



# Big Brothers Big Sisters of Central California

## STRATEGIC PLAN 2008-2011



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## **Executive Summary**

Big Brothers Big Sisters focuses on youth who are filled with promise but whose life circumstances make it harder to achieve. Caring one-to-one relationships are professionally supported to achieve positive, measurable impact – impact that can transform lives, assist families, and strengthen communities.

This business plan will guide us in our strategic growth from FY 2008-2009 through FY 2010-2011 throughout our Central California five county service area. We will focus on eight initiatives:

1. Board and regional leadership development	5. Expand community visibility
2. Fund Development capacity building: infrastructure and resources for sustainability	6. Refine the role and structure of our operating Foundation
3. Quality growth and increased intentionality of youth served	7. Staff development and capacity building
4. Strengthen program impact, particularly for our school based matches	8. Succession planning for Finance

Key goals include:

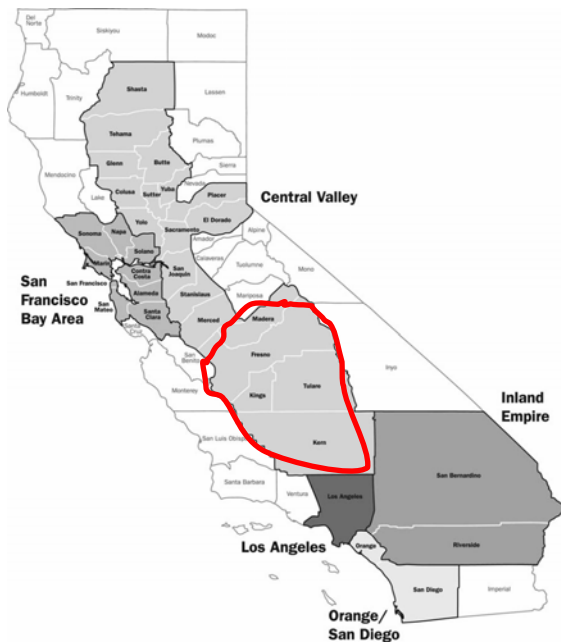
- Increase program growth by 14% to 500 youth served annually
- Increase intentionality of youth served to more closely reflect the region's demographics
- Increase program impact by improving average match length, particularly school-based matches from 5.8 months to 11 months
- Maintain positive outcomes measured by the Program Outcome Evaluation and new tools
- Build sustainability and increase revenue by 28% over three years, ending with a \$1 million budget and three months cash reserves
- Increase leadership development through an expanded board of directors, a development plan, and county Leadership Councils for each of the four counties outside of Fresno
- Expand community visibility through more urgent and relevant messaging, planned marketing campaigns and community partnerships
- Create a formalized staff development orientation and training plan, incorporating performance measurement into the employee evaluation

## Organizational Overview

*"My Big Brother cares about me." 'Daniel', Fresno County Community-based Little whose father was murdered talking about his Correctional Officer mentor.*

Big Brothers Big Sisters began making "Little Moments, Big Magic" more than 100 years ago and has now grown to a network of 399 agencies throughout the country. Each agency is an

independent 501(c)3 or under the auspices of a tax-exempt organization. Forty years ago in Fresno, a small group of men got together to help mentor boys. Since that time, the local organization has expanded to now serve five counties in Central California, mentoring 430 boys and girls ages 6-18 in 2007.



## Description & History

What began in the city of Fresno in 1968 by a board of businessmen wanting to make a difference has grown to an agency of 9 staff members and a \$700,000+ budget.

While in the past decade other organizations have begun to include mentoring programs, the independent nation-wide research and evidence-based outcomes for Big Brothers Big Sisters sets us apart, along with solid policies and procedures to ensure the safety of our children and professionally support our mentors (Bigs), mentees (Littles), and parents/caregivers. We focus exclusively on mentoring and the caring relationships that adults or older youth provide to help children reach their full potential, especially those at-risk for gang participation, school drop-outs, drug and alcohol abuse, teenage pregnancy, crime, or the social effects of poverty. These caring relationships are now shown in research on resiliency and positive youth development to provide key protective factors against external risk factors that can make all the difference.

Big Brothers Big Sisters of Central California (BBBSCC) recruits volunteers ages 18 and up to be a friend and spend time with youth of promise who can benefit from extra attention. These young people are referred to us by their parents or family members, schools, social workers, juvenile probation, or other concerned people. Volunteers come from all walks of life, such as teachers, lawyers, bankers, store clerks, college students, retired businessmen, correction officers, or food servers. After a rigorous background check, interviews and references are collected, the volunteer is matched with a youth based on interests and compatibility of both.

There are three main program types:

- Community-based, which is the traditional and most flexible for adults matched with youth, spending several hours together at least a couple of times a month

- Site-based, where adults commit to an hour a week with a youth at a school or neighborhood site
- High School Bigs, where high school students mentor elementary school children at their school site for an hour a week

In October 2007, the small independent agency in Tulare County was consolidated into the Fresno, Kings, and Madera Counties agency and the expanded organization renamed itself Big Brothers Big Sisters of Central California. The Tulare County consolidation brought about 35 matches and a loss of \$8,000 to the agency. In July, 2008, the Board of Directors expanded the service area to include Kern County, which is presently without a Big Brothers Big Sisters program.

Big Brothers Big Sisters of Central California is headquartered in Fresno, with satellite offices in each county – City of Madera, City of Tulare, Lemoore, and a Bakersfield office to be added in October 2008. The regional expansion has occurred slowly throughout the last ten years.

Since 1969, we have served almost 9,000 children and youth. Past recognition includes a 2005 Quality Award from Big Brothers Big Sisters of America, the 1999 Central Valley Excellence in Business Award for Charitable Organizations, The California State Juvenile Justice Commission, the Fresno Police Department, the Fresno County Probation Department, the California Youth Authority, and the City of Fresno.

### **Achievements from 2005-2007**

*“I feel I can learn a lot from my Big Brother.” ‘Lionel’, age 15, who helps his single parent mother with five younger siblings, talks about his Big Brother Ben, a business man.*

The total number of children served increased from 230 at year end 2004 to 430 at the close of 2007, primarily due to increasing the High School Bigs program. Average match length for community based matches in 2007 was 17.5 months and 5.4 months for High School Bigs, down from 2006. Matches reflected the demographics of the area in most cases: 51% of all matches were Hispanic youth, 10% were African-American, and 3% were multi-or-bi-racial. About 14% of matches were for rural youth.

Outcomes as measured by the Program Outcome Evaluations improved from 2005 to 2007. Community-based Little Brothers or Sisters (the mentees) showed at the close of 2007 (with very similar results in school based programs) that:

- **86%** increased their self confidence
- **61%** had an increase in or had good academic performance
- **52%** experienced an increase in desire to engage in class
- **55%** had an increase in the area of classroom behavior
- **94%** increased in ability to show trust
- **71%** increased in respect towards other cultures
- **66%** increased their relationships with peers



Thirteen staff were in the agency at its high point, including a Fund Development Director and two staff members for 9 months of FY 2006-2007. However, with a leadership transition at the Executive Director level in 2006-07 and the departure of the Fund Development Director in February 2007, staff and financial resources became strained. The new Executive Director laid off 25% of the staff in order to stabilize the organization financially. At the start of 2008, there were 6 program staff members, one fund development/community relations staff member, an administrative assistant and Executive Director covering four counties for a full-time equivalency of 8.2 staff.

School partnerships were increased to more than 15 schools (elementary and high schools) in the three counties served.

The ethnic diversity of the Board of Directors was improved to 40% Hispanic and 60% non-Hispanic White.

The Big Brothers and Big Sisters of America and Annie E. Casey Foundation awarded the organization a Family Strengthening Award in 2007.

## **Strategic/Business Plan Process**

*"I have noticed she understands school homework more than when we first started. She is also not as shy as she used to be." Madera High School Big about her Little Sister*

The development of this plan included five community input sessions in five counties that included youth, mentors, parents, community organizations, schools, social service agencies, and more. Separate surveys of mentors and parents were conducted electronically and via mail respectively. The Board of Directors and staff each held their own planning sessions, along with joint sessions.

Some common themes emerged from the community sessions:

- We have a strong brand name
- The research and evidence based results are good nationally and locally
- There is weak community understanding of what we really achieve
- We are not visible enough in the community
- Because there is national recognition, many think we have significant funding locally
- Partnerships will benefit us, so really seek them out
- Our match process takes too long, for both volunteer Mentor and Mentee (Little)
- Need more board representation from counties outside of Fresno County
- Need stronger leadership at the local level in each county, along with a local fundraiser beyond Bowl for Kids' Sake
- Being a "Big" can be intimidating for potential volunteers; we need smaller ways for volunteers to get involved
- By growing, we will really benefit the youth in the community. However, we need more resources in order to do so: volunteers, staff, and funds

Of the surveys sent to mentors and parents, about 20% were completed with all counties represented. They identified a need for more peer mentor opportunities in the first year of a match and would like more group activities, but see little need for more formal training. They do not tend to refer other potential volunteers to our website, mostly because they don't think about it, and in general, we get a very low number of referrals from current mentors, which is counter to most recruitment research. They find the most useful thing of the agency to be match support. There were comments about the match process taking too long and not enough communication during the process.

Parents indicated a strong preference for at least monthly contact with them while their child is on the waiting list, as compared to our usual once a quarter or every six months. There was frustration with how long it takes to be matched, but strong support once the child is matched. Of the respondents to date, at least 70% have a computer at home with internet although few requested information be sent to them electronically. Workshops for parents were desired, with the highest ranked being handling conflict, helping with homework, parenting skills, and gang activity awareness. While all counties were represented in the response, the response was low enough that staff members are undertaking calls to each parent to give the survey verbally over the phone.

## **Current Environment**

*“Poverty, poor health, and low graduation rates have put the San Joaquin Valley’s 20<sup>th</sup> Congressional District dead last in a new national scorecard that ranks the well being of residents – [worse than] even notoriously grim Appalachia.” Fresno Bee, July 17, 2008*

**160,000 children live in circumstances where fulfilling their potential is harder to achieve.** The Save Mart Event Center in Fresno could be filled 10 times with the number of children in the five counties who:

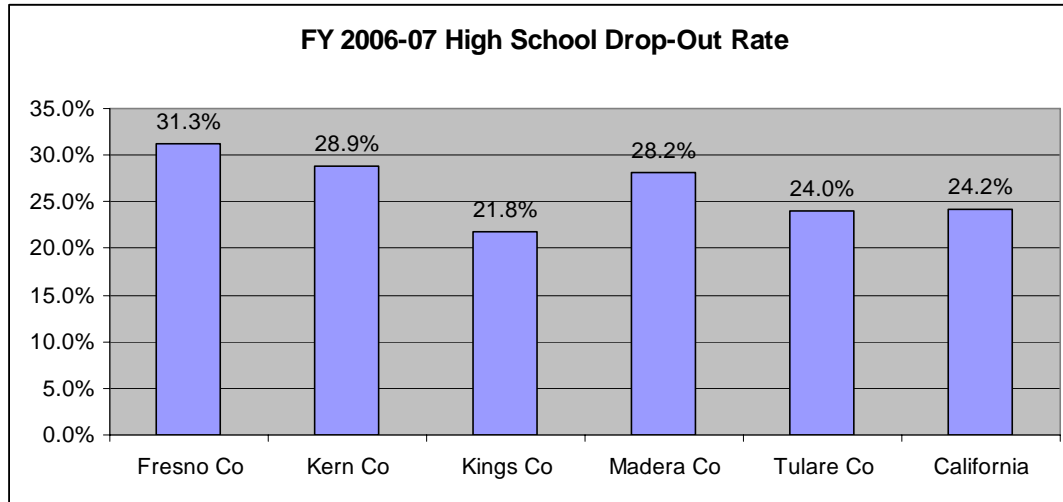
- live in poverty
- are surrounded by drugs and gangs
- face the pressure of teen pregnancy
- have a parent in prison
- never graduate from high school

The 20<sup>th</sup> Congressional District that encompasses a portion of Fresno, Kings, and Kern Counties is ranked last in the country in a new nationwide study’s scorecard of well-being in the 435 congressional districts and the District of Columbia. “The Measure of America” study shows only 6.5% of adults have graduated from college in that district. The other four congressional districts in the service area of Big Brothers Big Sisters of Central California are in the bottom 10%, 15%, 30%, and below 50% of all those in the nation on the overall human development ranking.<sup>1</sup>

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<sup>1</sup> Social Science Research Council (2008). Columbia University Press.

The low educational statistics are borne out by the California Department of Education's measurement of high school dropouts. A new tracking method and its results were announced in July, 2008.



The new statewide average is 24.2% for school year 2006-2007 and is based on tracking of individual students by

identification number (although local districts are still concerned that the method is flawed). In comparison to the state average, the local average four year drop-out rate for grades 9-12 for schools in each county ranges from 2 points below to 7 points above.

Significantly, the U.S. Census 2000 shows these same counties with a percentage of adults ages 18-24 with no high school diploma ranging from a low of 35% in Fresno County to a high of 48% in Madera County. This compares to a national mean of 24% and a California mean of 29%.

Children in poverty in the five counties range from a low of 26% in Kings County to a high of 32% in Tulare County (U.S. Census 2000), compared to the national mean of 16% and the California mean of 19%. Consequently, this strategic plan uses a formula of 30% of children at risk as opposed to the national formula for Big Brothers Big Sisters agencies showing 20% of the youth population at risk.

Poverty levels are higher and educational attainment levels lower in the rural areas of the region due to an agricultural economic base and a high immigrant population, primarily from Mexico. Unemployment statistics are double the state average, partially due to the seasonal nature of agriculture.

Children ages 6-18 at or below 200% of the Federal Poverty Level are far more likely to be of Latino origin, with 69.5% at that level, as compared to the region's 56% total population in the same age range and ethnicity.<sup>2</sup>

Children at or below 200% of the Federal Poverty Level are 69.5% Latino.

Central California, like the rest of the country, is in the beginning of an economic cycle informally categorized as a recession, with the banking, construction, and real estate industries especially hard hit. Since many past event sponsors were from these industries, we notice the

<sup>2</sup> California Department of Finance, 2005, as accessed through <http://www.chis.ucla.edu/main/DQ2/easy/output.asp>

effect in our fundraising efforts. The State of California budget is in serious deficit, which will result in cuts in health and human service safety net programs, while the economic downturn increases the need for the programs.

Gang activity is a serious concern in the region. It is often a generational activity, with local police officers citing third and fourth generations involved in local gangs. The Fresno County Sheriff has documented an increase of 33% in gang membership from 2001 to 2006. According to the 2006-2007 Grand Jury report comparing Fresno County with national gang statistics, approximately 1 ½ % of the nation's gang members reside in Fresno County - five times the national average per capita.

To the north, Madera County has 171 juvenile gang members of the total 3,775, per the Madera County Gang Enforcement Team. While Kings County to the southwest of Fresno County does not have as much of a documented gang problem, it is ranked near the top in California county juvenile drug arrests in 2003. Drug use is one of the top risk factors for gang affiliation, according to the Washington State study by Dr. Hill, et al presented in the 2001 Office of Justice Juvenile Justice Bulletin.<sup>3</sup>

Tulare County also has a growing gang problem, with more than 1,000 documented gang members, according to the Visalia Police Department and Sheriff's office. Further to the south, 50 percent of homicides across Kern County were gang-related in 2005 (not including the major city of Bakersfield), according to the Kern County Sheriff's Office, and there are currently more than 6,300 documented gang members throughout the county.

There are four male prisons in the region, and in Madera County, two women's prisons house the state's majority of female prisoners.

Although the California correctional system does not count the children of inmates, we estimate that as many as 21,900 children in the area have incarcerated parents.

Less than 2% of 160,000 at-risk youth in the five counties have mentors from any program in the region.

A best informal estimate of all currently mentored youth from all organizations in the five counties is 2,750, less than 2% of the estimated 160,000 at-risk youth. Big Brothers Big Sisters of Central California serves 0.27% of the total at-risk youth population, with a long-term goal of reaching 10%.

## ***Guiding Principles***

This strategic planning process has reaffirmed our guiding principles:

- We will stay true to our **mission** to help children and youth reach their potential through professionally supported, one-to-one relationships.

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<sup>3</sup> Hill, K., Lui, C., Hawkins, J.D., 2001, U.S. Department of Justice Juvenile Justice Bulletin, Office of Juvenile Justice and Delinquency Prevention, December 2001.

- There are a large number of children and families in the region who need our program, proportionally larger than the rest of the state due to the economics and social factors of the region. Our **vision** consists of successful mentoring relationships for children who need and want them, contributing to better schools, brighter futures, and stronger communities.
- We promise to foster a culture of commitment to diversity and inclusion, partnership and collaboration, continuous learning, quality matches, people development, and high performance.

### ***Service model (what do we do?)***

*“His mother turned around and thanked us during our last visit for our time spent with ‘Roberto’ this past year. She was kind of stand-offish and quiet for the first few months, not sure about us. But there has been a lot of gang and drug activity in his neighborhood recently and we expose him to some other choices, I think.” Big Brother Bill, a business man in his 50s that mentors an eleven year old as a couple with his wife.*

Through one-to-one matches between a caring volunteer and a child, we strive to make a positive difference in the lives of children and youth, ages 6 – 18 years. Our comprehensive screening process assures that we have done everything possible to ensure the safety of the children we serve. The professional staff is qualified in the areas of counseling and crisis intervention, and provides regular and consistent support to all the matches. Each match has individualized goals and outcome objectives concentrating on promoting positive growth and development.

Our One-to-One mentoring programs include:

- *Community-based Mentoring Program*, where a child is matched with a caring adult and meets about 3-4 hours per week, spending time together in activities that build friendships and trust. This includes a program for youth of incarcerated parents.
- *School-based Mentoring Program*
  - *High School Bigs Program* provides mentoring matches between High School and Elementary School students. Group meetings occur once-a-week for up to one hour at a school site, with each mentor spending individual time with the student while under supervision.
- *Site-based Mentoring Program*
  - *Bigs as Buddies Program* provides mentoring matches between volunteers (18 years and above) at a school or neighborhood site. One-to-one meetings occur once-a-week for up to one hour.

We target youth eligible for free-or-reduced lunch, children of incarcerated parents, from single parent households, or from non-traditional households such as those headed by grandparents or foster parents. In addition, we look at 12 indicators to determine level of need. Referrals for children come from the youth themselves, parents, schools, social service agencies, probation, mental health professionals, child protective services, and community-based organizations. All volunteers receive training and can access peer support through our website. Match support to

volunteers, parents/caregivers, and the youth are provided on an ongoing basis at least once a month the first year and at least quarterly thereafter.

## ***Strategic direction (what do we achieve?)***

Big Brothers Big Sisters of Central California is a network affiliate of Big Brothers Big Sisters of America. This gives us important support for research and knowledge to build capacity to further our growth. Across the nation, the strategic focus is shifting to better define our measures of success as a mentoring organization. In addition to being the leading mentoring organization (what we do), we want to be a leader in what we achieve to better position us in our region. Together with our community partners, we will be a leader to address urgent social issues for our youth.

Broadly, there are three areas of focus:

1. **How many children we serve** – Focusing on children likely to fall through the cracks, we commit to increasing our number of youth served.
2. **How well we serve them** - Growth must come with continued focus on quality, building on our strong outcomes. A new national Impact Study on School Based matches provides us with research to further refine our High School and Site-based programs to increase the quality of matches, building on the 1995 Public/Private Ventures study of community-based matches. Technology is an important component to assist us, whether it be through our Mentors Only peer support bulletin board, or in the next period transitioning from our Access database to the web-based national AIM system. AIM is a technology platform that provides us with additional assistance to individually focus on and track each individual match, as well as being a tool to better analyze our program operations and improve effectiveness.

In the coming year, the national network will add an additional outcome evaluation tool for us to utilize, known as the Strength of Relationship survey (SoR). Intended to be administered to the match at 3 and 12 months, it will provide important information to assess the quality of the relationship, which can be critical to match sustainability. Research already proves the longer the match, the stronger the outcome. New tools to help us assess academic engagement and achievement and the avoidance of risky behaviors are also to be added in the next two years. Limited information on these are available at this time.

3. **Which children we serve** – The vast majority of youth served is low income and reflect our ethnic demographics in large measure, although with some important discrepancies in the Southeast Asian and Native American populations. Thanks to a new national framework we now utilize, the risk profile is now defined (*as low, moderate, high, or very high*) and identifies the level of need based on certain environmental factors (see Appendix 2). We will continue to develop a more targeted approach to growth that

utilizes success measures that includes demographics of the youth and volunteers we intentionally want to serve. This includes children and volunteers of color, as well as increasing the number of rural youth served.

## ***Core Strategies***

There are three core areas, aligned with the national strategic direction, which are necessary to achieve success:

1. Increase our **program impact** by building on our established reputation for evidence-based mentoring:
  - a. Improve school based mentoring for sustainable quality relationships, particularly increasing the length of match and providing more individualized match support
  - b. Continue and add to outcomes measurement for each individual child rooted in Impact Studies
  - c. Refine our framework for establishing which youth we serve
  - d. Continuous, data-driven growth and quality improvement for Community-based and School/Site based mentoring
2. Continue to build **resource-acquisition capability** within the agency:
  - a. Highlight the relevancy and urgency of our work in our communication messages and increase frequency and reach
  - b. Enhance fund development, volunteer recruitment, and partnership development, supplementing with national marketing tools and corporate partnerships when possible
3. Intensify our focus on people – with a particular emphasis on **talent and organizational structure** – as the keys to success.
  - a. Target board, executive, and regional leadership development to attract and retain culturally competent, diverse, and outstanding talent
  - b. Develop a strong organizational structure with sufficient capacity and continuous learning, supplemented with national support on key initiatives, to enable us to achieve sustainable and quality growth

## ***Strategic initiatives***

An ambitious set of eight initiatives are to be addressed during the next three years.

1. **Board and Regional Leadership Development**, so that representation reflects all communities as well as our cultural diversity, while improving individual giving and networks for resource development
2. **Fund Development Capacity Building**: increasing the infrastructure and expanding resources for sustainability

3. **Quality Growth and Increased Intentionality of Youth Served:**
  - a. Mentoring Children of Prisoners
  - b. Children of Color Initiative, to fully reflect our demographics, which includes the current Hispanic Mentoring Initiative now in progress, along with additional focus on like-ethnicity matches for African-American youth, and adding service to Southeast Asian and Native American youth.
  - c. Rural Youth
4. **Strengthen Program Impact**, particularly for school based and site-based programs
5. **Expand Community Visibility**, strengthening our message to better reflect urgency, growing our media opportunities for broader reach, and strengthening program and community partnerships
6. **Refine the Role and Structure of our Foundation**, a separate operating foundation that currently conducts two major fundraising events to help fund the agency
7. **Staff Development and Capacity Building**, so that quality is maintained during growth and opportunity for advancement can encourage staff retention
8. **Succession Planning for Finance**, to prepare for an eventual transition of the independent contractor serving as our Financial Manager the last twenty years, and the anticipated retirement of our independent auditor, as there are few local companies willing to audit non-profits at a reasonable price

## Goals

For each of these initiatives, goals are established, aligned with the overall strategic direction:

1. **Quality growth** – Our goal is to increase **total children served to 500 annually** by the end of 2011, a 14% increase from 2007. Because of changing the approach to High School Bigs based on new national research, we are lowering the number of these matches and concentrating on increasing community-based match growth. In FY 2007-2008 we project a negative growth of 10%. As a result, our growth rate from FY 08-09 to FY 10-11 is lower. Growth is to be managed so that match support caseloads maintain a 90% average of completed monthly contacts.
2. **Positive outcomes for a higher percentage of children served** – Initially, we are focused on match length and retention, particularly for our High School Bigs and site-based programs. Our goal is to **increase the average school based match length from 5.8 months to 10 months**. Our goal is to increase our average match length for community-based matches from 17.5 months to 26 months.

Because we are unable to easily monitor the 6 month retention rate for matches, a tracking mechanism to establish an automated baseline will be developed until the national web-based tracking system AIM is implemented, with a goal of an 85% retention

rate for community-based matches. A baseline for school-based matches will also be established, moving toward a 70% six month retention rate as the average match length increases.

New national research on High School Bigs impact and the most recent Program Outcome Evaluations from our largest High School Bigs program indicate that new strategies are needed. More case management of individual matches is needed, moving away from the group meeting model. Consequently, **High School Bigs supervisor caseload sizes will need to be reduced**, which will impact our total growth. With the additional economic stress in the nation and our local community, High School Bigs will be the focus point of any needed cuts to free up staff time for more community-based matches, which achieve the greatest long-term impact.

**3. Increased intentionality of the children we serve** – In keeping with our demographics, our goal is at least mirror the youth demographics of the region:

- **Increase percentage of boys served from 49% to 50%**
  - increase the percentage of male volunteers from 22.5% overall to 28%
  - increase the community-based percentage of male volunteers from 34% to 40%
- **Increase percentage of youth of color served**
  - Hispanic youth served from 51.5% to 61%
  - Increase South East Asian/Asian youth served from 0% to 1%
  - Increase Native American youth served from 0% to .5%
  - African-American youth served is maintained at 10% or lowered to a maximum of 5.5%
- **Increase percentage of rural youth served from 14% to at least 18%**
- **Increase percentage of like-ethnicity matches for children of color from 53% to at least 57%**
  - Increase the percentage of African American volunteers from 2% to 5%
  - Maintain Hispanic volunteers above 51%
  - Increase the percentage of Southeast Asian and Asian volunteers from 3% to 5%
- **Establish clear baseline data** for measuring the percent of Littles who are in **moderate to high need** as measured by exposure to the environmental risk factors defined by the new framework (see Appendix 2).
  - At least 75% of youth served will be eligible for the federal free-and-reduced lunch program and at least 95% will come from non-traditional families (i.e. single parent, grand-parent led, foster parent, etc)
  -

**4. Strengthen our agency's capacity for sustainable, quality growth** – Our region deserves a high quality Big Brothers Big Sisters program that can serve a larger portion of youth in need while positively impacting local societal issues.

- Total revenue growth increases by 28% over the next three years, meeting a \$1 million annual budget in the third year
- Cash reserves of three months are maintained consistently by the third year of this plan
- A Board Development plan is in place that includes increasing the board from its current 10 members to 15 that are representative of the communities we serve and increases social networks for fund development
- Active Leadership Councils in each county support resource acquisition for both program and funding
- A defined plan for the role and structure of the operating foundation, Big Brothers Big Sisters Foundation for the Central Valley, is in place and actively functioning
- Marketing is enhanced with broader reach, frequency, and targeted messaging, with at least one major media campaign conducted annually in the region
- Partnerships with other mentoring and youth organizations provide additional community visibility. Partnerships with businesses and other organizations for resources, whether for volunteers or funds, are increased. At least three new stable partnerships are developed
- Technology is in place (which includes the conversion to the national web-based platform AIM), appropriately staffed and trained, and fully utilized for program and fund development support
- Staff development becomes more formalized, with a written orientation plan, use of the Big Brothers Big Sisters web-based training and certification process, and performance measures for staff incorporated into evaluations.
- Succession planning is conducted for transition of the independent accountant to a staff-based position in the future.

### ***Operational and financial implications***

In order to lower case loads for staff involved with the High School Bigs program to improve impact, increase growth for community-based matches (whether rural or metropolitan), and increase sustainability, staff increases will be necessary.

Using a general guide of 60-70 matches per full-time Program Manager or Match Support Specialist, an annual number of children served at 500, and a 35% match turnover rate, our goal is 325 active matches, up 23% from the 250 open January 2008 . This requires 4.5-5.0 full-time staff members, an increase of 1.5 from the present 3.5 full-time-equivalency (FTE). It also

requires a minimum of an increased .75 Volunteer Specialist, a half-time staff member to assist with child enrollments and group activities, and a full-time Program Director by the end of year 3. Total new staff: 3.75 FTE throughout the region, with a projected annual cost of \$141,000.

Fund Development staff also needs to be increased to grow revenue by 28%. The new Fund Development Manager position will require support with a database/stewardship staff member and a full-time Special Events Coordinator, and eventually be increased in professional capability and management to Fund Development Director. The marketing budget will need to be increased and more funds expended on website technology and continued training for the fund development database Raiser’s Edge. Kern County’s program will need a local half-time Fund Development Manager by FY 09-10. Total new staff: 2.5 FTE with a projected annual cost of \$108,000.

The first priority is to increase the Fund Development staff on an incremental basis. Program staff will be hired on slowly as part-time, only growing to full-time when funds appear to be stable.

It should be noted that program staff in FY 08-09 will be slightly reduced (.4 FTE) to maintain financial strength.

***Milestones, performance metric and current fiscal year operating goals***

<b>Initiative/Goal</b>	<b>Milestone</b>	<b>Responsible</b>	<b>Timeline</b>
<b>1. Board and Regional Leadership Development</b> – grows to 15 Board members and 4 active county councils	A. Board adds 3 new members B. Board adds 3 new members C. Term Limit and Attendance Requirement Review D. Madera and Kings County Councils developed and meet twice in FY 08-09, quarterly thereafter E. Tulare Leadership Council re-invigorated with new membership F. Kern Co Leadership Council grows	A-C. Board Development Committee D. Executive Director E. Tulare Co. Board member and Executive Director F. Kern Leadership Council	A. Sept 08-Sept 09 B. Oct 09-Sept 2010 C. Sept 08 – Mar 09 D. Oct 08- Sept 09 E. Oct 08- Sept 09 F. Oct 08-Sept 09
<b>2. Fund Development Capacity Building</b> – revenue increases 28% over 3 years	A. Internal staff member trained and promoted to Fund Development Manager B. Hire a part-time staff	A. Executive Director B. Executive Director and Fund Dev Mgr	A. Aug 08-Oct 08 B. Nov 08-Jan 09 and then expand further in Oct 09- Sep 10

	<p>member to become expert on fund development database</p> <p>C. Hire a part-time Special Events Coordinator that will expand to full-time</p> <p>D. Develop Fund Dev Plan</p> <p>E. Develop a gift-by-name prospect chart and identify 75 individual prospects to cultivate</p> <p>F. Close three new prospects of over \$1,000 each by end CY 2009</p> <p>G. Develop Lapsed Donor strategy and goals</p> <p>H. 100% Board giving with individual goals developed and group goal of \$20,000 year 1, \$25,000 yr 2, and \$30,000 year 3</p> <p>I.. Increase revenue 15% year 1, 5% yr 2, 10% year 3</p>	<p>C. Executive Director and Fund Dev Mgr</p> <p>D. E.D. and Fund Dev Mgr</p> <p>E. Fund Dev Mgr</p> <p>F. Fund Dev Mgr</p> <p>G. Fund Dev Mgr/E.D</p> <p>H. Board of Directors</p> <p>I. Board, E.D., Fund Dev Mgr</p>	<p>C. Jan 09; expand to FT Oct 10</p> <p>D. Oct-Nov 08</p> <p>E. Oct 08-Dec 08</p> <p>F. Jan 09- Dec 09</p> <p>G. Jan 09-Feb 09</p> <p>H. FY 08-09, 09-10, 10-11</p> <p>I. FY 08-09, 90-10, 10-11</p>
<p><b>3. Quality Growth and Increased Intentionality of Youth –</b></p> <p>A. Increase average length of match for community-based (CB) matches from 17.5 mo. to 26 months and High School Bigs (HSB) from 5.8 mo to 10 months</p> <p>B. Maintain an average 90% completed on-time contacts of families, mentors, and youth</p> <p>C. Increase annual</p>	<p>A1. Increase CB to 20 mo and HSB to 8 mo</p> <p>A2. Increase CB to 24 mo and HSB to 9 mo</p> <p>A3. Increase CB to 26 mo and HSB to 10 mo</p> <p>B1. Track monthly for 90% average completed contacts.</p> <p>B2. Develop new field for database to track Free-and-reduced school lunch eligibility for youth.</p> <p>C1. Increase Mentoring Children of Prisoners youth new matches by 137 in two years, with the majority Latino.</p>	<p>A-D. Program Staff</p> <p>E. Volunteer Specialist(s)</p> <p>H. Volunteer Specialist(s)</p> <p>I1. Executive Dir.</p> <p>I2. Marketing, Volutneer Recruitment, Program Manager</p> <p>I3. Program Manager, Volunteer Specialist</p> <p>J. BBBSA</p>	<p>A1. CY 2008</p> <p>A2. CY 2009</p> <p>A3. CY 2010</p> <p>B. Monthly</p> <p>C. FY 08-09 and FY 09-10</p> <p>D1. CY 2008</p> <p>D2. CY 2009</p> <p>D3. CY 2010</p> <p>E. CY 2008, 2009, 2010</p> <p>H. CY 2008-2010</p> <p>I1. Oct 2008</p> <p>I2. FY 08-09</p>

<p>total children served to 500.</p> <p>D. Increase Hispanic youth to 61%</p> <p>E. Increase male volunteers to 28% overall and 40% of community-based matches</p> <p>F. Increase rural youth from 14% to 18%</p> <p>G. Increase youth of color to 57%</p> <p>H. Increase like-ethnicity matches to 57%</p> <p>I. Launch Kern County program</p> <p>J. Implement web-based AIM database through BBBSA</p>	<p>C2. Add 10 Latino rural youth matches yr 1, 10 new Latino rural youth matches yr 2, and 10 new Latino rural youth matches yr 3 (see F goal)</p> <p>C3. Add 2 new SE Asian matches yr 2 and 3 new SE Asian matches yr 3.</p> <p>C4. Add 2 new Native American matches yr 3.</p> <p>D1. Increase Hispanic youth to 55% yr 1</p> <p>D2. Increase Hispanic youth to 58% yr 2</p> <p>D3. Increase Hispanic youth to 61% yr 3</p> <p>E1. Increase male volunteers to 24% yr 1</p> <p>E2. Increase male volunteers to 26% yr 2</p> <p>E3. Increase male volunteers to 28% yr 2</p> <p>F. (see C)</p> <p>G. (see C)</p> <p>H. Increase African-American mentors to 5% by year 3, Asian volunteers to 3% by year 3, and Hispanic volunteers to 55%.</p> <p>I1. Hire Program Manager</p> <p>I2. Implement recruitment campaign</p> <p>I3. Match 35 youth by FY 07-08</p> <p>J Implement and train on AIM in year 2</p>		<p>I3. FY 08-09</p> <p>J.. FY 09-10</p>
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<b>4. Strengthen Program Impact</b>	<p>A. Implement the Strength of Relationship survey</p> <p>B. Review quality and processes of High School Bigs programs and develop improvements</p> <p>C, Review site-based program quality and processes</p>	<p>A. Senior Program Manager</p> <p>B. Senior Program Manager and program staff</p> <p>C. Sr. Program Manager and program staff</p>	<p>A. Fall 2008 at 3 mo and 12 mo of all matches</p> <p>B. Review – end Oct 2008; Update processes – Nov – Dec 2008; Implement Jan – Sept 2009; Evaluate and revise – Sept-Oct 2009.</p> <p>C. Review Oct-Nov 2009; revise processes Dec-Jan 2010; implement Feb 2010</p>
<b>5. Expand Community Visibility</b>	<p>A. Develop annual marketing/communications plans</p>	<p>A. Fund Dev. Mgr and Executive Director</p>	<p>Oct 2008 Oct 2009 Oct 2010</p>
<b>6. Refine the Role and Structure of our BBBS Foundation of the Central Valley</b>	<p>A. Board Governance committee and Foundation Board members determine purpose</p> <p>B. Revise By-laws or make necessary legal changes</p>	<p>A. Foundation Board and Executive Director</p>	<p>A. Jan 2009-Sept 2009 B. Jan 2009-Sept 2009</p>
<b>7. Staff Development and Capacity Building</b>	<p>A. Develop a written orientation plan for new staff members</p> <p>B. Develop performance goals based on strategic plan for each staff member</p> <p>C. Make certification available for staff members through BBBSA</p>	<p>A. Executive Director and Sr. Program Manager</p> <p>B. At annual review for each staff member</p> <p>C. Executive Director, BBBSA, Sr. Program Manager</p>	<p>A. Oct – Dec 2008</p> <p>B. FY 08-09</p> <p>C. FY 08-09</p>
<b>8. Succession Planning for Finance.</b>	<p>A. Develop a list of needs and potential timing</p> <p>B. Develop plan</p>	<p>A. Finance Committee</p> <p>B. Executive Director</p>	<p>A. FY 09-10</p> <p>B. FY 2010-11</p>

***Conclusion- what will it take to meet the service need in our community?***

In order to make a discernible impact in our community of high poverty, low educational levels, and strong cultural diversity, the Board of Directors must take the lead in building a higher profile in the community, raising funds, and supporting staff to build a strong operation.

In three years, we will only begin these changes and growth. The focus of these next three years is to strengthen our foundation to lay the groundwork for solid growth in the coming ten years.

It matters to individual children and to our community as a whole. We cannot afford to wait.

## ***Appendix***

## Appendix 1. Demographic Summary/Program Dashboard

### Counties

	Fresno	Kings	Madera	Tulare	Kern	Total
Age 6-18 Population	196,919	31,339	31,551	96,502	177,351	533,662
30% est at risk	59,076	9,402	9,465	28,951	53,205	160,099
10% BBBS long term goal	5,908	940	947	2,895	5,321	16,010
2007 Children served						430
2007 Cost per match						\$1,700
Board Reflective of Community	9	1	0	1	1	12

### Active Matches as of December 21, 2007 (Matches are tracked on a calendar year basis)

Community Based Matches	71	11	14	16	0	112
School/Site Based Matches	0	0	0	13	0	13
High School Bigs	14	30	70	0	0	114
Total BBBS Matches	85	41	84	29	0	239
2007 % Volunteer Inquiry Yield (644 inquiries to 80 new matches)						12.10%
2007 Avg Volunteer Processing Time from Inquiry to Match						14-19 weeks
2007 Avg Child Processing Time						7 months
Avg Length of Match - CB						17.5 mo
Avg Length of Match - SB/HSB						5.8 mo
6 month Retention Rate - CB						n/a
6 month Retention Rate - SB/HSB						n/a

<b>Performance Outcome Evaluation Avg (5 = much better, 3 = no change)</b>	<b>Confidence</b>	<b>Competence</b>	<b>Caring</b>
Community Based	3.91	3.67	4.1

School Based	n/a	n/a	n/a
High School Bigs	3.74	3.82	3.83

<b>Ethnic Diversity Reflected</b>	<b>African-American</b>	<b>Asian/SE Asian/Pac.Is</b>	<b>White, Non-Hispanic</b>	<b>Latino</b>	<b>Native American</b>	<b>Multi-Racial</b>
General Population (5 counties)	4.9%	5.5%	39.6%	47.8%	0.9%	1.3%
Mentors/Bigs (4 counties)	2.0%	3.0%	36.0%	53.0%		1.0%
Age 6-18 Population (5 counties)	4.5%	5.7%	31.0%	56.0%	0.8%	1.7%
Little's	10.0%	1.0%	32.0%	51.5%		2.0%
Like Ethnicity Matches Total				53.0%		
- Community Based				34.0%		
- School/High School Bigs				56.0%		
Board (12)	0.0%	0.0%	60.0%	40.0%		0.0%
Staff (9 total: 6 program, 3 admin; 8.5 FTE)	0.0%	0.0%	55.5%	44.4%		0.0%

<b>Gender Percentage</b>	
Age 6-18 Total Male Youth in Region	51.50%
Age 6-18 Male Youth Served by agency	49.0%

Adult Male Population in Region	52.50%
Male Mentors for Agency – overall	22.50%
Adult Male Mentors for Community-based matches	34.00%

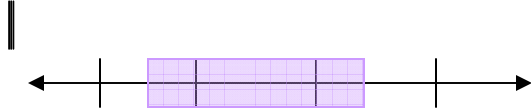
## Appendix 2. Target Population

### Framework for which children to serve: three dimensions

#### Environmental Risk

Environmental risk factors are external factors – societal, family, or school – that make growing up more difficult. Directionally, children exposed to these factors have higher level of need.

BBBS seeks to serve youth with moderate to high exposure to environmental risk factors.



Low Moderate High Very High

*Not high enough need given scarce resources*

*Need that can be effectively met through mentoring*

*Such high need that mentoring may not be effective.*

To track environmental risk of youth served, BBBS has chosen three categories that generally reflect moderate to high risk. We seek to have **75% or more of our youth served fit into at least 2 of 3 categories:**

- 1. Children receiving free/reduced lunch*
- 2. Children with an incarcerated parent*
- 3. Children not living with two parents*

#### Personal Need

Youth who have not been exposed to any of the defined risk factors may still have high personal needs for other reasons, e.g., poor family relationships, poor academic progress or misconduct.

As with environmental risk, BBBS seeks to serve youth with moderate to high levels of personal need. No specific targets are set.

#### Demographics

**BBBS believes in striving to serve a population of youth that is demographically representative of the population in need, with a particular focus on gender and race/ethnicity.**

##### **GENDER**

Since boys and girls are shown to be equally needy across the country, BBBS seeks to serve a population that is **50% boys and 50% girls.**

##### **RACE AND ETHNICITY**

The racial/ethnic demographics of youth in need vary significantly from community to community. BBBS seeks to serve populations that are **reflective of the racial and ethnic mix of each community's population in need.**

### **Appendix 3. Community Input on Strategic Plan**

The following individuals are gratefully acknowledged for their input to guide our strategic planning.

#### **Fresno County**

Teresa Alvarado, California Health Collaborative  
Bill Dattola, Big Brother  
Sue Dattola, Big Sister  
Laneesha, Senegal, Central California Adolescent Development Corp.  
Debra McKenzie, Fresno County Gang Task Force Coordinator

#### **Kern County**

Al Crespo, Kern County District Attorney's Office  
Jan Davis, Kern County Human Services  
Maggie Grant, California Office of Inspector General  
Mac McCarthy, Kern County District Attorney's Office  
Holly Mitchell, Deputy District Attorney  
Ray Pruitt, Sheriff's Office  
Rudy Salas, Field Representative for State Senator Dean Florez  
Kerry Stevens, Vista West High School  
Jay Wedel, Wedel & Associates  
Bryan Williams, Field Representative for Assemblymember Jean Fuller

#### **Kings County**

Dee Avila, Kings Community Action Organization  
Tom Doyle, Cornerstone Recovery  
Pat Dressler, Big Sister  
Mary Gomez, Corcoran Healthy Start  
Nanette Villarreal, United Way of Kings County

#### **Madera County**

Eric Estrada, Big Brother, High School Bigs program  
Jose Flores, Big Brother, High School Bigs program  
Mayra Fuentes, Big Sister  
Carmina Garcia, Big Sister, College Student  
Ren Hallett, Big Brother  
ConnieMarie McCaskill, Big Sister, Madera Unified  
Gaby Montalvo, Big Sister, High Schools Bigs program  
Naima Pantoja, Big Sister, High School Bigs program  
Sasha Petroff, Big Sister, High School Bigs program  
Mike Rahe, Big Brother, Madera Unified  
Nichole Schoettler, Big Sister

### **Tulare County**

John Aguirre, Tulare County Child Abuse Prevention Council  
Lynda Borges, Big Sister  
Susan Elizabeth, Chapman University College  
Cheryl Lennon-Armas, Tulare Youth Service Bureau  
Jim Maxfield, community member  
Jacob Montano, Boys & Girls Club  
Daneen Prince, Big Sister,  
Jason Salazar, Visalia Police  
Jayme Stevens, Stevens Wireless, BBBS Board Member  
Leslie Wasson, Chapman University College

### **Board of Directors**

Chris Wiehl, President, Utility Cost Management  
Jim Horn, Secretary/Treasurer, Tamiyasu Smith Horn & Braun  
Jeannine Campos Grech, Campos Brothers  
Richard Lord, Solutions HR Group  
Angela Navarrete, Univision Radio  
Lt. Mark Salazar, Fresno Police Dept.  
Jayme Stevens, Stevens Wireless, Tulare County  
Bryan Williams, Office of Assemblymember Jean Fuller, Kern County  
Sarah Wright, R.N., Adventist Health, Kings County

### **Staff**

Luis Chavez, Senior Program Manager, Fresno County  
Oscar Fonseca, Volunteer Enrollment Specialist  
Brooke Frost, Executive Director  
Shauna Goodman, Fund Development and Community Relations  
Sheryl McConnell, Office Manager  
Jessica Ortiz, Intern, California State University, Fresno  
Deanna Ramirez, Madera County Program Manager  
Nelerie Romo, Intern, California State University, Fresno  
Laura Scott, Tulare County Program Manager  
Bernardina Marcelo Stoltz, Senior Match Support Specialist, Fresno County