



Work Readiness | Entrepreneurship | Financial Literacy

# Junior Achievement of Northern California

Five-Year Strategic Plan Refresh: 2016-2021

JANC Board Meeting: March 24, 2016

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# Impact and Depth

## JANC Guiding Principles



Impact - how impactful are the programs in preparing kids for the future



Depth – how extensively and thoroughly is the region served by JA programs

***Each strategy and tactic defined for 2016 through 2021 was crafted with the guiding principles of Impact and Depth in mind. These principles will support the JANC team as they focus on making a greater impact and more deeply and extensively serving their regions.***

# Strategies

1

Develop brand recognition, community engagement & organizational growth through **metric-driven approach**

2

Grow annual **volunteer engagement** to ensure impactful program service delivery

3

Shift **program mix** to more high-touch, high-impact programs such as Capstone, R&D and HS programs

4

Increase **board effectiveness** and engagement to grow funding and volunteer partnerships, diversify revenue base and establish donor pipeline

# Public School Districts by County

## Contra Costa

- 20 Districts (17)
- 189,000 (28,000 – 15%)\*

## Santa Clara

- 35 Districts (22)
- 322,000 (19,000 – 6%)

## Alameda

- 24 Districts (17)
- 249,000 (17,000 – 7%)

## San Mateo

- 24 Districts (11)
- 110,000 (9,500 – 9%)

## Monterey

- 26 Districts (6)
- 81,000 (3,900 – 5%)

## Fresno

- 35 Districts (11)
- 205,000 (8,000 – 4%)

## Napa

- 7 Districts (2)
- 23,000 (1,600 – 7%)

## San Francisco

- 1 Districts (1)
- 84,000 (4,500 – 5%)

## Marin

- 21 Districts (5)
- 40,000 (1,000 – 2%)

## San Joaquin

- 15 Districts (3)
- 150,000 (970 - Less than 1%)

## Stanislaus

- 27 Districts (1)
- 109,000 (698- Less than 1%)

## Sonoma

- 42 Districts (7)
- 74,000 (626- Less than 1%)

## Madera

- 10 Districts (3)
- 30,000 (320- 1%)

## San Benito

- 12 Districts (1)
- 11,000 (261- 2%)

## Calaveras

- 5 Districts (1)
- 5,800 (180- 3%)

## Humboldt

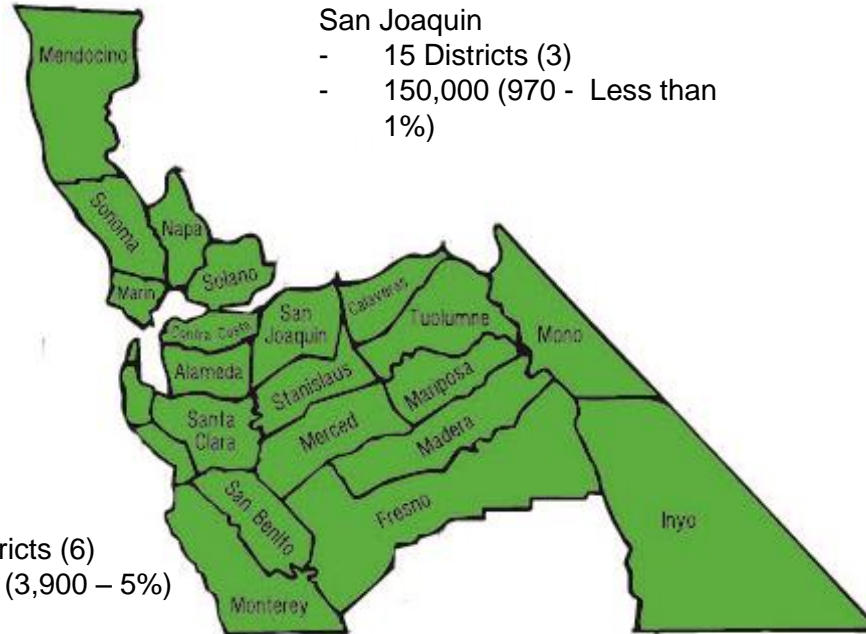
- 32 Districts (1)
- 18,000 (124- 5%)

## Merced

- 22 Districts (2)
- 58,000 (115- Less than 1%)

## Mariposa

- 2 Districts (1)
- 1,700 (68- 4%)



\*Public School Estimated JA Students from 14-15 (does not include afterschool or private school students)

# KPI Matrix – Current State and Targets

Strategy Summary	Metric	Current State	Target @ End of Strat. Plan (2021)
<b>Metric-driven approach</b>	1) Consistent Operation Dashboard 2) Student/Teacher Satisfaction Score	1) Not in Existence 2) Not in Existence	1) Dashboard developed and consistently presented to board starting in Winter 2016 2) 50% net promoter score
<b>Volunteer Engagement</b>	1) Volunteer Growth Rate 2) Volunteer Retention Rate 3) Avg. Hours Per Volunteer	1) 0% (flat growth) 2) 30% 3) 6 hours/volunteer	1) 10% growth 2) 40% 3) 8 hours/volunteer
<b>Program Mix</b>	1) Percent of MS/HS Programs 2) Average Contact Hours Per Student 3) Average number of programs per student per year 4) Average number of programs per school	1) 29% 2) <b>HS:</b> 12.4 hr <b>Middle:</b> 7.9 hr <b>Elem:</b> 5.0 hr 3) 1 program per year 4) Elem: 6.0 (K thru 5) MS 1.0 HS: 1.13	1) 35% 2) 20% higher than current state for HS only 3) 1.2 programs per student per year for HS only 4) Programs Per School <ul style="list-style-type: none"> <li>• Elem: 6.0 (maintain)</li> <li>• MS: 1.0 (maintain)</li> <li>• HS: 2.0</li> </ul>
<b>Board Effectiveness</b>	1) Personal Gift Average 2) Total Giving 3) % of Board Companies that Volunteer 4) % of Board Members that Volunteer	1) 2015/2016 Current - \$2.4K 2) 2015/2016 Projected – 80% 3) 2015/2016 Projected – 70% 4) 2015/2016 Projected – 70%	1) \$3,000 2) 100% 3) 85% 4) 100%

# Criteria to Evaluate the Region Viability



1. Degree of support from/alignment with school districts & community staff



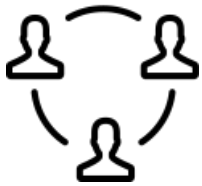
2. A physical presence in region

- Is there an established trust between community and JA staff in region?



3. Cost to serve-minimum set-up costs

- Does the region serve the minimum threshold of 6,000 students need to justify the cost of running an operation in that area?



4. Volunteer base in the region\*



5. In region funding\*

**\*Most important criteria**

# Regional Plan

## Operate in Five Core Counties:

- Contra Costa
- Alameda
- San Francisco
- San Mateo
- Santa Clara

## Shared Services Model (JA Staff in Region to secure resources)

- Fresno
- Monterey Bay

## Fee for Service: (\$1,000 per class, all resources pre-determined and outlined in a MOU)

- Mendocino
- Napa
- Solano
- Sonoma