Big Brothers, Big Sisters of Dodge County, Inc.

Operational Plan Proceedings Report

An Operating Plan Focused on Fund Development and Diversity

Process Designed, Facilitated and Report Written By:
Kathleen A. Eisenmann
Associate Professor
Family Living Agent
University of Wisconsin-Extension, Jefferson County
November 2013
Board of Directors
Meg Foerster, President
Jeff Roberts, President Elect
Renee Bardenwerper
Jason Buckowski
Patti Grunseth
Ronald Klimeck
Joy Lachendro
Linda Laehr
Pete Thompson

Staff
Betsy Bright, Executive Director
Lori Liddicoat
Kelly Simon
The operational plan process began with a plan for the plan meeting between Kathleen Eisenmann, UW-Extension, Jefferson County; Betsy Bright, and the board of directors in August, 2013. The purpose of the meeting was two-fold:

- provide a planning process overview, plan for the plan and create a draft timeline
- identify and develop the planning team

An executive committee of Ms. Eisenmann and Ms. Bright was established to guide the planning process. The board of directors and staff were selected to form the planning team.

The board and staff affirmed the proposal to engage in a operational plan process that would focus on two key organizational development topics for the next year: fund development and diversity outreach and engagement. An operating plan makes concrete what needs to be accomplished for a given year. It specifies what the agency plans to accomplish during that fiscal year, who will be responsible and by when. The board/staff hoped this would move the organization farther toward compliance with the Big Brothers, Big Sisters, Inc. national standards. The board and staff will revisit their readiness to engage in a strategic plan upon completion of this operational plan.

The planning process took place in one day-long session in October, 2013. This proceedings report was approved by the board of directors at a subsequent meeting. The proceedings of the plan process are included in this report along with the plan itself.
The BBBS network needs to continue to strengthen our financial and organizational resources in order to sustain our services to our children, families and communities. This is the only way we can have lasting impact and be a part of the solution to our communities’ and nation’s youth development crises.

While there are many models of Fund Development plans available, this Standard calls for affiliates to make sure that the plan developed clearly identifies roles and responsibilities of staff, board/council, as well as specific, measurable goals. The intent of this Standard was to help assure clarify amongst board and staff regarding the roles of staff and board in fund development efforts. An operating plan addresses four questions:

► Where are we now?
► Where do we want to be?
► How do we get there?
► How do we measure our progress?

Operational plans should be prepared by the people who will be involved in implementation. There is a need for staff dialogue as plans created by one part of the organization inevitably have implications for other parts. Operational plans should contain:

► clear objectives
► activities to be delivered
► quality standards
► desired outcomes
► staffing and resource requirements
► implementation timetables
► a process for monitoring progress
Operational Goal:

- Develop an online fundraising – Social media strategy
- Develop corporate sponsorships

Desired Outcomes:

- Online working and success – receiving contributions
- Old web site gone
- One additional corporate sponsorship – ongoing relationship
<table>
<thead>
<tr>
<th>Possible Barriers</th>
<th>Staff Role</th>
<th>Board Role</th>
<th>Success Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time and resources</td>
<td>Betsy/Intern</td>
<td>Poll volunteers</td>
<td>Matrix of relationships and connections</td>
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<td>Time and resources</td>
<td>Betsy</td>
<td>Contact plan developed for corporate sponsors</td>
<td>Video – views; likes</td>
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<td>Time and resources</td>
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<table>
<thead>
<tr>
<th>By When</th>
<th>Action</th>
<th>Board Role</th>
<th>Resources</th>
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<tbody>
<tr>
<td>At January 2014 Board meeting</td>
<td>Poll Board in connection to corporate logo</td>
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<tr>
<td>March 2014 meeting</td>
<td>Poll volunteers</td>
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<td>Nov./December 2013</td>
<td>Post/Show video</td>
<td>Fundraising Committee</td>
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<td>April 15, 2014; May Board review</td>
<td>Contact plan developed for corporate sponsors</td>
<td>Old web site down</td>
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<tr>
<td></td>
<td>Old web site down</td>
<td>Fundraising Committee</td>
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<tr>
<td>Online donations</td>
<td>Board linked up on personal; fan</td>
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Old web site shut down: Razoo

Online donations

Board linked up on personal; fan
Resources Needed:

- Tech support/lawyer
- Fundraising Committee time and members
- Knowledge – Corporate sponsors; online – B. Frank
- Additional Bigs from corporations

Goal Achieved When:

- Online donations received
- One additional corporate sponsor – ongoing relationship
Diversity can be interpreted to mean different things to affiliates. In 2006, Big Brother Big Sister’s began to identify and secure resources to better serve three key communities within the network; Native American, Hispanic/Latino and African American. Using this intentional approach has strengthened program service delivery and outreach strategies. During the 2011-2014 Strategic Direction, BBBS will continue to focus in these communities, but we have developed a more inclusive and comprehensive approach. We broadly define diversity as,” the mosaic of people who bring a variety of backgrounds, styles, perspectives, beliefs and competencies as assets to the groups and organizations with whom they interact.” In the work of BBBS, this includes the children we serve, our volunteers, our communities, partners, donors, board, and staff. It includes understanding the implications that race, ethnicity, religion, gender, income level, geography, and sexual orientation can play in impacting positive outcomes for our Littles.

**Operational Goal:**

- Recruit one Latino/a Board member; perhaps two depending on geography

**Desired Outcomes:**

- Diverse Board – trickle down
- Understanding culture
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<th>Success Indicator</th>
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<tr>
<td>Under-standing culture – education; needs; wants; role models to model needs</td>
<td>Cultural competency online training and Board</td>
<td>January 2014</td>
<td></td>
<td>Betsy</td>
<td>100% of Board have taken training</td>
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<td>Lack of knowledge; time; who to connect with</td>
<td>Recruit Single/Latino parent; more diverse</td>
<td>November 2014</td>
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<td>Having Board discussion with diverse representative</td>
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<td>Develop resources we didn't have before</td>
<td>Feedback from Latino; single families; youth/Big</td>
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<td>Open to change and feedback</td>
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<td>Missing language</td>
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<td>Person</td>
<td>Individual comes to Board to provide education on Latino needs</td>
<td>May 2014</td>
<td>Board recruit</td>
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<td>Recruit new Board members</td>
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Resources Needed:

- Policies/processes – may be in place
- National template
- Knowledge – outreach
- Recruitment packet – including expectations
- Child care; transportation; language skills
- Staff/Board meeting create community/relationship-building

Goal Achieved When:

- There is new and diverse Board membership.
The board/staff will take this plan and further develop goals and action steps to address each of the issues as actions are achieved and new actions must be devised over the course of 2014. Special note was made of the importance of prioritizing the waiting list for matches during 2014 as well. The board has committed to the implementation of this plan and will be reviewing its progress on a regular basis over the course of the next year.

**Adaptation of Research**

The methods and processes used to develop this strategic plan were based on the following research:


APPENDIX
1. Goal:

2. Our desired outcomes are:

3. What are the practical strategies we could consider to achieve our goals and desired outcomes?
4. What are the possible barriers to successfully implementing these strategy alternatives?

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Possible Barrier</th>
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5. What strategy alternative is the most likely to succeed?

6. What key actions must be taken this year to implement these ideas?
What specific steps could be taken in the next six months to implement these initiatives and who would be responsible for implementing them?

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<tr>
<th>Action</th>
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<th>Board Role?</th>
<th>Staff Role?</th>
<th>Key Indicator of Success</th>
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8. What resources will we need to achieve our goals?

9. How will we know when we’ve successfully achieved our goals?