from over 700 community members, the vast majority being the youth, families, and volunteers in our mentoring program.



STRATEGIC DECISIONS WITH A STRATEGY SCREENING TOOL

This tool ensures accountability and transparency in making sound decisions that benefit youth and our Twin Cities community.

MISSION AND VALUES	<ul style="list-style-type: none">• Does this align with and help us advance our mission and values?• Does this fit our annual goals and larger strategic plan?
COMMUNITY	<ul style="list-style-type: none">• Are we the best organization to take this on?• Are potential partners mutually invested?• Which communities will this opportunity engage or isolate?• What assumptions will this opportunity reinforce or disrupt?
IMPACT	<ul style="list-style-type: none">• Does this reflect youth and community voice?• How will we measure the short and long term impact?
OUR TEAM	<ul style="list-style-type: none">• Who and what team(s) will be responsible for this work?• What responsibilities would staff need to adjust to do this well?• Will this contribute to fulfilling work, individually and collectively, and a positive work culture?
RESOURCES	<ul style="list-style-type: none">• Do we have the current and future resources (staff capacity, volunteers, financial, opportunity costs) to do this work well?• Does our commitment to the work extend beyond the initial funding source?• How will this impact our overall sustainability?• Have we contemplated multiple options if applicable?
OTHER	<ul style="list-style-type: none">• At the end of the day, how does this decision feel?• Are there other reasons that we would make this decision?

Developed in partnership with Propel Nonprofits, Shana Moses, and Big Brothers Big Sisters Twin Cities.





#BIGGERTOGETHER

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Shout out to all the Bigs and Littles featured in our Strategic Plan.

