



# FORESIGHT 2020



# HOW BCA HAS GROWN!

## HIGHLIGHTS OF 2019



### BCA VISION STATEMENT

A Santa Cruz River Valley bi-national community where ideas and resources flow freely across the border.

### BCA MISSION STATEMENT

Bridging the border and fostering community through education, collaboration and cultural exchange.



2020

# HOW BCA HAS GROWN...

## FINANCES

Over the past five years, BCA has seen a substantial rise in income and in expenditures. The graph below indicates the dynamic change!

The orange line indicates how BCA's operating income has risen from \$42,944 in 2015 to \$346,355 in 2019, an increase of over 800%!

The blue line shows how donations have increased over the same time period, from \$23,422 in 2015 to \$76,893 in 2019, an increase of over 300%.

In 2015, donations represented 55% of BCA's operating income; in 2019, donations represent only about 22% of BCA's operating income.



# HOW BCA HAS GROWN...

## GRANTS & ENDOWMENT!

Besides an operating budget, BCA has restricted funds and projects.

### GRANTS (CURRENT):

#### National Park Service grant (2018-2020)

"The Anza Trail and Its Continued Cultural Heritage"

\$50,744

for documentary video and print resources

#### Santa Cruz Community Foundation grant (2019-2020)

\$4,454

for Borderlands Forums in Santa Cruz County

### BCA ENDOWMENT:

Started in 2018 with help from GGVCF

Cash gifts, stocks, bequests

Purpose: projects beyond operating budget

**Current project** creating a promotional video for ARSOBO

Fund balance = \$30,384

2020

## THANKS TO YOU, OUR DONORS!

We cannot thank you enough for your support over these last six years!  
Without it, we would not have gotten this far!

2 **Visionaries** (\$10,000 to \$50,000)

13 **Founders** (\$5,000 to \$10,000)

7 **Entrepreneurs** (\$2,000 to \$5,000)

62 **Boosters** (\$500 to \$2,000)

250+ **Other donors**



THANK  
YOU!

In 2019, BCA raised \$54,908 for these Mexican projects:

- APAC Sonora Cerebral Parálisis
- Arizona Sonora Border Projects (ARSOBO), “the wheelchair factory”
- Casa Hogar de Nuestros Pequeños Hermes Cristo Rey (CHNPHER), the Boys Orphanage
- Association Down
- Earthquake Relief, responding to Mexico City’s crisis
- Fundación del Empresariado Sonorense AC (FESAC), community foundation, Alma’s organization
- Guadalupe Sewing Project – self-employment workshop
- Asilo de Ancianos Magdalena, geriatric center
- Movimiento RAS, children with cancer
- San Juan Bosco Migrant Shelter
- Escuela Primaria Benito Juárez in Punta Chueca, Sonora. Comcáac (Seri) School
- Voluntariado Cima Rostros Felices, “happy faces,” reconstructive surgery

In addition, BCA is committed to utilizing Mexican and binational entrepreneurial efforts such as:

- Café Sed (Magdalena de Kino, Sonora)
- La Llorona Restaurant (Nogales, Sonora)
- Los Paredones (Banámichi, Sonora)
- La Posada del Río Sonora Hotel (Banámichi, Sonora).

## STUDENTS

When our snowbirds go home, BCA's summer intern program begins! Over the last eight years, BCA and FESAC have provided significant experiential learning for students from these and other institutions of higher education:

- University of San Francisco
- University of Wisconsin
- St. Olaf College
- University of North Carolina
- Yale University
- Columbia University
- Sciences Po University (Paris, France)
- University of Arizona
- University of Minnesota
- Wesleyan University (CT) and other schools.

During the academic year, BCA has also led tours and classes for these institutions: Mills College, Colgate University, Brite Theological Seminary, University of Arizona (various departments), Bellarmine University and others.

### VISION: **Developing our work with students**

- Short-term immersions for college students
- Classroom visits with K 12
- Seminars on college campuses

## US & MEXICO TOURS

BCA's tours to Mexico are an essential strategy in providing raising cross border awareness. They also serve as an income source for other BCA initiatives.

At the annual meeting of the US-Mexico Commission in Scottsdale, delegates were blown away when they heard that BCA led forty-five (45) tours to Sonora during the 2018/2019 season.

Mayors and representatives from other border cities are interested in replicating BCA's collaborative model, including cross border tours.

### VISION: **Continue to expand our tour program**

- Add more US and Mexico tours with varied agenda and schedules
- Add staff to assure continued excellence in the program
- Continue to employ good risk management strategies
- Create alternative transportation options, such as a BCA van

## DEVELOPING OUR ORGANIZATION

### INSIGHT #1:

BCA is no longer a small start-up nonprofit, working out of a garage!  
BCA has grown from:

- A circle of volunteers with no office and no staff (2015-2017)
- One tour option (Nogales CBT) to ten tour options plus Spain
- A budget of \$43 K (2015) to a budget of \$347 K (2019)
- A very simple financial organization to a much more complex one with federal grants

**GOAL:** Develop and fill a position for Director of Operations as part of the new leadership team.

### INSIGHT #2:

In order for BCA's growth to continue, additional program resources are needed. A new program staff person will:

- Assist in developing tour options on both sides of the US-Mexico border
- Lead BCA in developing programming for K-12 as well as college and university students, including our summer program

- Research and develop (R & D) current and future strategies for "bridging the border and fostering community"
- Procure additional grant funding for targeted initiatives

**GOAL:** Develop and fill a position for a Specialist in Education and Research.

### INSIGHT #3:

BCA's tour options are restricted because of a lack of transportation options. A van will:

- Provide transportation for summer intern program
- Enable the development of tour options, particularly on the US side
- Relieve stress on limited border parking options

**GOAL:** Secure a 15 - 22 passenger van for BCA use

# VISIONING OUR FUTURE...

## A NEW ORGANIZATION

BCA BOARD OF DIRECTORS: 10-15 persons

EXECUTIVE COMMITTEE: President, Vice-President, Secretary and Treasurer of BCA Board of Directors; Senior Advisor

LEADERSHIP TEAM: Director of Programs & Director of Operations

EDUCATION & RESEARCH SPECIALIST: Works with Director of Programs

### STAFF RESPONSIBILITIES

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**Director of Programs:** Oversees program development (tours and classes) and special projects such as NPS grant; acts as spokesperson for BCA; community liaison; public relations; marketing; develops grant narratives.

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**Director of Operations:** Oversees internal operation of BCA, including office administration, financial matters, resource management, contracts and business matters; procurement officer; develops grant budgets and files financial reports.

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**Senior Advisor:** Serves as liaison between BCA Board and Leadership team; relates to special projects, populations and donors.

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**Education and Research Specialist:** Develops education programming for K-12 as well as college & university students; engages in research for grant procurement; assists with tour leadership and forum offerings. Title and salary dependent on education and experience.