



Boys to Men Mentoring Network of Virginia, Inc.

Boys to Men Mentoring Network of Virginia Inc. 's (BTMVA) mission is to help boys, ages 12-17, stay in school, advance to the next grade level, learn to resist peer pressure, avoid joining unhealthy gang activity, overcome anger, and to take responsibility for their actions. This is accomplished through a group mentoring program that includes behavior modeling, discussion, social activities, and self-evaluation. In our twelve years of work, BTMVA has helped teenage boys learn to make better decisions, improve their social-emotional connections, and change their negative behaviors. This has also led to an increase in grades and attendance while disciplinary actions have decreased.

Review of 2022-25 WIP Strategic Plan Document, Highlights

All bullet points below are in reference to the previous strategic plan, what did we meet or exceed and where we fell short of the vision.

Exceeded/Met Strategic Plan Visions

- Our 2024 actual budget exceeded the 2025 strategic plan budget by 22%
- We added two additional FT staff to bring the number to four
- We gained in school-site funding, grant funding, corporate and individual givers
- We expanded in the Tri-Cities, expanded into Richmond and Goochland as well as increased our footprint in Chesterfield & Henrico
- We added better data collection
- We mostly stayed on target with Steve's succession plan year over year
- We added a 401k and QSEHRA health plan
- We tried the Anchor Model, hiring for a regional position
- We added new voices to our board and increased total membership to twelve
- We built better communication with parents
- We received Cameron Foundation funding
- We started a Journeyman circle (18+, past participants)
- Through a NY Life Foundation grant, we hired the Virginia Center for Inclusive Communities as well as utilized two National Mentor Trainers to align our understanding and planning for long term successful DEI initiatives
- We added three new committees to our already established Finance Committee
 - Board Development
 - Development (Fundraising)
 - Community Outreach
- We updated our Bylaws, Policies & Procedures

Did not meet Strategic Plan Visions

- We did not build a calendar of events

- We have not yet put Steve in a position to speak at outside conferences or develop CEs through the VA Department of Education
- We did not increase to 50 circles but maintained at nearly 40
- We did not hire administrative positions as laid out
- We did not split our board into Advisory & Working
- We did not bring individual contributions to 30% but in 2024 budgeted at 26%
- We did not successfully launch an annual individual giving campaign with recurring monthly donations.
- While we did comprehensive reviews on endowments & planned giving, we did not form a clear plan for planned gifts
- We did not apply for any multi-year grants but have hired a new grant writer that has Government grant experience
- We did not implement a plan for family call check-ins from staff and Board members
- We did not start specialty circles. We tried starting a Spanish Speaking circle but could not find mentors & facilitators that were fluent in Spanish. We had conversations multiple times with the Self Advocate & Deaf/Hard of Hearing advocates but did not get pilot circles off the ground.

2025-2030 WIP Strategic Plan Document

The following is the work in progress Strategic and Growth plan for BTMVA 2025-2030. This plan provides for responsible and sustainable growth of the organization, moving into the future.

There are five areas of consideration below:

- 1) Staff & Succession Planning
 - a) Staffing Positions
 - i) Salaries
 - b) Succession Plan: Steve Martin
 - c) Training
 - d) Board Succession
- 2) Financial Sustainability
 - a) Individual Contributions
 - b) Planned Giving
 - c) Grants
 - d) Corporate Contributions
 - e) School Funded Circles
 - f) 15 Year Anniversary (2027)
- 3) Circle Expansion & Retention
 - a) Grade Level Split
 - b) Deeper into Schools
 - c) Peer Support
 - d) Specialty
 - e) Beyond Greater Richmond & Tri-Cities
- 4) Youth & Family Involvement
 - a) Scholarships
 - b) Parent/Guardian Involvement
 - c) Community Outreach Plan
- 5) Marketing

- a) Data
- b) Marketing Plan

Executive Summary

Since our last WIP Strategic Plan, we have seen extreme success at Boys to Men Mentoring Network of Virginia.

As of May 2024, we have four full time employees and two part time employees as well as four contract field instructors providing weekly supervision to our school of social work interns. We have added five new board members while losing two for a net gain of three positions totaling twelve total board members. Considering the board, full time, part time and contract staff, we have 14 men, 8 women represented; 12 Caucasian, 8 African-American, 1 Hispanic/Non-White and 1 East Indian represented; and LBGTQ+IA representation as well.

To support the additional expenses, we worked to increase our funding sources & effectiveness.

Specific fundraising strategies included:

- Focused attention on developing key relationships with major donors
 - Dupont
 - Hopewell Manufacturing Association
 - AT&T
 - Verizon
 - Bon Secours
 - McGrath Marketing
 - Cranemasters
 - And many more
- Continued use of events to drive revenue. Key events included:
 - Golf Tournament (including 10th annual with over \$70k raised)
 - Birdies for Charity (including 3rd annual with over \$70k raised)
 - Brunswick Stew
 - Trivia
 - And Shrimp Fest South
- Strategic follow through with existing and potential donors to improve individual giving.
 - Through DEI Initiatives, we set-up a Board Committee for Development
- Continued to grow the grant submissions and relationships to build a larger & more reliable stream of funders. In 2023, we met our budget goal by June and in May 2024, we are 70% to our budget goal
 - Hiring a new grant writer with Government Grant experience

We continued the use of Surveys (Outcome & Dynamics) developed by John Harris Ed.M. Applied Research Consulting while also developing our own internal survey. Our survey focuses mainly on direct social, emotional questions regarding the group dynamics within a circle and participants initial and end of year impressions.

We have expanded our data collection through the Community Engagement positions (held by Chris Baker). The amount of data we collect now is much more comprehensive than before ([Example](#)). We have partnerships with Chesterfield County Public Schools as well as Communities in Schools to gain access to data on participants including grades, attendance and behavior. We now track this year over year as well. We continue to see the value of a system like Innovative Mentoring Software for mentee & mentor data which includes online applications and ties to our Background Check provider, Sterling. In addition, Google Forms continues to be used for circle recaps & attendance.

Another highlight includes the partnerships with VCU & VSU School of Social Work. We now have an orientation packet, clear task supervision plan and can support the receipt of fifteen student interns a school year. Our partnership with VCU is nearing 10 years and our partnership with VSU is entering year three.

As we move into our twelfth year of non-profit status, we see a bright future for BTMVA. Below you will find our vision forward, looking at five key areas to long term success: Staff & Succession Planning, Financial Sustainability, Circle Expansion & Retention, Youth & Family Involvement and Marketing.

We recognize the need for the following support necessary for our continued growth and success:

- Continued strong Board member involvement.
- Build a calendar - financial and events
- Annual review/refinement of strategic plan

A Vision Forward

Staffing & Succession Planning (Staff & Board)

The 2023-24 school year we had our largest staff support. Where for many years, the only full time staff was Steve Martin. Since 2021, we've added three full time positions, two part time positions and four contract field instructors. While we have stayed on track with the succession plan for Steve Martin, we need to continue to have this conversation as well as be strategic about his retirement as well as many of our long serving board members. There is a great deal of institutional knowledge in the minds of five total board & staff (Steve, Dave, Bill, John M & Deb M). It is imperative that the current board members work together to document this knowledge and begin the plan to take on many of the key roles within the board. For Steve, being a founder and program lead, training current and upcoming staff is his most important role.

Salaries

The Community Foundation of Richmond released a Compensation, Benefits and Work Culture Report for RVA Non-Profits in April 2024 ([see here](#)). In May 2024, the Finance Committee received the report and are working to determine if current BTMVA salaries meet the median/average or fall below at each full time position. Their findings will determine not only current staff salaries but also any future hiring considerations.

Staffing Positions

Current Full-Time Staff consists of: Executive Director, Program Manager, Community Engagement Coordinator and Group Facilitator. Part Time Staff consists of two facilitators. Contractors include four field instructors.

The core of our program is group mentoring circles. One facilitator can support up to 8 (eight) circles weekly. Each position we have within BTMVA holds a responsibility to facilitate at least one circle.

New positions to consider include:

- Development Manager (Initially slated for a 2023 start)

The Development Manager plans and implements marketing programs and special events to maximize prospect/donor engagement. This person will develop and maintain a prospect portfolio to optimize fundraising opportunities. As we see success from these efforts, the Board may determine to hire a Marketing Coordinator (2026 or beyond) to handle social media, website and collateral creation. Both positions will be facilitators of at

least one circle respectively. Currently the Development Manager is considered a Full-Time Position. The Marketing Coordinator would be paid by hours worked.

- Administrator (Initially slated for a 2024 start)

The Administrator will take on the day-to-day administrative functions of the organization. Currently considered a Part-Time Position.

Other positions to consider for hire, fee for service or offer Board position in exchange for service would be: Controller, Bookkeeper and additional needs the board determines.

We will continue to leverage the support of Virginia Commonwealth University and Virginia State University School of Social Work student interns.

Succession Plan: Steve Martin

A crucial portion of long-term planning is the succession planning process around Steve Martin. As the founder of the Virginia Chapter, Steve is synonymous with BTMVA and many of the current relationships the organization has with school sites, parents and youth relate to Steve. Steve has indicated his desire to begin planning for his eventual departure from BTMVA or lessened involvement in the day-to-day programming.

While no current timetable exists for succession, below is one potential plan broken out by school year.

- 2024/25: Steve still facilitates up to four circles. Steve, alongside a training team, runs all BTMVA training, mentor support, Journeymen+/MIT training. Steve implements peer mentoring and other creative ideas within the circle space. Steve invests into the circles of other facilitators and engages with School staff. He also receives up to one month sabbatical in 2025.
- 2025/26: Steve still facilitates up to three circles. Steve, alongside a training team runs all BTMVA training, mentor support, Journeymen+/MIT training. Steve implements peer mentoring and other creative ideas within the circle space. Steve invests into the circles of other facilitators and engages with School staff.
- 2026/27: Steve, the Executive Director and selected board members begin interviewing the successor to Steve. Steve facilitates no more than two mentoring circles. He begins working with his successor in other circles.
- 2027/28: Steve, the Executive Director and selected board members determine if Steve wants to remain in a leadership role and in what capacity

Training

For this strategic plan, training is paramount to all employees. Training includes but is not limited to: Mentor Level Training, Facilitation Training, In-Circle Facilitation Support, Outside Contributor Training (Program Manager organizes), Paid, Specialized Trainings budgeted for each staff member, Off-site Rite of Passage Leadership Training, Journeyman (Past Participant) Training, Active J-Men Training, and more. A key of Steve's succession and the long-term success of the organization is well-trained employees, mentors and youth leaders.

Board Members

Another crucial portion of long-term planning is transitioning leadership within the Board of directors. The Chair of the Board is working alongside Board members to review Board Bylaws. As Board members determine their desire to remain active, new Board members must be recruited, trained and supported. We will continue to recruit board members with deep ties to the community and local businesses. As awareness of BTMVA spreads through Board Members and their connections, our brand will be better identified in the

community.

The Directors are committed to build the diverse and sustainable funding sources needed to maintain BTMVA's growth plans. Key areas of focus are:

- Corporations
- Foundation & Grants
- Individual Donors (Monthly/Annual)
- Events
- Planned Giving

How we reach our goals

Foundation & Grants (20%) - Foundation and Grant proposals must reach up to \$700k by 2030. Based on an average of 20 grants awarded, grants funding should be ~20% of revenue.

Corporate Donations (10%) - Maintaining at least 10% in corporate donations is crucial to long term sustenance. It will take board and staff connections as well as creative planning like the 2024 Overall Sponsorship Package to continue to engage and entice corporate donors to see the value (marketing) in their impactful giving. A key way to gain corporate donors is to have them participate in circles.

Site Based Services (10%) - We will continue to leverage the expectation of schools to support the circle(s) held on their site. This financial buy-in is important in their investment to see the circle succeed.

Individual Donors (40%) - Funding recommendations suggest that Individual donors should equate to 70-80% of funding. This is the difficult segment of funding for non-profits but critical to our success. As past goals have been 30%, we will aim to bring this to 40% by the end of 2025. This is an organizational requirement and not a single person responsibility. We have an outstanding Board and Mentor base. Our success requires involvement at all levels.

Events (15%) - There are several events (Golf Tournament, Shrimp Feast, Brunswick Stew, Trivia Night & future adders) that provide an annual base of 20% of program budget goals. We need to be ever present of what number of events become too much for our volunteer and donor base. Impact events maintain program involvement from our base, without overwhelming them. Our goal will be to decrease expectation of events to 15% of our total budget.

Other (5%) - The remaining 5% would come from Staffing Fees & any other miscellaneous income.

Financials:

The table below illustrates where we were in 2021 to where we plan to be in 2030. This projection is based on 10% growth year over year and is subject to change based on the world economy. Assumed inflation is 3% plus 7% production/operations each year.

FY 2021	\$189,900 (\$224,989 actual)	
FY 2022	\$277,108 (\$362,406 actual)	
FY 2023	\$356,084 (\$446,139	

	actual)	
FY 2024	\$476,500	
FY 2025	\$524,150	Levelset Salaries of Current Employees; 5 FT Hires, 2-3 PT; 40-45 circles
FY 2026	\$550,800	5 FT Hires, 3-4 PT; 40-45 circles
FY 2027	\$576,565	5 FT Hires, 3-4 PT; 50 circles
FY 2028	\$634,222	5 FT Hires, 3-4 PT; 50 circles
FY 2029	\$697,644	6 FT Hires, 3-4 PT; 55-60 circles
FY2030	\$767,408	6 FT Hires, 3-4 PT; 55-60 circles

To fund the 2025 budget and beyond, we need to increase our corporate donations, planned giving, grant income & individual donations.

Planned Giving

A planned gift is a contribution that is arranged in the present and allocated at a future date. Commonly donated through a will or trust, planned gifts are most often granted once the donor has passed away. Creating a plan for planned giving including how we will accept these funds and a one sheet to provide to interested donors would be advantageous. Planned gifts may come with expectations on how funds are used. The Board may determine to set-up an account specifically for receipt of these gifts as well as provide suggested levels of gifts. Planned giving is a great way to sustainability of BTMVA. It can run instead of or alongside an endowment fund.

Grants

Grant funding would continue to be better refined as the grants chosen would be denoted as either capacity (organization overhead, building, capital) or program (sustain, add, increase group circles). The Executive Director, grant writer and Board will continue working together to identify grants that fit within one of these two quadrants. As BTMVA's current strategic plan contains group mentoring circles to the Greater Richmond and Tri-Cities area, a significant focus of grant discovery will be regional and local grants. As we look at the type of work we do, specific populations we serve and further expansion, national grants & government grants will be identified and applied for. The regional and local focus mainly rests on continuing the work already underway. If BTMVA makes any sizable shifts of focus or finds a niche grant that can be applied across capacity or programmatic advances, it will be pursued. Further, multi-year grants will be a focus for application. Multi-year grants secure funding for an extended period allowing leadership and Board to leverage the most out of those unique opportunity grants.

Individual Contributions

Beyond fundraisers and programmatic fundraising (June Giving campaign and End of Year), the development committee and the executive director will continue to work on the implementation of an Annual Giving Campaign; turning one-time contributions into annual commitments paid to the BTMVA monthly. Annual contributions are a key component of sustainability and will need the Board's full support and promotion to see a successful launch of this program. The most sustained non-profits have individual contributions consistently providing up to 80% of the annual budget. While that can be a goal, the priority will be to bring at least 40% of all current individual contributors into the annual giving campaign model. Clear, consistent and targeted messaging will be a must to see success in this arena. Tools for establishing and continuing this will be shared under the Fundraising and Marketing plan.

Fundraising and Marketing Plan

Below is a breakdown of the fundraising and marketing plan by sources of proposed funding.

Planned Giving

Planned Giving allows the organization to begin building a secure, consistent plan for any contributor that wants to incorporate BTMVA in their will or planned giving. Grantors also view this as a positive acknowledgment that the organization itself has "skin in the game" for sustainability. 2025 should be about education and determining a plan. By 2026 latest, a plan should be marketed to all individual contributors.

Grants

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Individual Contributions: Monthly Giving

Beyond fundraisers and programmatic fundraising (June Giving campaign and End of Year), the development committee and the executive director will continue to work on the implementation of an Annual Giving Campaign; turning one-time contributions into annual commitments paid to the BTMVA monthly. Annual contributions are a key component of sustainability and will need the Board's full support and promotion to see a successful launch of this program. With customer relationship management software secured, a key focus will be generating engagement with past, current and prospective donors to encourage donors to expand one-time gifts into the annual giving option.

School Funded Circles

BTMVA will continue meeting with administration prior to the school year for any circles that are school-based. The 2024-25 cost of a circle is approximately \$6,500. The Memorandum of Understanding between BTMVA and a school site will list the total amount of the circle. BTMVA can accept lump sum payments or payments in equal installments over the school year. Where a school is unable to pay for the full amount, BTMVA can look at corporate or individual donors (funds raised specifically or those in general funds) to cover the difference. Grant funding can also be used as a supplement to the full amount.

If two or more circles were provided at a particular school site, a suggested \$1,000 per additional circle could be a suggested cost.

Fundraisers

BTMVA will continue to review Board Approved fundraisers yearly. These fundraisers are crucial to the success of BTMVA year to year and long-term. Beyond our Golf Outing (headed into its 11th year), BTMVA currently offers Brunswick Stew, Trivia Night, Shrimp Fest and Work Hard Play Hard Football Camp. Sponsors are essential to each event. The Board and the BTMVA staff led by the Executive Director will secure sponsors for each event. A primary opportunity for increasing these funds without running the fundraisers is to seek organizations to run the fundraiser and BTMVA be a beneficiary. Current Board Member leadership of the Golf Tournament (our largest fundraiser) and our Brunswick Stew are wanting to step out of these roles. If other board members do not step up, we are at risk of losing these events. This further presses the idea of shifting most fundraisers from internal to beneficiary holding onto only 1-2 main fundraisers a year run by internal board & staff. Our goal will be to decrease expectation of events to 15% of our total budget.

15 Year Anniversary

April 2027 marks the fifteenth anniversary of BTMVA receiving our 501 (c) 3 incorporation. While support of young men and even community circles date back further, the incorporation date gives the opportunity to leverage press, media and funding support. In January 2027, a planning committee will be drawn up to cover all aspects of the celebratory year. We will plan celebrations and fundraising opportunities throughout the year.

Marketing Plan

In 2024, our outbound marketing includes email, text, Facebook and LinkedIn. The 2024 board contains three marketing experts. Leveraging this expertise is crucial to marketing sustenance. It is suggested that a Marketing Committee be launched by 2025 to include Board Members, Staff, past and current participants as well as one to two corporate sponsors. A yearly plan would be developed and executed with quarterly reviews. This committee would help set the annual budget for marketing expenses: Advertising, Promotion and Individual event budget line items.

Circle Expansion & Retention

In the 2023/24 school year we supported over 550 young men in eight school divisions. This was our largest year of participation with an average of 7 youth per weekly circle. In our history, we have now supported over 3,500 young men.

Through inbound requests and direct outreach, we know the need for BTMVA is exhaustive just in the Greater Richmond area. As we look to the next five school years, we have to consider leadership succession, Facilitation training and in-school development (administrative buy-in).

Here are the possible routes we will take to sustain, retain and expand BTMVA:

- Double down in current schools: Reduce circle size while adding circles
- 6th, 7th/8th split: Create concurrent circles within a school that support 6th grade separate from 7th & 8th grade participants
- 5th grade expansion.
- Peer Support
- Specialty
- Beyond

Double Down in Current Schools; Reduce Circle Size while adding circles

A strategy that will be tested in the 2024/25 school year is creating concurrent 7th/8th grade circles where two facilitators will lead separate circles of youth at the same time with separate mentor groups. While the same amount of youth will be served as past years, the smaller circles will provide greater opportunities for trust to be built and emotional work to be done.

Concurrent Circles Split 6th, 7th/8th

In 2023/24, two schools requested a 6th grade circle concurrent to the 7th/8th grade circle. Fairfield Middle in Henrico & Goochland Middle in Goochland provided 6th grade youth in a circle mid-year. The need was high due to the pandemic disruption to these students in their 3rd grade year. A positive result of this split provides new students to middle school the BTMVA circle experience while also setting up future leaders in their 7th/8th grade circle. Adding more schools to this 6th, 7th/8th split will likely be leveraged in the 2024/25 school year with the expectation to continue in further years.

5th Grade Expansion

Post pandemic, the need for support at a younger age is clear. Access to media and content have overexposed young minds without proper development and regulation techniques. There is an opportunity here. In 2023/24, a pilot was launched at Walnut Hill Elementary in Petersburg with enormous success. Three youth at a time were brought to a room where a facilitator and mentor spoke with them for 10-15 minutes and then another two sets of three youth were brought into the same format. Over the school year, a traditional circle was formed. This format worked really well (and similar to a reset circle used in traditional settings) and will likely be considered for expansion in other school districts.

Peer Support

In 2023/24 at Swift Creek in Chesterfield piloted a peer support program where youth that traditionally would be left out of a BTMVA circle because of their academic and behavioral success were invited into the circle with the expectation that they would support other youth in the circle that struggle in academics and behavior. The balance of successful and underachieving youth created a very powerful space as the emotional pain could be felt no matter the academic success and the trust built allowed struggling students to trust their peer support. This program will be strategically expanded at other schools where administrative buy-in is very high.

Specialized Circles: Spanish Speaking, Deaf/Hard of Hearing, Self-Advocate

A key tenant of Boys to Men is serving “at-risk” youth. There are many ways to define “at-risk.” Another tenet is meeting you where they are. Apart from grades, attendance, behavior, mental health, juvenile detention, youth can also be “at-risk” due to language barriers or physical circumstances. BTMVA exploring circles for specialized cases allows us to reach potentially disadvantaged youth who cannot fit within a traditional offered circle.

Other factors to consider include Mentor Training, Funding and Expansion. Mentor training will need to be adapted to meet the community being served. Working with community partners can ensure this is done correctly and with great care. Funding may be easier to achieve as specialized circles offer an opportunity for BTMVA to serve populations that are severely underserved. Expansion would need to be done very carefully and well planned.

Using Spanish-Speaking as an example, starting at one school in partnership with CIS Chesterfield and the Chesterfield County Public Schools Office of Family and Community Engagement allows for a strong pilot. Chesterfield County has at least five middle schools where 30% of the student population identify Spanish as their main language. If there is great success in a pilot school, BTMVA can leverage other schools with large Spanish speaking populations to expand the Spanish Speaking circles. BTMVA can also partner with Latinos En Virginia, an state agency based in Chesterfield County to offer a community circle.

For Deaf & Hard of Hearing, BTMVA has already explored initial conversations with the Greater Richmond Chapter of the Virginia Association of the Deaf. There is definitely interest and confirmed need within the community. For this population, a community circle centrally based may be the best first step.

For the Self-Advocate (high functioning physically disabled), BTMVA has already explored initial conversations with the Virginia Board for People with Disabilities. There is definitely interest and confirmed need within the community. For this population, a community circle centrally based may be the best first step.

These are merely three examples of specialized circles that align to key tenants of BTMVA and would require some faith, hard work and well executed planning.

Beyond

As of 2024, we serve the counties of Chesterfield, Henrico, Prince George & Goochland. We serve the cities of Richmond, Hopewell, Petersburg and Colonial Heights. Closest opportunities for school division expansion are Hanover, Dinwiddie and Sussex. Numerous times, interest in our organization expansion has come from Northern Virginia, Tidewater and Southwest Virginia. In the previous WIP Strategic Plan, Anchor Methodology was discussed. The idea is that funding (grant, government, corporate or individual) alongside an invested school partner must be present for any expansion outside of the Greater Richmond and Tri-Cities area. Attraction over promotion will remain our game plan until otherwise guided by the Board of Directors.

Youth & Family Involvement

One of the greatest tools for sustainability is equipping those most supported by the organization. A key factor for long term success is consistent involvement from the current participating youth and their families. Creating and implementing a strategy that invests in these relationships allows for the possibility of both long-term financial support as well as a pathway for mentors and facilitators. As these relationships are built, policies and procedures will be in place to ensure the engagement is with good boundaries to ensure we are not overreaching our mission and vision.

Suggested ways to engage youth & family:

Text Messaging, Email Communication, All Family Events, Phone Call check-ins from staff and Board members

Scholarships

Something the board may want to consider through the Community Outreach or Financial Committee is a few annual scholarships given to active participants that are graduating high school heading into college (two-year or four-year) or technical college. John Randolph Foundation could be a partner in providing these scholarships.

Parent/Guardian Involvement

It is imperative that parents/guardians are encouraged to participate in open circles, youth/all family events, board committees, fundraisers and other activities planned. Board members, staff and mentors should all be bought into this intention.

Community Outreach Plan

A clear way to have parent involvement is a community outreach plan. In 2024, the Community Outreach Coordinator developed a plan and shared it with the Community Outreach Committee. This plan should be presented to the Board of Directors and implemented starting the 2024/25 school year with quarterly reviews and annual adjustments.

Marketing

As BTMVA is nearly a half a million dollar organization, having a concise, clear and direct marketing plan is necessary to ensure that all parts of the organization are working together for the long-term success.

Data

Continuing to develop relationships with school division administration to gather participant data is necessary for the success of the organization. Good and Factual data is necessary to grant awards as well as to corporate investments. In 2025, of the eight school divisions served, at least four divisions will be providing participant data with a goal by 2027 to have all divisions providing data on participants.

Marketing Plan

In 2024, our outbound marketing includes email, text, Facebook and LinkedIn. The 2024 board contains three marketing experts. Leveraging this expertise is crucial to marketing sustenance. It is suggested that a Marketing Committee be launched by 2025 to include Board Members, Staff, past and current participants as well as one to two corporate sponsors. A yearly plan would be developed and executed with quarterly reviews. This committee would help set the annual budget for marketing expenses: Advertising, Promotion and Individual event budget line items.