



Big Brothers  
Big Sisters®  
OF COLORADO

CREATING  
OPPORTUNITES  
TO EMBARK ON A  
BRAVE PATH TO  
A BIG FUTURE.

2022–2025 STRATEGIC PLAN



# CONTENTS



*"The work the BBBS organization does benefits us all: the Bigs, the Littles, and Society."*

—Former Little and Big Brother Michael

I.	Messages from Leadership .....	1
II.	Mission, Vision, Values .....	4
III.	Focus Areas .....	5
IV.	High Level Summary of Each Big Vision .....	6
V.	Thank You and Acknowledgements .....	8

# PART I

## Messages from Leadership

### Message from the CEO

I am deeply grateful to be able to serve as CEO of Big Brothers Big Sisters of Colorado (BBBSC). It has been inspiring to witness the generational impact and incredible stories of Littles in the program that have overcome many challenges. To then see how these young adults flourish from the programs to go on to graduate, have successful careers, meaningful friendships, and chosen families. It is an extraordinary legacy and testament to the dedication of BBBSC's 104 years of impactful service in Colorado.

As we honor BBBSC's history, we cannot underestimate the social, emotional, mental, educational, and financial warfare that the Covid-19 pandemic has brought upon all of us and its lasting impact on the most vulnerable communities. This season has brought humanity to its knees.

A strong sense of community, healthy relationships, role models, trusting caring adults in our lives, and equitable access to opportunity all play a critical role to complete health for youth. As we look to the future (post pandemic), in partnership with the youth, parents, guardians, philanthropists, and the community we must ensure positive outcomes for the future of our youth. BBBSC and our fellow nonprofit partners need a plan that goes far beyond what we have done in the past.

In response, Big Brothers Big Sisters of Colorado proudly presents, A Brave Path To A Big Future. Highlighted in this plan you will find the results of a community informed 2022-2025 Strategic Plan. At the inception, we hosted eight listening sessions on BBBSC's Big Visions to engage the community in the direction of the plan. In these



sessions, we heard from different generations, expertise groups, and geographic locations. This further emphasized our commitment to justice, equity, diversity, and inclusion. In consultation with Valencia Muldrow Consulting, LLC, this plan represents the collective voices of every level of the organization and the community.

A Brave Path To A Big Future will lead the organization into the future, with the goal to serve more youth, adult volunteers, and families than ever before. It will enhance BBBSC's ability to support stronger strategic partnerships with other community-based youth serving organizations, allow BBBSC to serve more schools and the most needed neighborhoods. Lastly, this plan will guide the standards for excellence for BBBSC's programs and enhance relationships with supporters.

In closure, I proudly introduce BBBSC's new Board Chair, Stephen Jenks, Chief Marketing Officer, Empower Retirement who will be instrumental in helping BBBSC realize

### **A Brave Path To A Big Future.**

Sincerely,

A handwritten signature in black ink that reads "Elycia R. Cook". The signature is written in a cursive, flowing style.

Elycia Cook  
CEO

# PART I

## Messages from Leadership

### Message from Board Chair

It is my honor to serve as Chairman of the Board for Big Brothers Big Sisters Colorado at this critical time in our history. The power of mentors, formal and informal, is enormous. These relationships can be particularly powerful during childhood and early adult years. A handful of relationships I had as a young person were critical to who I have become as an adult and what I have achieved. Mentoring young people changes lives.

I felt like joining the BBBSC board was a way I could help youth, who may not be as fortunate as I was, to benefit from the power of mentoring. My employer, Empower Retirement, through our Associates, Community, Together (ACT) program has also taken an active role by taking the title sponsorship role of the annual BBBSC gala last two years. Empower's focus is to help people create the future they want, and this mission aligns well with the power of mentoring.

The future of BBBSC is bright. The organization's dedicated and skilled staff and volunteers change lives today. I hope to help the organization grow materially and serve more youth with 1-1 mentoring plus. Youth that we can help in their day-to-day challenges but also help them plan for a successful future. Finally, I want to help the organization and mentoring grow in traditionally underrepresented communities. To achieve this goal, we need increased diversity and inclusion across our board, organization, and mentors. I am confident that **A Brave Path To A Big Future** will accomplish just that.

In service,



Steve Jenks  
BBBSC Board Chair



ALL  
INDIVIDUALS  
FEEL  
RESPECTED



# PART II

## Mission / Vision / Values

### Commitment to Justice, Equity, Diversity, and Inclusion

Big Brothers Big Sisters of Colorado is committed to creating and cultivating a safe environment where all individuals feel respected and valued equally.

We - BBBSC staff and board - are committed to a nondiscriminatory and anti-racist approach and are committed to dismantling any inequities within our policies, systems, programs, and services.

### VALUES

**B**

Belonging

**R**

Resilience

**A**

Accountability

**V**

Vision

**E**

Empathy



### MISSION

The mission of Big Brothers Big Sisters of Colorado is to create and support one-to-one mentoring relationships that ignite the power and promise of youth.



### VISION

All youth achieve their full potential.



# PART III

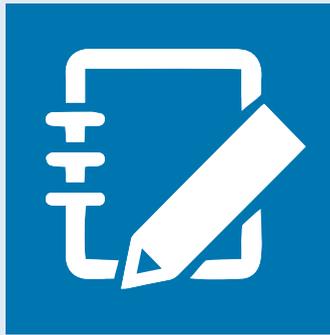
## Focus Areas

*"Start by doing what's necessary; then do what's possible; and suddenly you are doing the impossible."*

—St. Francis of Assisi



**SUPERIOR  
CUSTOMER EXPERIENCE**



**INNOVATIVE &  
IMPACTFUL PROGRAMS**



**SCALED GROWTH WITH  
MEASURABLE IMPACT**

# PART IV

## High Level Summary

*Big Brothers Big Sisters of Colorado proudly presents, A Brave Path To A Big Future. Highlighted in the sections below are the summarized visions of a community informed 2022-2025 Strategic Plan. Each big vision focuses on superior customer experience, innovative and impactful programs, and opportunities for scaled and sustained growth.*

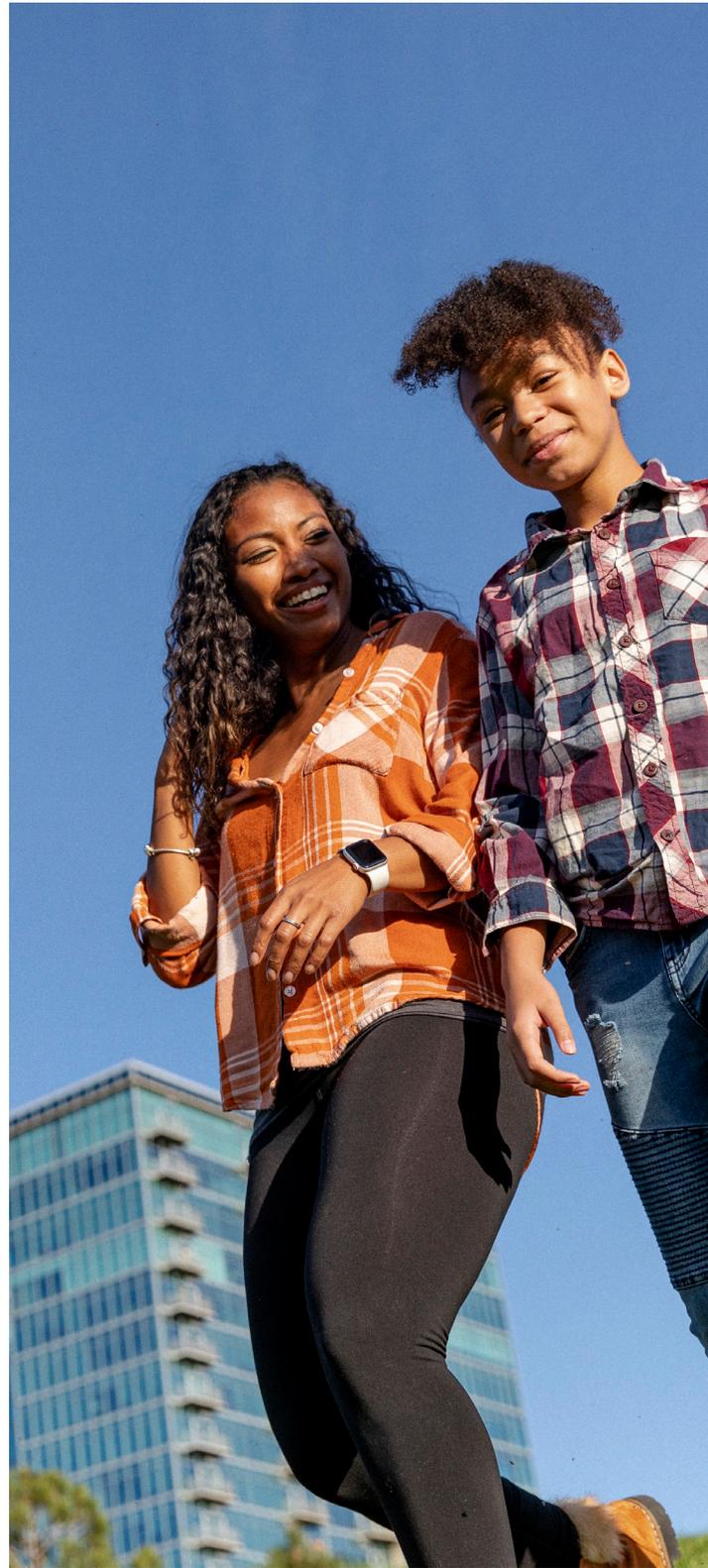
### SUPERIOR CUSTOMER EXPERIENCE



#### Big Vision #1:

**Become the leading youth serving agency for 1-1 mentoring plus.**

BBBSC seeks to be the premier youth development organization and to expand our services to support more children with caring adult mentors to have a positive impact on their lives. We are committed to understanding the diverse communities that participate in our programs to better inform the design of relevant programs that will create transformative change in the lives of the youth served.



# PART IV

High Level Summary



## INNOVATIVE & IMPACTFUL PROGRAMS



### Big Vision #2:

**Every youth served in BBBSC Programs graduates with a plan for their future and a mentor who has impacted them for a lifetime.**

BBBSC believes every child deserves the opportunity to succeed so that they can thrive as the next generation of leaders, mentors, and community champions. We seek to provide every youth in our programs with the support they will need to have success through graduation and beyond.



### Big Vision #3:

**Be an organization operating from the lens of Justice, Equity, Diversity, and Inclusion (JEDI) in everything we do.**

At BBBSC, we are advancing racial equity and social justice in every aspect of the work we do. We do this through our commitment to JEDI, which extends far beyond surface-level diversity by addressing equity, identity development, transparency, and the process through which decisions are made. BBBSC's intention is to reflect the history by celebrating identities and empowering every voice in our community to contribute.

# PART IV

High Level Summary



## SCALED GROWTH WITH MEASURABLE IMPACT



### Big Vision #4:

**Become an Employer of Choice by creating and sustaining a mutually satisfying and meaningful employee engagement journey.**

BBBSC will create a mutually satisfying and meaningful employee journey by celebrating differences in our company culture. This will be done by taking the distinctive qualities of each member's unique experience and creating a true sense of belonging and connection in the workplace.



### Big Vision #5:

**Annual sustainable growth of the BBBSC budget to support world-class staff, operations, and innovative quality programs.**

BBBSC is committed to understanding our community's changing needs and sustaining the programs that address them effectively. BBBSC's three-year plan focuses on creating sustainable organizational growth by capitalizing on BBBSC strengths, maintaining focus on financial stability, scaling revenue to \$5 million, and enhancing accountability, so the quality of service is sustained in all areas of BBBSC.

**EMPOWERING  
EVERY VOICE  
IN OUR  
COMMUNITY**



# PART V

## Thank You & Acknowledgements



### Thank You

Thank you to the committed volunteers who make this work possible, and to the individuals, foundations, and corporations who continue to generously support and accompany us in defending potential.

Big Brothers Big Sisters of Colorado has developed a strategic plan that will propel the organization to new levels of transformational impact by leveraging BBBS's strengths and accomplishments while addressing the needs most needed in the community.

**A Brave Path To A Big Future** was generously supported by:



Thank you to the following individuals who donated their time and talents to the successful creation of this brave plan.

- Strategic Planning Committee
- Board of Directors
- Associate Board
- Staff
- Bigs
- Littles
- Parents
- Big Vision Session Participants
- VMC Consulting



For more information: [www.biglittlecolorado.org](http://www.biglittlecolorado.org)



**Big Brothers  
Big Sisters**<sup>®</sup>  
OF COLORADO



*Big Brothers Big Sisters of Colorado has been recognized by Charity Navigator, America's premier independent charity evaluator, for its exceptional financial health and commitment to operating with the highest degree of integrity to earn the public's trust.*

**METRO DENVER OFFICE**

750 West Hampden Avenue, Suite 450  
Englewood, CO 80110  
(303) 433-6002

**PIKES PEAK OFFICE**

111 South Tejon Street, Suite 302  
Colorado Springs, CO 80903  
(719) 633-2443