BUSINESS PLAN 2021 – 2023
Our Vision
All youth achieve their full potential

Our Mission
Our mission is to create and support one-to-one mentoring relationships that ignite the power and promise of youth.

Diversity, Equity, and Inclusion (DEI)
DEI are integral parts of our values and mission. We recognize, honor, and celebrate the diverse backgrounds, lives, and experiences of all of our stakeholders, including youth, families, donors, volunteers, and staff. We affirm that every person [regardless of ability, age, cultural background, ethnicity, faith, gender identity, gender expression, ideology, income, national origin, race, sexual orientation, marital or veteran status] has the opportunity to reach their full potential. We are committed to a nondiscriminatory and anti-racist approach within our policies, programs, and services.

Accountability Statement
We partner with parents/guardians, volunteers and others in the community and hold ourselves accountable for each child in our program achieving:

- Higher aspirations, greater confidence, and better relationships
- Avoidance of risky and delinquent behaviors
- Educational success
When a volunteer mentor ("BIG") is matched with a mentee ("LITTLE"), a relationship starts to form. As with all relationships, time builds a bond. Trust develops and the impact becomes more significant. A Little sees his or her Big as someone to talk to about problems and fears, goals and dreams. A person who introduces new experiences. A role model who has high expectations and believes they can be met. We know mentoring changes lives. Our research shows that when a Little is matched with a Big, that young person is less likely to engage in risky behaviors like drug and alcohol use, and more likely to attend class and feel competent in school.

The BBBS one-to-one mentoring model has been studied and improved upon for decades, and as a result, Big Brothers Big Sisters continues to be the gold standard of mentoring. BBBSCNNJ’s mentoring program has positively impacted thousands of lives.

In 2020, the agency expanded beyond Monmouth and Middlesex Counties to support youth in Bergen, Hunterdon, Morris, Ocean, Passaic, Somerset, Sussex, and Warren Counties. The expansion is part of Big Brothers Big Sisters of America’s trend to consolidate into regional agencies. Our agency expanded during the pandemic and resulting financial crisis while remaining programmatically and financially sound. BBBSCNNJ is a leader in the federation through our innovation, COVID-19 pivot, and fundraising during uncertain times. We strive now for a future of even BIGGER IMPACT.

BIGGER IMPACT 2021 - 2023 is the product of a yearlong process of assessment, analysis, and discussion through board, program, and development input meetings and Big Brothers Big Sisters of Coastal & Northern NJ’s staff and stakeholders.

We found a lot to be proud of, including powerful mentoring relationships, innovative programming, and a deep devotion to the children we serve. We also saw opportunity to build a strong infrastructure for growth.

Our growth depends on:
- Program quality & enhancement
- Leadership & partnerships
- Sustainable resources

As you read this strategic plan, we invite you to imagine a future of BIGGER IMPACT. A future of growth in which BBBSCNNJ serves even more children with life-changing, longer-lasting mentorships.
Known for our proven results, BBBSCNNJ is part of the largest and oldest mentoring organization in the country. Since 1976, BBBSCNNJ has been providing children facing adversity with strong, enduring, professionally supported one-to-one mentoring relationships.

For 45 years, our model has been to match one youth with one adult volunteer in a long-term mentoring relationship. In all of our programs, Bigs are carefully screened by trained staff and thoughtfully matched with Littles.

- **Back on Track Mentoring Program** - A positive alternative for youth that have committed a first-time minor offense. In lieu of being charged, the youth have the opportunity to commit to 6 months in a diversion program and if completed successfully, their record will be cleared. This program was created in 2018 in partnership with the Monmouth County Human Services Division.

- **Bigs in Blue Mentoring Program** - Local youth is connected with officers to build strong, trusting, lasting relationships and help create stronger bonds between law enforcement and the families they serve.

- **CARES Program** - Creating Access to Resources, Events, and Support, provides youth and families with access to needed resources and support. BBBSCNNJ provides resources in the community that may help families as they face challenges such as loss of jobs, food insecurity, home instruction, internet access, mental health, etc. Through this program all Littles, Bigs, and families receive invitations to events like our virtual tutoring program, fishing trips, pool parties, back to school parties, career exploration and readiness workshops, college financial aid assistance, and ticket giveaways.

- **College Mentoring Program** - Students from a local college volunteer to mentor students who come from marginalized neighborhoods. The younger students meet with their mentors on campus. The program exposes the students to the college experience and they explore majors, learn about the enrollment process, and are given the tools to pursue their dreams through education.

- **Community Based Mentoring Program** - Bigs and Littles spend time doing activities in the community such as attending a sporting event, doing an art project, or visiting a museum to build a lasting friendship. BBBSCNNJ’s Bigs in Action Initiative works to support youth of color and children exposed to ACEs and bullying. Through this initiative we will support youth and recruit Bigs of color to mentor Littles of color through which the match has a shared cultural identity, empathy, and trust.

- **School Based Mentoring Program** - Bigs and Littles meet at the Little’s school where BBBS staff provides activities and supervision.

- **Workplace Mentoring Program** - Companies offer its employees the chance to be matched in one-to-one mentoring relationships and to participate in mentoring activities at the workplace during work hours. The Littles get the benefits of mentoring and exposure to a professional setting, the Bigs get the convenience of mentoring during work hours, and the company encourages and supports employee volunteerism, which is shown to lead to increased employee satisfaction and retention.

While all BBBS services are free to families, there is a cost associated with our professionally supported matches. This includes interviewing the volunteer, checking references, enrolling the Little, creating an optimal match based on personality and interests, and supporting the match by connecting with the Little, the Big, and the parent on a consistent basis to offer ideas to strengthen the relationship and troubleshoot problems. Funding must cover the matching process, volunteer recruitment, local office administration, youth outcomes analysis, and volunteer and staff training.
BBBSCNNJ Helps Children Facing Adversity Achieve Measurable Outcomes Leading To Lifelong Success

**INDIVIDUAL & COMMUNITY IMPACT**

(Why it Matters)

Children who are mentored can achieve lifelong success, benefiting:
- Families
- Communities
- Schools
- Businesses

**MEASURABLE OUTCOMES**

(What We Will Achieve)

**EDUCATIONAL SUCCESS**
- Littles attend school, perform better and are more likely to graduate

**ATTITUDES AND COMPETENCIES**
- Littles have higher aspirations, gain confidence to overcome challenges, and improve relationships with others

**RISKY BEHAVIOR AVOIDANCE**
- Littles avoid risky behaviors, delinquency and juvenile justice system

**EVIDENCE-BASED MENTORING AT SCALE**

(What We Do)

Agency works within community and with partners to engage with family, volunteers, and donors to serve children facing adversity

Create and professionally support safe, strong and enduring one-to-one relationships with BBBS volunteer mentors
The Issues That Matter

IN NEW JERSEY:

392,143 children were eligible for free or reduced-price school meals (2018-2019)

9.5% of NJ high school students will drop out

Nearly 25,000 school violence incidents occurred during 2017-2018 school year

There are approximately 2,300 gang members under the age of 15 in NJ

70% of teens ages 13 to 17 said anxiety and depression are a “major problem”

24% of NJ children are overweight or obese

NJ has the sixth highest rate of fatal youth drug overdoses in the country

In New Jersey, it costs more than $200,000 to incarcerate one child in a youth prison for one year (New Jersey Institute for Social Justice) and just $1,600 to match a child in the BBBSCNNJ program for the same length of time.

The Centers for Disease Control and Prevention (CDC) have prioritized preventing Adverse Childhood Experiences (ACEs) - traumatic events during childhood that directly affect health when children grow into adults. They note, “preventing ACEs could potentially reduce chronic diseases, risky health behaviors, and socioeconomic challenges later in life.” They recommend mentoring as one prevention strategy and highlight Big Brothers Big Sisters as a proven, evidence-based approach that is the “oldest and best-known example of a one-to-one mentoring program.”

According to The Mentoring Effect Study, youth with mentors are more likely to:

- Be successful in school
- Become leaders in their communities
- Enter young adulthood with opportunities for ongoing education and career choices

And yet, American youth—one in three—will reach the age of 19 without having had a mentor of any kind.

In the face of these and other challenges, BBBSCNNJ will focus on the following issues that matter most in our community where mentoring can be part of the solution:

- Educational success
- Overcoming the effects of ACEs
- Attitudes & competencies
- Risky behavior avoidance
BBBSCNNJ Serves Communities Throughout Bergen, Hunterdon, Monmouth, Morris, Middlesex, Ocean, Passaic, Somerset, Sussex, & Warren Counties

Over **20,000** youth served since we started in 1976

**42** months is the average match length in a community based relationship

**70%** of youth served in 2020 received free or reduced lunch from school

**93%** of youth served in our community based program live in a single-parent household

**10** years is the average age of community based youth served

**13** years is the average age of youth served in other BBBS programs

**42%** of the youth we serve has been bullied at school or in the neighborhood

**31%** of parents report that their child frequently worries, which affects their daily life

**93%** of youth served report plans to finish high school, go to college, and graduate college

**130** youth on average are waiting to be matched with a Big

**17%** of youth served in 2020 had one or more family members incarcerated or on parole or probation
Our Impact

Each time we pair a child with a Big Brother or Big Sister, we start something incredible: a one-to-one relationship built on trust and friendship that can blossom into a future of unlimited potential.

Locally, our Outcomes Report was compiled from completed Youth Outcomes Surveys (YOS) given to our Littles and shows the positive impact of their friendship with their BIG!

In 2020, BBBS of America implemented an enhanced YOS, so agencies may better reflect their impact and improve services to the children in their programs.
Priorities for success:

- **Program Quality and Enhancement:** define our success by individual and collective youth outcomes and differentiate ourselves with excellent, proven results that matter to the community.

- **Leadership and Partnerships:** become a prominent partner in affecting the educational and juvenile delinquency issues facing our community.

- **Sustainable Resources:** develop an even more robust, sustainable resource engine focused on our mission and vision, led by strong board and executive leadership, and strengthened by investments in our fund development streams.
## Priority 1: Program

Provide high quality, effective programming that improves the lives of children facing adversity in measurable ways.

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| Increase the # of children served to 1,500 by 2023 | 2021 – 1,200 youth served  
2022 – 1,352 youth served  
2023 – 1,500 youth served |
| Improve the quality of mentoring by increasing the length of matches, strength of the relationships between Bigs and Littles, advancing outcomes for Littles | **Length of matches:**  
Community based – an average of 42 months in length by 2023  
Group programs – an average of 11 months in length by 2023, and a conversion rate of 10% to community based matches |
| Through Bigs in Action, intentionally recruit Bigs of color to reflect the communities we serve | **Strength of relationship:**  
Attain scores above the national averages on a scale measuring feelings by Bigs and Littles |
| Provide quality case management that focuses on child safety | **Youth outcomes:**  
Attain scores above the national averages on the 33 question Youth Outcome Survey |
| Provide community advocacy leadership in areas of education, juvenile delinquency prevention, and mental health. | Quality assurance review performed on 2% of open matches monthly  
At least 30% of prospective volunteers will proceed to the interview phase of the intake process  
92% of required match contacts made by staff with Bigs, Littles and parents |
| Utilize virtual platforms (Zoom, Trello, Google Meet, The APP) | Program and case managers complete required training on child safety provided by BBBS of America |
| The executive director, directors, and program managers to participate in at least two coalitions and HSAC* that address social inequalities that our youth are facing. | Utilizing technology to be more efficient and to increase due diligence in terms of child safety |

*Human Services Advisory Council for each county.
Further develop BBBSCNNJ as the leading mentoring agency. Leverage our expertise, and the expertise of others, through appropriate partnerships and collaborations.

### Priority 2: Leadership & Partnerships

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<td>Build and sustain relationships with key stakeholders, as well as corporate and institutional partners in the ten counties we serve</td>
<td>By 2023, develop and increase active partnerships with schools and businesses that provide mentors and funding*</td>
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<td>■ 2021 – 50 new partnerships</td>
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<td>■ 2022 – 75 new partnerships</td>
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<td>■ 2023 – 100 new partnerships</td>
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<td>* 700 total partnerships in the community</td>
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<td>Lead mentoring organization in the State of NJ</td>
<td>Provide best practices to other youth serving organizations to ensure safe and effective mentoring. Add best practices to website so we may be a resource</td>
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<td>Partner with government and county care management organizations (CMOs)</td>
<td>Establish formal Relationships with Division of Children &amp; Family Services (DCF) and CMOs in the 10 - county area</td>
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<td>Diversity, Equity and Inclusion (DEI) Steering Committee</td>
<td>By 2023, strategic advisory committee comprised of staff, board, community stakeholders will be responsible to support diversity, equity, and inclusion initiatives. A DEI plan will be created in 2021 and updated annually to ensure the following:</td>
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<td>■ Recruit and hire staff that reflect the racial identity of populations BBBSCNNJ serves</td>
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<td>■ Recruit volunteers that reflect the racial identity of populations BBBSCNNJ serves</td>
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<td>■ Assess BBBSCNNJ policies to assure they align with DEI goals/targets</td>
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<td>■ Develop a communication strategy to pro-actively communicate policy changes related to DEI, both internally and externally</td>
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<td>■ Identify and implement ongoing DEI training/education for staff, board, volunteers, and families</td>
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<td>■ Ensure that BBBSCNNJ’s DEI goals align with BBBS of America’s goals</td>
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**Priority 3: Sustainable Resources**

Develop a more robust, sustainable resource engine focused on our Mission and Vision, led by a strong board and executive director and strengthened by investments in our fund development revenue systems.

### 3A: Fund Development & Fiscal Sustainability

**Attract sufficient resources to meet the annual budget goals of BBBSCNNJ. Maintain systems for fiscal accountability.**

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<td>Develop an annual development plan that includes goals for diversified streams of revenue including individuals, corporations, foundations, public funding, and events to meet the annual operating budget</td>
<td><strong>Set goals to meet the annual operating budget</strong>&lt;br&gt;2021 – $2,1 M&lt;br&gt;2022 – $2,3 M&lt;br&gt;2023 – $2,5 M&lt;br&gt;3 Year Plan, $6.9 M</td>
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<td>Develop a strong regional board to create and track the development plan for 2021 to 2023. Include in the plan the streams of revenue to include individuals, corporations, foundations, public funding and events</td>
<td>Update plan annually</td>
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<td>Increase Monthly Visionaries, Mission Partners, and planned giving program for more sustainable resources</td>
<td>Include in development plan</td>
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<td>Maintain systems for fiscal accountability</td>
<td>Finance committee to meet monthly to review fiscal management systems and financial status</td>
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Enhance the recruitment, orientation and evaluation process to ensure that the board reflects diversity of our community, is effective, and is committed to the ongoing development of board members.

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<td>Review governance best practices on annual basis</td>
<td>Update by-laws and policies on an as-needed basis</td>
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<td>Develop and conduct board orientation process which includes organization overview, elevator speech, role in recruiting volunteers, and partnership development</td>
<td>Annually identify needs/goals for board size and qualifications</td>
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<td>Diversify board to reflect the communities that we serve</td>
<td>Include board orientation process in board development plan</td>
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<td>Communicate clear expectations for board participation, engaging community leaders, funders and volunteers in the agency</td>
<td>Governance and DEI steering committee work together to develop and implement plan</td>
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<td>Assess board meetings through board member feedback. Continue short and targeted meetings. Invite potential new members to meetings</td>
<td>By-laws include expectations for board meeting attendance, involvement in committees, donation of time and funds, terms, process for resignation</td>
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<td>Channel feedback through executive committee</td>
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### 3C: Staff Talent Development

**Recruit, develop and retain quality talent to achieve the mission and the vision of BBBSCNNJ**

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<td>Ensure clear job descriptions</td>
<td>Review job descriptions annually</td>
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<td>Track skill development of staff and provide staff training</td>
<td>Use monthly quality assurance reviews and annual performance evaluations</td>
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<td>All program staff become certified through the BBBSA system and maintain certification</td>
<td>Record certification attainment in staff personnel files</td>
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<td>Assess staff capacity and priorities by tracking how much time is spent on tasks</td>
<td>Bi-annually review time staff spends on assigned tasks and compare staff capacity with similar staff from other agencies</td>
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<td>Provide competitive compensation/benefits</td>
<td>Compare with national averages for positions provided by BBBSA as part of the yearly budgeting process</td>
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<td>Conduct salary survey every 3 years for all staff in comparison to the region/local market</td>
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<tr>
<td>YEAR</td>
<td>REQUIRED BUDGET</td>
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<td>2021</td>
<td>$2,100,000</td>
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<td>2022</td>
<td>$2,300,000</td>
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<td>2023</td>
<td>$2,500,000</td>
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- 3 year $6.9 M plan to achieve strategic priorities
- 1,500 children served annually by 2023
- Advanced youth outcomes
- Reduced average cost per child
- Formalized DEI work that supports the population BBBSCNNJ serves