

Big Brothers Big Sisters
KISmet Program
2007-2008 Budget Proposal

Julia Westhoff
Final Project
PA 730

May 17, 2007

Dear esteemed members of the Big Brothers Big Sisters of the Bay Area Board of Directors,

Enclosed please find the budget proposal and supporting documents for the Kids in Schools Meeting Their Match (KISmet) program of Big Brothers Big Sisters of the Bay Area (BBBSBA). This program, now in its fourth year, serves students living in East Palo Alto, Menlo Park, and Redwood City. It has grown from serving 20 students in its first year, to 200 students currently. The program works with teachers, parents, and students to provide comprehensive mentoring that lasts a year or more. Data collected by outside consultants shows that when compared with other students, our program participants are less likely to skip school, use drugs or alcohol, or engage in physical violence. Additionally, they usually get better grades, have higher self-esteem, and are more likely to feel that someone cares about them than other students.

Clearly the KISmet program is having its intended consequences. And it continues to grow, with a new school site opened in 2007, and two more in the works for 2008. This expansion reflects the growth of BBBSBA as a whole. As our transition from three separate agencies (BBBS of East Bay, Santa Clara County, and San Francisco and the Peninsula) into one whole agency continues, our agency is growing at an unprecedented rate.

The one thing that remains uncertain for the KISmet program is its source of revenue. A three year grant from the Department of Education is coming to an end, and it is imperative that the agency finds new funding sources to continue this successful program. So far a grant has been found to sustain KISmet for the coming year, but it is unclear whether those grants will fund the program in the future. Therefore, KISmet employees are making every effort to be financially responsible.

On behalf of Big Brothers Big Sisters of the Bay Area, I present this budget to you in full confidence that the KISmet program will continue to grow and excel while spending less money than in previous years. With better financial management, a seasoned staff, and establishment in the community, this program will proceed to get more efficient as it grows.

Thank you,

Julia Westhoff
Budget Analyst
KISmet Program
Big Brothers Big Sisters of the Bay Area

Overview of Jurisdiction

There are real needs for the KISmet program in the San Mateo and Santa Clara Counties, where the program is based. Below are some demographics from the U.S. Census and kidsdata.org that illustrate this point. In these two counties there are:

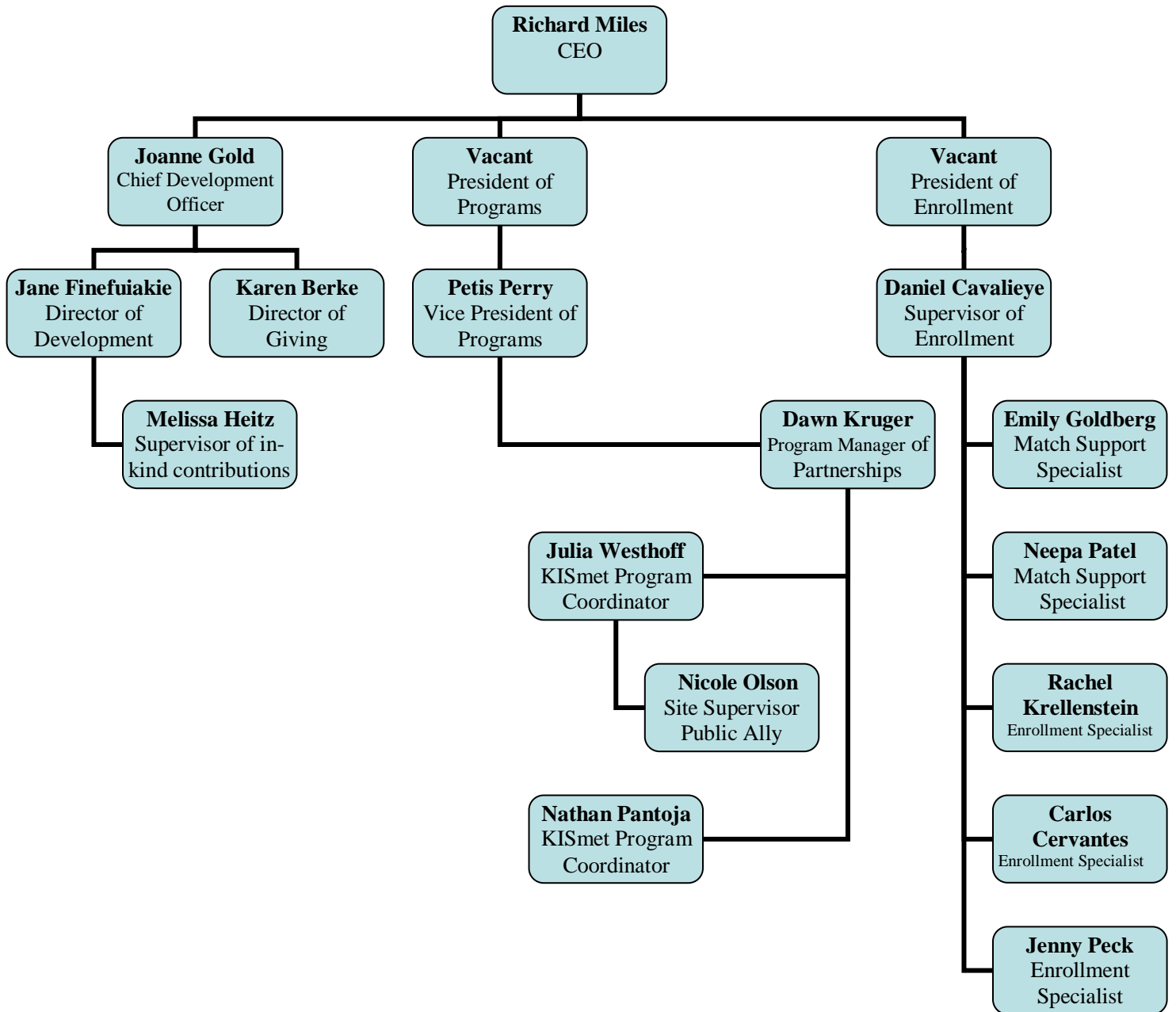
- 60,000 kids age 6-15 living with a single parent.
- 18,970 single-parent households with kids at home, who live under the Federal poverty line. (*The federal poverty line, where a family of four is living on less than \$20,650 per year.*)
- At least 27 neighborhoods classified as having “concentrated poverty”, which refers to neighborhoods where at least 40% of the residents are living below the Federal poverty line.
- These neighborhoods have no “affluent leadership class” to help bring them out of poverty.
- Once a neighborhood loses its leadership class families there is a rapid increase in crime, unemployment, teen delinquency, pregnancy, and school drop-outs.
- 16,000 kids will spend a week in drug rehab this year.
- 17% of high school students will end up dropping out.

Clearly it is necessary to recruit positive mentors to volunteer in San Mateo and Santa Clara County. The KISmet program is especially equipped to work in this area because program representatives are active members of the county communities. KISmet program officers work with teachers, community members, police officers, and other community groups to make sure that parents and guardians are aware of the program’s existence. This is in contrast to other BBBS programs, which rely on parents and guardians to seek out the program. KISmet has found success in using the school systems as a method for obtaining program participants who might not otherwise be aware of the program.

KISmet Partnerships

The KISmet program works closely with community and school partners so that the program can thrive while maintaining low overhead. In spite of its plan to open more school sites (thereby growing the program significantly) in coming years, BBBSBA does not plan on hiring more KISmet program coordinators in the near future. Instead, KISmet staff members work closely with each site’s teachers, counselors, and after school program coordinators. These school staff members eventually take on much of the KISmet responsibility, at no cost to BBBSBA.

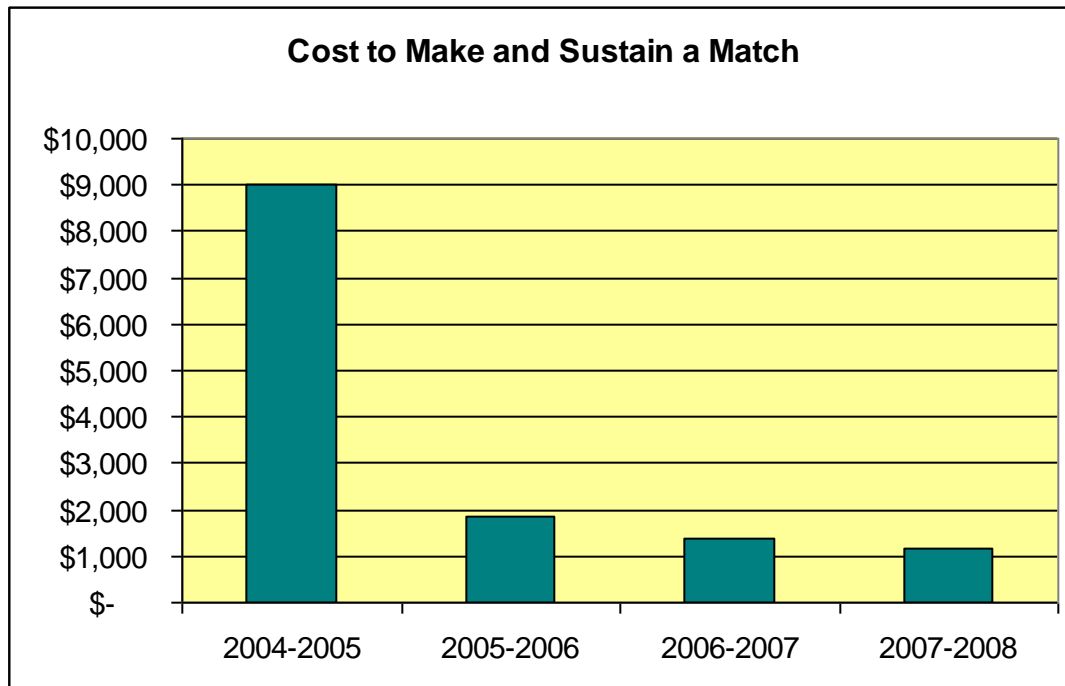
Organizational Chart of Big Brothers Big Sisters of the Bay Area



Budget Justifications

It currently takes slightly over \$1,000 to make and sustain a match in the KISmet program. This cost has decreased significantly from KISmet's first year, when it took \$9,000 to make and sustain a match (see figure 1-A). As employee experience and efficiency grows, this amount is sure to decrease even more. This is due in part to streamlining the processes by which BBBS staff recruit, interview, and retain volunteers and participants. This also has to do with the fact that the program has become more established in schools and communities. In addition, retaining knowledgeable staff has also saved the program money. Staff salaries grow at about 3% per year, in accordance with cost of living adjustments.

Figure 1-A



The grant for the proposed budget for 2007-2008 is smaller than the grant in the previous year. There are several reasons for this. In looking at past budgets it is clear that there was a large amount of waste taking place (see Figures 2-A&B). Unfortunately, those funds, from a grant from the Department of Education, were “use it or lose it”. In total, over \$156,000 was lost during the three year grant period. This was due to poor budget management. The person in charge of those budgets has since been fired, and her replacement has been instructed to keep careful track of spending throughout the year, making sure every penny of the money allocated has been spent. The CEO, Richard Miles, has also agreed to provide more oversight in this matter. Keeping better track of spending will allow the KISmet program to actually spend more money to maintain its current pace, while still adhering to a smaller grant.

Figure 2-A

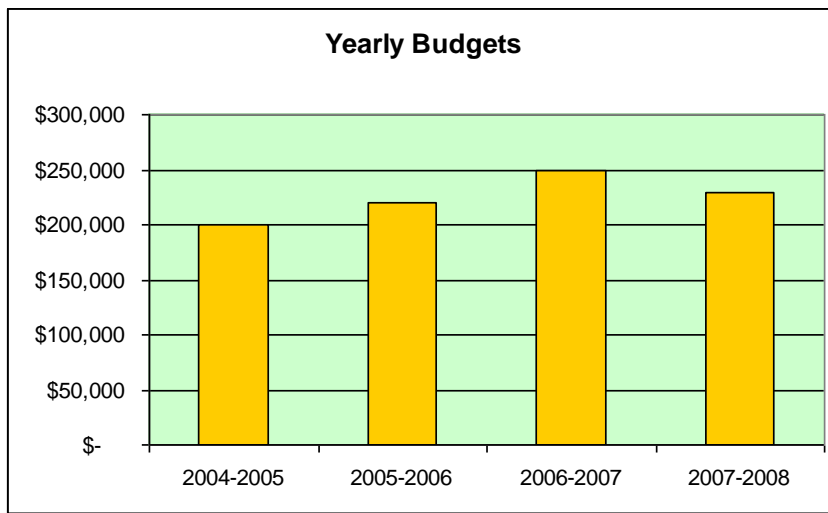
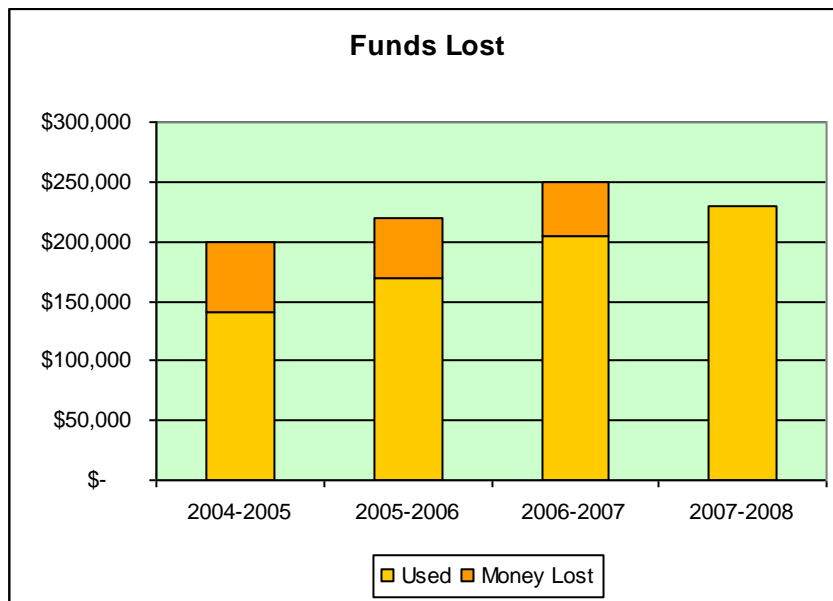


Figure 2-B



Another area of change is travel. This year the national BBBS meeting was in San Francisco, thereby saving about \$3,000 in travel expenses. Next year that conference will be in New Orleans, requiring an increase in funds. The regional conference, however, will be local this year, saving us money in both the Annual Meeting and the Regional BBBS Conference categories. Travel expenses will take an increasingly large chunk of the budget as our organization grows. Merging three chapters means more driving for all staff. Additionally, while we save money in office expenses by having some staff work from home, this also increases mileage reimbursement costs.

Most of the other budget increases are simply due to the program's growth. Program goals for this year are to engage about 300 participants, an increase of about 50%. Areas of the budget that deal directly with program participants reflect this need – those expenditures are each expected to increase by about 50%. For instance, more mentors and students means more money needs to be spent for training materials, match-oriented cultural events, and materials supplied for on-site match activities. Similarly, more money will be required for volunteer background checks and recruitment. Also, the cost of opening a new school site is reflected in the program office costs.

Contractual obligations in our Department of Education grant required that the program spend about 10% of the budget on a program evaluator (see Figure 3-A). The new grant, from the Dreyer's Foundation, also requires a fairly stringent program evaluation. The staff has been happy with the current evaluator, and hope to retain her in the coming year. Her fee will be increasing due to the increased growth of the program. The evaluator has priced that increase at an estimated \$2,000.

Figure 3-A

