

Latino Board Leadership Academy

Strategy/Sustainability Case Study

You're a new board member (this is your 2nd meeting) of a thriving youth focused violence prevention organization located in San Jose and primarily serves San Jose and the surrounding areas in Santa Clara county.

Quick facts:

Organization founded in 2005

Staffing: 34 Staff (mix of full/part time); 200 – 300 volunteers and youth leaders annually.

Financials (they are on a calendar year fiscal year)

2021 annual revenue \$3.75 million:

\$2.75 Million in local/school contracts;

\$750k in foundation/corporate philanthropy (about half restricted to specific programs and projects);

\$250k raised from special events and individual giving.

2021 expense \$3.25 million. They ended the year with \$500k surplus which increased their net unrestricted assets to a total of \$900k. Their overall budget for 2022 is

\$4.25 Million with a projected surplus of \$100k (and is currently ahead of target because of some recent grant awards).

Current programs:

Prevention

Prevention program that trains high school students and young adults from neighborhoods with high levels of violence to be Peer Educators.

Advocacy

Staff and youth leaders work with civic, state and federal leaders to design and pass sensible policies that reduce gun, gang, family and dating violence.

Violence Interruption

Our trained staff and volunteers take to the most dangerous streets at the most dangerous times of night to engage young people, to diffuse tensions, mediate conflicts and encourage alternatives to violence.

Healthy Pathways

Adult mentorship program that helps young people make the transition back home from incarceration, back into school, and back into stability.

Healing

The Healing project provides critical response to family and friends of homicide victims in order to prevent retaliation and promote healing.

Impact

The organization is considered one of the most effective violence prevention programs in schools and in the community violence prevention. Recently has been held up as an example nationally for violence prevention. Their evaluation methodology is also now being used as a model to measure efficacy of violence prevention programs. The CEO was invited by Barack Obama to the White House for a national forum on violence prevention back in June of 2016.

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The Grant Opportunity

At the board meeting (on March 17) the CEO announced that they were planning to apply for federal funds that would bring their approach to communities across the country. The **4 primary regions** they would be serving is Southern California, South Florida, Baltimore/Washington, and Atlanta. The federal grant is 3 years and worth \$4 million/year (total \$12 million) with potential increases in year 2 and 3. This grant comes from a pool of money that was created back in 2016 during the Obama administration.

The grant opportunity main deliverables entail:

- 1- Developing training curriculum based on their current school and community-based violence prevention programs.
- 2- Delivering intensive training to staff and volunteers of 16 – 24 local youth serving organizations across the country. In other words, it breaks down like this:
 - a. 4 Regions (Southern California, South Florida, Baltimore/Washington, Atlanta).
Training for 4 -6 organizations in each of those regions.
- 3- Providing ongoing coaching and support to the staff and volunteers for the 16 – 24 youth serving groups mentioned in #2.
- 4- Developing a website and online learning resources to be used by the 16 – 24 youth serving groups and any organization or community group who is interested in starting up a program on their own.
- 5- Evaluation report at the end of year 2 and 3 and at year 5.
- 6- The application for the federal grant is due in about 4 weeks (April 13).
- 7- They will announce the grant in 3 months later (August) with 6 weeks of finalizing the contract (finalized deliverables and total year 1 budget) following the award announcement. The “work” will start 3 months after that contract is finalized (i.e. 3 month initial “ramp up time”).

- What important information do you need as a board member?
- What is the sustainability risk/opportunity?
- What is the strategy question?
- What do you expect from your fellow board members?
- What do you expect from the CEO/Staff?
- What is your responsibility as a board member?
- Any other questions?
- How should they proceed?