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SERVICE DELIVERY MODEL

Big Brothers Big Sisters

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Big Brothers Big Sisters of America would like to thank the following individuals from the Big Brothers Big Sisters network for their review of this update to the Service Delivery Model.

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TABLE OF CONTENTS

BEFORE YOU BEGIN

INTRODUCTION

Big Brothers Big Sisters' mentoring programs have endured for more than a century because our model of matching one adult with one youth and supporting that relationship creates positive change. Our Service Delivery Model (SDM) provides a process and tools for making, supporting, and closing these match relationships. Big Brothers Big Sisters' required Standards of Practice provide the foundation for the SDM. Adherence to Standards and the evidence-based best practice principles in the SDM help to ensure that agencies deliver consistent, high-quality services and achieve intended outcomes.

The variance in local agencies' needs makes it impractical to adopt a one-size-fits-all approach to Big Brothers Big Sisters programming. With this in mind, the SDM is informed by external research on child safety, youth protection, and agency innovation, each of which are critical to defending the potential of the youth in our programs.[1] Thus, it is important that each aspect of the SDM is reviewed and carefully considered.

The SDM begins with a glossary defining key terms needed to understand and apply our program model. Also, the "Overview" section provides insight on the purpose and context of this manual, along with reading and usage tips. If you have questions about the SDM, please email affiliatesupport@bbbsa.org.

A TRAUMA-INFORMED APPROACH

In the late 1990s, the Center for Disease Control (CDC) and Kaiser Permanente conducted what is now known as the Adverse Childhood Experiences (ACE) study to assess the prevalence and effects of adverse childhood experiences (i.e. abuse, neglect, parental separation or incarceration, family violence, parental mental illness and substance abuse). The study's findings show that in a sample of over 17,000 individuals, 64% had experienced at least one ACE prior to the age of 18. Also, findings indicate the more ACEs a person experiences, the more likely they are to suffer from things like substance abuse or addiction; physical conditions, such as high blood pressure, obesity, and cancer; and mental health concerns as adults (Felitti et al., 1998).

The findings from the initial ACE study, while surprising, are not unique. The 2015 National Survey of Children's Exposure to Violence, conducted by the U.S. Department of Justice, found that nearly 60% of youth 17 years and under had been exposed to at least one type of violence such as physical assault, sexual victimization, maltreatment, gun violence, or witnessing violence in the past year. These types of experiences can affect how children and youth react in certain situations, how they do in school, how they behave, and their long-term health and development (Finkelhor et al., 2015).

Childhood experiences of abuse, neglect, or witnessing traumatic events, like domestic violence, shootings or even fighting, can impact the physical development of a child's brain (De Bellis & Zisk, 2015). These effects, which can lead to lifelong health and social issues for a child, are intensified if the trauma is chronic. Fortunately, research also indicates that the presence of a stable, caring adult can help children increase their resiliency and recover from exposure to traumatic events (National Scientific Council on the Developing Child, 2004). Big Brothers Big Sisters' programs have been shown to decrease risk factors and increase protective factors. These outcomes can ultimately lead to intergenerational impacts that result in reductions in violence and victimization in children's lives and the promotion of healing from adverse childhood experiences.

[1] Big Brothers Big Sisters' Standards of Practice and Service Delivery Model are based on peer-reviewed research from subject matter experts in youth services, mentoring, volunteer screening, social work, and child safety and youth protection to name a few. Additionally, we regularly assess our Standards and the SDM based on current research. See Saul & Audage (2007), *Elements of Effective Practice for Mentoring* (MENTOR, 2015), Leclerc, Proulx & Beauregard (2009), *Royal Commission Report* (Royal Commission into Institutional Response to Child Sexual Abuse, 2012), and *Staff Screening Report* (Patterson, 2014).

At Big Brothers Big Sisters, we are committed to being a part of the solution toward ending violence and victimization in children's lives and building the skills of resilience in those affected by adverse childhood experiences.

Big Brothers Big Sisters of America is dedicated to implementing a trauma-informed approach at agencies nationwide. According to the Substance Abuse Mental Health Services Administration (SAMHSA), an organization that has adopted a trauma-informed approach:

1. Recognizes the impact of trauma and potential for recovery;
2. Recognizes the signs and symptoms of trauma;
3. Responds by integrating knowledge of trauma and its effects into policies, procedures, and practices; and
4. Seeks to actively resist re-traumatization.

Further, SAMHSA (2014) notes that a trauma-informed approach demonstrates adherence and consideration to the following six principles, instead of a "prescribed set of practices and procedures":

1. Safety
2. Trustworthiness
3. Peer Support
4. Collaboration and Mutuality
5. Empowerment, Voice, and Choice
6. Cultural, Historical, and Gender Issues.

Throughout the SDM, enhancements have been included that align with a trauma-informed approach. These enhancements are noted with .

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GLOSSARY

The following key terms are provided to assist staff in reading the Service Delivery Model and incorporating it in their program work.

ADVERSE CHILDHOOD EXPERIENCES (ACEs)

A term that describes abuse, neglect, and potentially traumatic experiences that occur prior to age 18, as defined by the seminal Adverse Childhood Experiences (ACE) study conducted in the late 1990s by the CDC and Kaiser Permanente.

ASSESSMENT

A holistic, written review of information. It can be a review of enrollment information (enrollment assessment), a match introduction meeting (post-match meeting assessment), or match closure (closure assessment).

CHILD OUTCOMES SURVEY (COS)

A survey completed with all youth ages 10 and younger to assess program impact.

COMMUNITY-BASED MATCH

A match that meets in the community.

ENROLLMENT

The process by which professional staff interview, gather information about, and thoroughly assess an applicant wanting to participate in a Big Brothers Big Sisters program.

INQUIRY

A contact (via phone, mail, email, web, walk in, or sign-up sheet) made by someone seeking to participate (or referring someone to participate) in a Big Brothers Big Sisters program.

MATCH

A one-to-one mentoring relationship between a youth and an older mentor, in which they spend consistent, significant time together, and which is monitored and supported by professional staff.

"A one-to-one mentoring relationship" suggests a relationship involving one mentor and one youth (although "couples matches," where two adults are matched together with a youth, are also consistent with this model) that is characterized by trust, guidance, positive role-modeling, and fun.

"Between a youth and an older mentor" means a Little who, at the time of enrollment, is between the ages of 5 and 18, and a Big who is older than the Little (i.e., is not a peer, but can serve as a role model or guide).

"They spend consistent, significant time together" means the match meets regularly and for an amount of time that is sufficient for building a relationship and engaging in activities that promote positive youth development.

MATCHING

During this process, staff assess the participant's eligibility, suitability, and matchability. Matching occurs after participants have successfully completed all steps of the enrollment process and are ready to be matched.

MATCH INTRODUCTION MEETING

The in-person meeting where match participants are introduced to each other by agency staff and review program guidelines and policies.

MATCH SUPPORT

The professional monitoring, support, and continual engagement with the Big, Little, parent/guardian(s), and site partners while the match is active. Match support staff guide the match in achieving positive outcomes for the youth, and transition the match to closure and re-engagement when appropriate.

MATCHFORCE

Matchforce is Big Brothers Big Sisters' match management system. It is the primary system in which Big Brothers Big Sisters agencies document information about Bigs, Littles, and matches (See Appendix 3 for Standard 10, Federation-Wide Information Management System).

ORIENTATION

Orientation is generally offered before the interview as a way of providing an overview of the Big Brothers Big Sisters program and ensuring it is the right fit for the potential participant before they move into the enrollment process.

PRE-MATCHING

The process where staff review enrollment information to identify the best volunteer mentor for a child. This includes the pre-match presentation.

PRE-MATCH PRESENTATION

The communication in which program staff present a potential volunteer or Little to match participants. The presentation includes the rationale behind the recommendation and an opportunity for all participants to approve or decline the proposed match.

PRE-MATCH TRAINING

Pre-match training is provided to participants prior to being matched to ensure participants have the necessary information to build a strong and enduring match.

PROGRAM

Mentoring that occurs in a particular setting and/or with a targeted population.

PROGRAM MANUAL

Agency-specific written policies and procedures to be used for implementing all one-to-one services (See Appendix 4 for Standard 12, Program Manual).

QUALITY ASSURANCE (QA)

A process by which the program work of all staff is reviewed on an ongoing basis, allowing the agency to provide staff with real-time, documented feedback and recommendations for improvement (See Appendix 1 for Standard 8, Quality Assurance).

READY TO BE MATCHED (RTBM)

A stage in Matchforce in which a participant has been accepted into the program and all required steps in the enrollment process have been completed and approved. This stage occurs before an individual is placed in a pending match.

RECRUITMENT

Targeted marketing efforts to find additional children or volunteers for an agency's program.

RISK AND PROTECTIVE INVENTORY (RPI)

An inventory completed with parents/guardians during enrollment to assess the strengths and needs of a child.

SITE-BASED FACILITATED MATCH

A match that only meets at a designated site (e.g., school, workplace, or other site) and a staff member is present at all sessions to observe match interactions.

SITE-BASED MATCH

A match that only meets at a designated site (e.g., school, workplace, or other site) but no BBBS staff member is present observing the sessions or match interactions.

SITE-BASED PLUS

A hybrid program where matches meet both in Community- and Site-Based settings. Any match permitted to meet outside of a designated site must follow the volunteer and youth/family enrollment, training, matching, and match support procedures of a Community-Based match, even if the primary meeting location will be the designated site.

STANDARDS OF PRACTICE

The minimum requirements all agencies must meet to be in compliance with Big Brothers Big Sisters of America.

STRENGTH OF RELATIONSHIP (SOR) SURVEY

A survey completed by matched children ages 9 and over, as well as matched volunteers, to assess relationship health.

TECHNOLOGY-ENHANCED MENTORING (TEM)

A modified version of Site-Based mentoring where matches communicate through a combination of in-person and electronic means and interactions are guided through a curriculum that the match completes together.

THE LEARNING EXCHANGE

The online learning management system where all of the Big Brothers Big Sisters training materials are located.

TRAUMA

According to the Substance Abuse and Mental Health Services Administration, individual trauma is "an event, series of events, or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individual's functioning and well-being."

YOUTH OUTCOMES DEVELOPMENT PLAN (YODP)

Child-specific goals and outcomes used as a tool to guide the match.

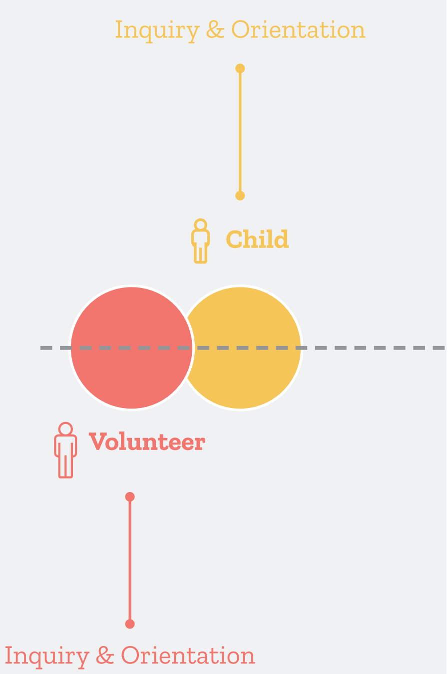
YOUTH OUTCOMES SURVEY (YOS)

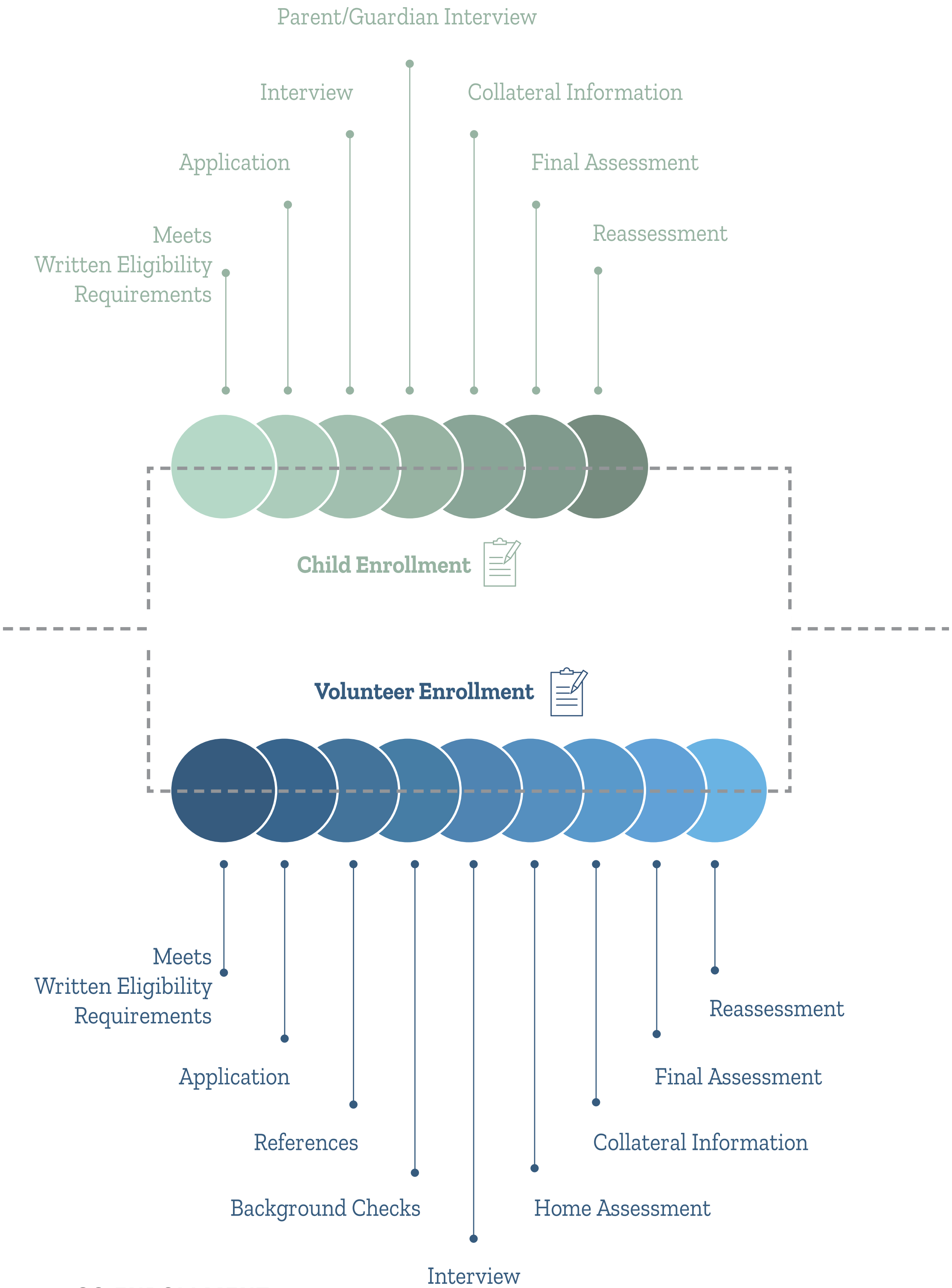
A survey completed with all youth ages 11 and over to assess program impact.

OVERVIEW

SERVICE DELIVERY MODEL PROCESS FLOW*

The purpose of this process flow is to help users understand the relationship between the Standards and the SDM. It will also illustrate the process for implementing the SDM in a BBBS program.





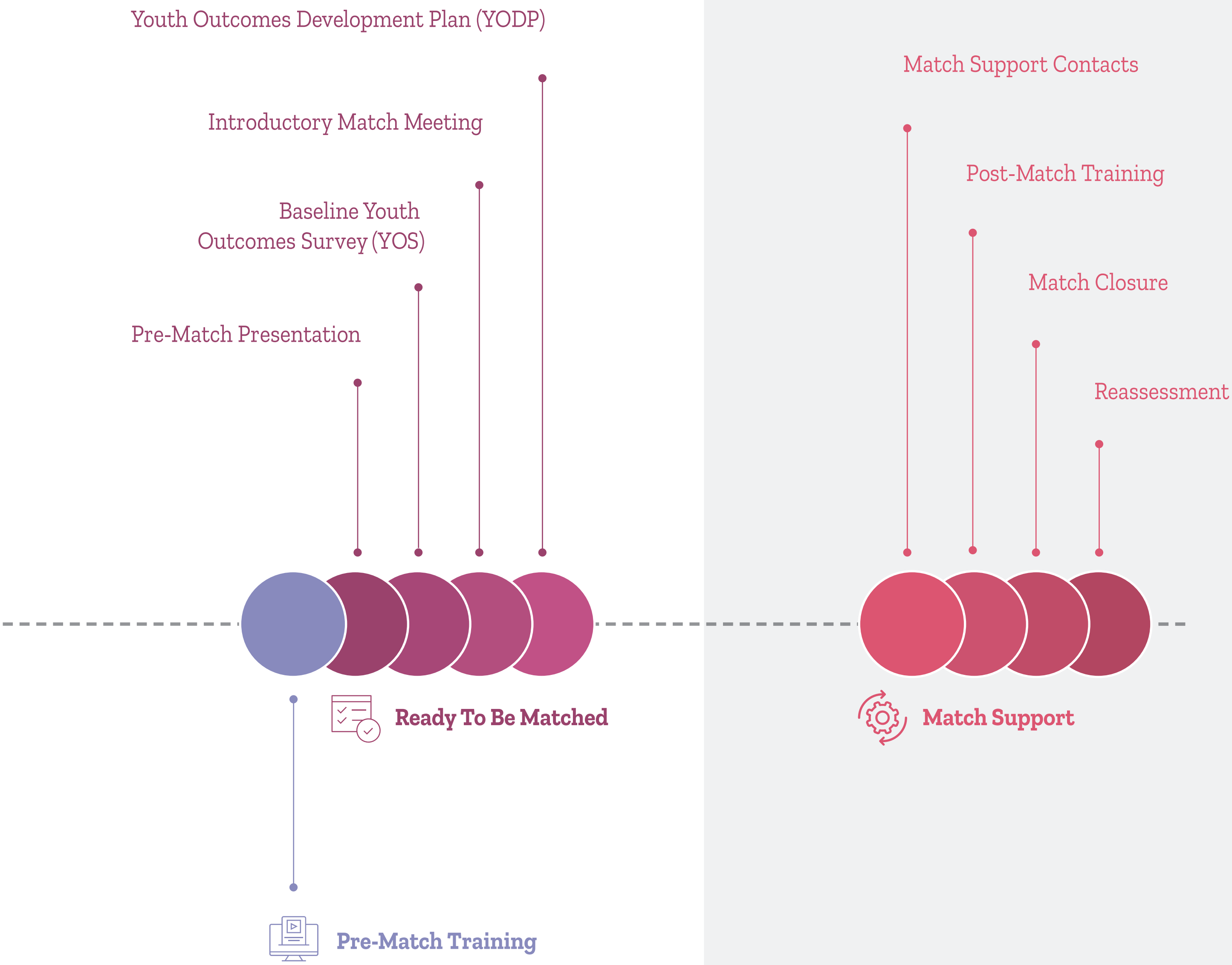
01 CUSTOMER RELATIONS

Standard 14 - Inquiry, Recruitment & Oreientation

02 ENROLLMENT & MATCHING

Standard 9 - Child Safety & Youth Protection Policies
Standard 11 - Outcomes System
Standard 15 - Child Enrollment
Standard 16 - Volunteer Enrollment
Standard 17 - Pre-Match Training
Standard 19 - Youth Outcomes Development Plan

**The order in which these steps are completed is determined by each agency.*



03 MATCH SUPPORT

Standard 20 - Match Support & Match Supervisory Schedule
Standard 21 - Match Closure
Standard 22 - Reassessment for Re-Match

WHAT IS THE SERVICE DELIVERY MODEL?

The Big Brothers Big Sisters Service Delivery Model (SDM) provides a framework of standards and enhancements based on research and empirical evidence to drive positive outcomes for youth. It is rooted in our national Standards of Practice and provides processes and tools to help agencies deliver consistent, quality service.

WHY IS IT IMPORTANT?

1. IT FOCUSES ON OUR MISSION

The vision of Big Brothers Big Sisters is that all youth achieve their full potential. Our mission is to create and support one-to-one mentoring relationships that ignite the power and promise of youth. As an organization, we hold ourselves accountable for youth outcomes, including:

- Higher aspirations, greater confidence, and better relationships;
- Avoidance of risky behaviors; and
- Educational success.

2. IT REFLECTS OUR VALUES

- **Child Safety and Youth Protection** - We seek to maximize the physical and emotional safety of all participants in Big Brothers Big Sisters' programs.
- **Outcomes** - We seek to drive positive outcomes for youth.
- **Research and Evidence-Based Practice** - We draw on external mentoring research, network data, and empirical evidence, as well as consultation from external and internal experts to identify practices that lead to quality programs.
- **Equity** - We are intentional about the youth we serve and the volunteers we engage in order to meet the critical needs in the communities served by Big Brothers Big Sisters' programs. The SDM provides space for flexibility, where needed, to effectively serve specific, targeted populations.

WHERE IS IT APPLIED? | PROGRAM CONTENT

It is important to understand that the SDM is implemented in all program contexts (Community-Based, Site-Based, Site-Based Plus, Site-Based Facilitated, and Technology-Enhanced Mentoring) and in various initiatives (e.g., Bigs in Blue or Workplace Mentoring) where mentoring is provided in a particular setting and/or with a targeted population. The SDM is not a comprehensive program guide; rather, it details critical components in implementing a high-quality program.

HOW IS IT APPLIED? | CORE FUNCTIONS

The SDM is applied through three core functions: customer relations, enrollment and matching, and match support. Agency size and structure may determine how each of the functions are conducted. For example, some agencies may have one staff member complete all three functions, while other agencies may have multiple staff who each take a specific role. Regardless of who completes these functions, agencies should e nsure that all staff members possess the required competencies for their assigned function(s) (See Appendix 6 for Standard 23, Program Staff Training). Even in agencies that do separate staff by function, the ability to work cross-functionally may be necessary and important in some circumstances, such as periods of high volume (e.g., beginning of the school year enrollment), or in an agency with bilingual staff who may be called on to fill many functions.

CUSTOMER RELATIONS

Customer relations engages interested youth, parents/guardians, and volunteers and initiates the enrollment process.

ENROLLMENT AND MATCHING

Enrollment and matching assesses youth and volunteers for their eligibility, suitability, and matchability. Once applicants are accepted, they are placed in an appropriate match.

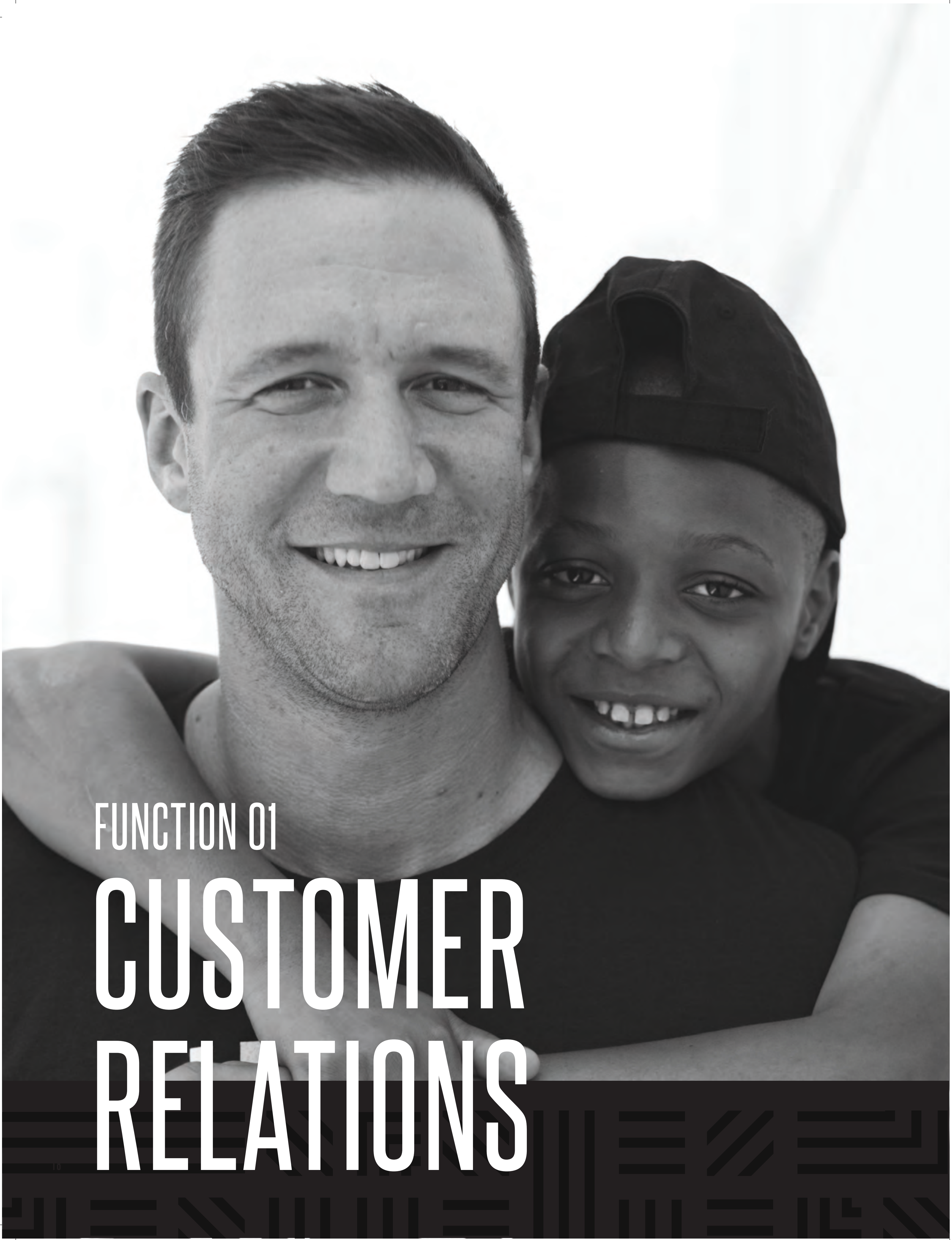
MATCH SUPPORT

Match support provides monitoring, support, and continual engagement with the Big, Little, parent/guardian(s), and site partners for the life of the match. It guides the match in achieving positive outcomes for the youth, transitions the match to closure, and initiates re-engagement of parties when appropriate.

HOW IS IT ORGANIZED?

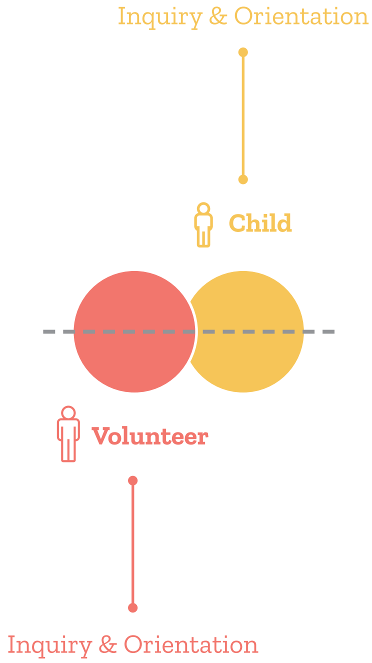
The SDM is organized into the three core functions referenced above. Each core function includes one or more of the Big Brothers Big Sisters Standards of Practice. For each Standard of Practice outlined in the SDM, the information is organized into the following categories:

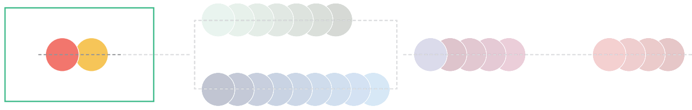
1. **Standards** - This section contains the Standards of Practice, which are required of all agencies to be in compliance with Big Brothers Big Sisters of America's policies.
2. **Enhancements** - This section contains practices that are not required to be in compliance with the Standards of Practice but details how to provide high-quality service in each function of the SDM. Enhancements are derived from researchers and practitioners in youth development, youth protection, social work, psychology and other fields related to one-to-one mentoring. They also contain practices that apply a trauma-informed approach.
3. **Rationale** - This section provides support for why the Standards and Enhancements are important.



FUNCTION 01

CUSTOMER RELATIONS


Inquiry & Orientation
Child
Volunteer
Inquiry & Orientation



PURPOSE

The purpose of the customer relations function is to engage individuals interested in Big Brothers Big Sisters.

OBJECTIVES

1. To provide timely, high-quality customer service.
2. To support recruitment and fund development efforts with high-quality customer service.
3. To share critical information with potential participants that helps them engage with the agency and understand program requirements and expectations.
4. To promote safe and enduring matches that result in better youth outcomes.

STANDARDS REFERENCED

Standard 14 – Inquiry, Recruitment & Orientation

*Please reference Standard 9 for Child Safety and Youth Protection Policies that apply to each step of the customer relations process (See Appendix 2).

STANDARD 14. INQUIRY, RECRUITMENT & ORIENTATION

Big Brothers Big Sisters Standard of Practice 14 outlines what is to be included in the inquiry, recruitment, and orientation process. Below, each step within this process is broken down and includes a review of the Standard of Practice, additional instructions if applicable, and helpful tips to assist in this job function. This section is not all inclusive, but serves as a guide for inquiry, recruitment, and orientation.

STANDARDS

Volunteer Inquiry, Recruitment, and Orientation

For volunteers, orientation includes:

S.14.1 Description of Big Brothers Big Sisters/agency mission, programs, benefits, and purpose of program (why we do the work we do).

S.14.2 Demographics of the children served.

S.14.3 Eligibility criteria and commitment expectations.

S.14.4 Review enrollment process steps, including the agency's right to accept or deny participants, or close a match at any time.

Parents/Guardians Inquiry, Recruitment, and Orientation

For parents/guardians, orientation includes:

S.14.5 Description of Big Brothers Big Sisters/agency mission, programs, benefits, and purpose of program (why we do the work we do).

S.14.6 Child eligibility criteria and commitment expectations, emphasizing the importance of parental involvement.

S.14.7 Review enrollment process steps, including agency's right to accept or deny participants, or close a match at any time.

S.14.8 Site-Based Mentoring (SBM) ONLY: send to the home the application/ permission forms, along with child safety/prevention materials, and enough program information for parent/guardian(s) to make an informed decision.

ENHANCEMENTS

Responsiveness to Inquiries

E.14.1 Handle all inquiries with courtesy, timeliness, and flexibility.

E.14.2 Respond to all online inquiries, emails, or voicemail messages within one workday.

E.14.3 Acknowledge online inquiries electronically and follow up by phone.

E.14.4 During the first contact, determine how the individual wishes to become involved (e.g., as a Big, a Little, a donor, or other volunteer) and respond accordingly.

E.14.5 During the first telephone conversation, engage the individual and offer immediate next steps, if appropriate, by scheduling an in-person interview or appropriate pre-interview orientation opportunity.

E.14.6 Staff seamlessly refer an individual to another department within the agency if the individual is not inquiring about program (i.e. match) participation. Identify clear procedures guiding when, to whom, and how customer relations refers such inquiries.

E.14.7 Be familiar with special partnerships (e.g., corporate partners, fraternities) and targeted recruitment efforts to better determine whether inquirers are affiliated with a partner or targeted group and respond appropriately.

E.14.8 Provide school and corporate partners in Site-Based programs with a single point of contact within the agency.

Follow Up to Inquiries

E.14.9 Conduct timely follow-up after the first conversation with a potential participant.

E.14.10 Use a follow-up contact schedule for volunteers who inquire, but do not want to enroll immediately.

E.14.11 Make interview reminders via call, text, or email one to two days prior to scheduled interview.

RATIONALE

The customer relations function provides information to individuals expressing interest in a Big Brothers Big Sisters program and assesses each individual's needs. This helps customer relations staff guide individuals toward the appropriate program type. Customer relations staff can also use this information to pre-screen individuals based on basic eligibility criteria, such as age or area of service.

Inquiry, recruitment, and orientation are the first steps in engaging an applicant in the Big Brothers Big Sisters enrollment process. The purpose is to provide an applicant with an overview of Big Brothers Big Sisters, including its mission, vision, and programs; review eligibility requirements; set clear expectations; and review the enrollment process. Inquiry, recruitment, and orientation often make up a participant's first impression of the program, and as such, it is paramount to include the agency's commitment to child safety and youth protection in each step of the process.

Inquiry occurs when an individual expresses interest in a Big Brothers Big Sisters program. During the inquiry communication with potential parents/guardians and volunteers, program staff offer a brief orientation with basic information about the program.

Inquiries are received in a variety of ways including in-person at recruiting events, a phone call, or through an agency's website. No matter how an inquiry is received, each agency has a process for managing and responding to it. This ensures participants understand eligibility and commitment criteria along with the steps in the enrollment process. This is an opportunity to make a great first impression and lay the foundation for an enduring match relationship.

Orientation provides basic information about the program and usually occurs before scheduling an interview. Sometimes this takes place during the initial inquiry conversation, and other times it is conducted by email (Site-Based only) or a subsequent in-person meeting. Orientation can help the applicant and the staff member determine whether or not Big Brothers Big Sisters is the right program for them, and which program type best meets their needs. An agency can choose how and when they conduct orientation, as long as it covers the required elements contained in the Standards of Practice.

Because information gathering and assessment begin in inquiry, recruitment, and orientation, the collection of sensitive information may begin as early as the first phone call to an agency (e.g., history of incarcerated parents, special needs of a youth). Using a trauma-informed approach when collecting this type of information includes letting participants know why information is being requested and how that information will be used by Big Brothers Big Sisters staff. Confidentiality and limits to confidentiality should be explained, and participants should be provided information on the next steps in the process so they feel informed and included.

When customer relations staff respond with professionalism, courtesy, and enthusiasm, the agency is able to better engage partners and recruit volunteers. Also, the agency's diversity and intentionality efforts are strengthened because potential participants are treated with sensitivity, flexibility, and responsiveness.

INNOVATION FROM THE NETWORK

RECRUITMENT | SPORTS BUDDIES

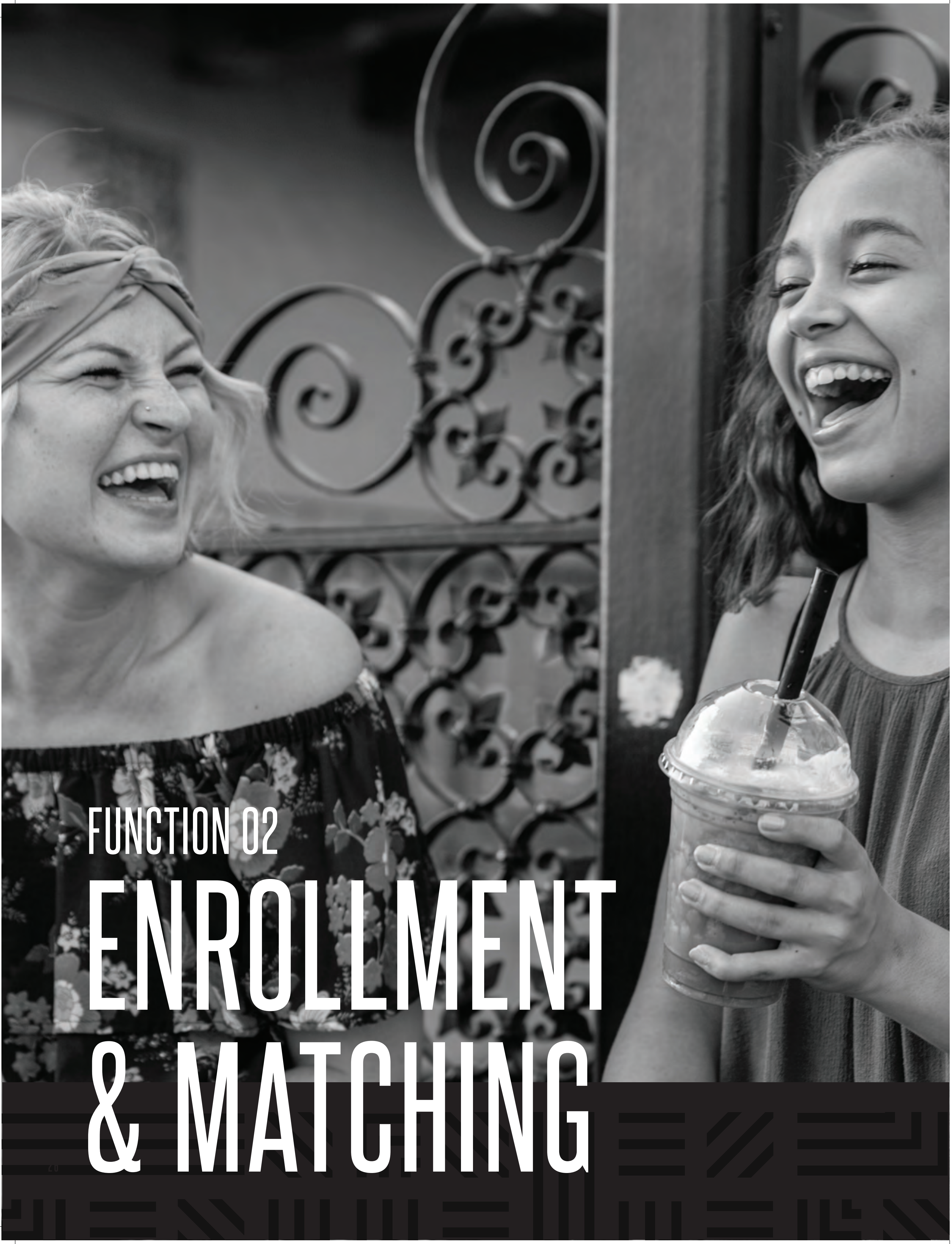
Big Brothers Big Sisters of Colorado

Big Brothers Big Sisters agencies across the country are constantly working on the goal of recruiting more male mentors. Nationwide, only 38% of Bigs are male, even though 61% of the youth on waiting lists are boys. In 2000, Big Brothers Big Sisters of Colorado started an innovative program to recruit more male mentors: Sports Buddies. The idea was that Bigs and Littles would spend two to four hours two Saturdays a month doing a sports-related activity organized by Big Brothers Big Sisters of Colorado. The matches attend athletic events and workout together. Sports gives them a reason to get together, and their personalities give them a reason to stay matched. In 2017, 88% of Big Brothers Big Sisters of Colorado's Sports Buddies volunteers were men, allowing the agency to make matches for many boys on the agency's waiting list.

RECRUITMENT | SCHOOL-TO-WORK

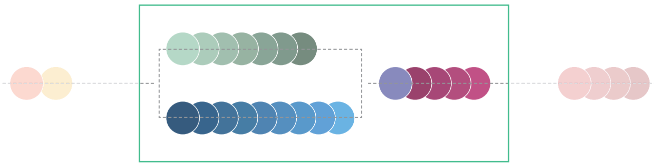
Big Brothers Big Sisters of Miami

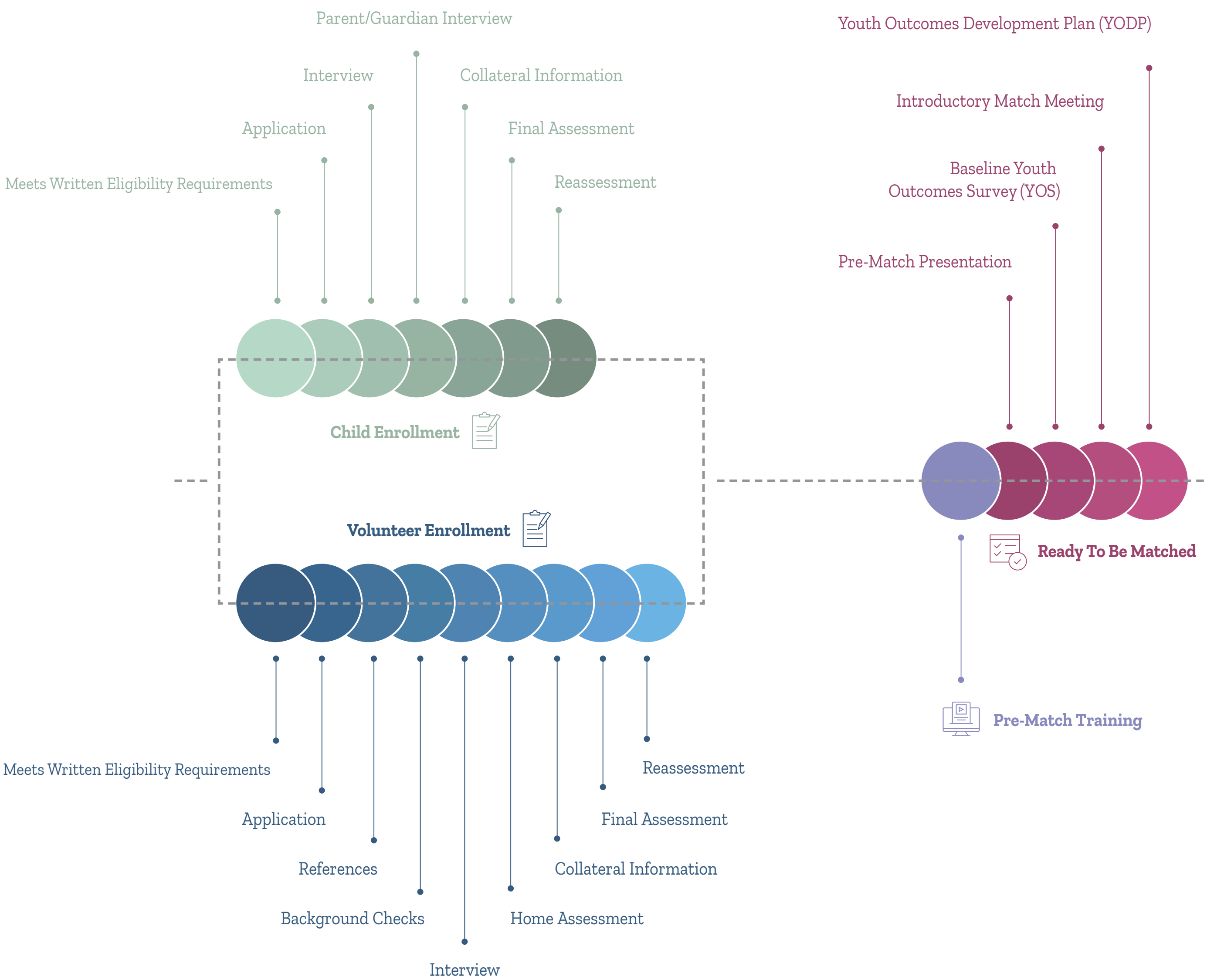
For busy professionals, it can be challenging to make time for mentoring. To solve this problem and recruit more volunteers, Big Brothers Big Sisters of Miami invested in a program called School-to-Work. In 2006, they began working with companies to recruit employees to become Bigs and to create mentoring opportunities during the workday. As of 2017, they have grown the number of companies participating in the Miami area to more than 55. Matches meet at the volunteer's workplace for a half day once a month. Professional staff from Big Brothers Big Sisters of Miami arrange transportation, facilitate career workshops, and support the one-to-one relationships.



FUNCTION 02

ENROLLMENT & MATCHING




Parent/Guardian Interview
Interview
Collateral Information
Application
Final Assessment
Meets Written Eligibility Requirements
Reassessment
Child Enrollment
Youth Outcomes Development Plan (YODP)
Introductory Match Meeting
Baseline Youth Outcomes Survey (YOS)
Pre-Match Presentation
Ready To Be Matched
Pre-Match Training
Volunteer Enrollment
Meets Written Eligibility Requirements
Reassessment
Application
Final Assessment
References
Collateral Information
Background Checks
Home Assessment
Interview

PURPOSE

The purpose of the enrollment and matching function, conducted by professional staff, is to:

- Assess the eligibility, suitability, and matchability of all applicants, including their ability to build and sustain a safe and healthy relationship;
- Make matches most likely to result in strong and enduring relationships;
- Ensure participants understand and accept policies and expectations;
- Begin the process of evaluating impact through the collection of baseline data;
- Ensure that appropriate pre-match training is provided to all participants; and
- Effectively communicate with match support staff the potential training and support needs of incoming matches.

OBJECTIVES

1. To engage applicants in a responsive, courteous manner.
2. To provide applicants with program information.
3. To protect the applicants' right to confidentiality.
4. To collect all data required to make a match recommendation.
5. To conduct a documented home assessment for volunteers and youth.
6. To provide a holistic final assessment that provides the basis for all professional recommendations.
7. To thoroughly train accepted participants and set appropriate expectations for their match.
8. To inform participants of program requirements, training, and support available to them.
9. To ensure match support staff are prepared to support the match.

STANDARDS REFERENCED

Standard 15 – Child Enrollment
Standard 16 – Volunteer Enrollment
Standard 17 – Pre-Match Training
Standard 18 – Pre-Match and Matching

*Please reference Standard 9 for Child Safety and Youth Protection Policies that apply to each step of the enrollment and matching process (See Appendix 2).

STANDARD 15. CHILD ENROLLMENT

The child enrollment process helps to determine the eligibility, suitability, and matchability of the child for services. The process gathers the necessary information needed to enable the professional agency staff to prepare recommendations based upon the child's strengths, interests and needs; the ability of the child to form a committed relationship with a Volunteer Big; and the parent/guardian's ability to partner with a Volunteer Big and/or the agency.

STANDARDS

Child Enrollment

S.15.1 Child meets the agency's written eligibility requirements.

S.15.2 Signed application from parent/guardian giving written consent, including appropriate releases (e.g. media, confidentiality).

S.15.3 Conduct an in-person interview with child.

S.15.4 Interview with parent (not required for Site-Based matches; however, the parent/guardian and school must be given the opportunity to provide information about the social, educational, behavioral, and developmental strengths and needs of the child).

S.15.5 Conduct an assessment of home environment - A documented, professional evaluation that can be done through a series of targeted questions relative to the physical surrounding and immediate neighborhood, and the residents of the home. For Site-Based matches: The parent/guardian and school will be given the opportunity to provide information.

S.15.6 Request collateral information as needed (therapy report, school report, etc.)

S.15.7 Written professional assessment and matching recommendations based on a holistic assessment of information gathered during the inquiry and enrollment process.

S.15.8 Reassessment: Ready-to-be-matched (RTBM) children must be reassessed every twelve months if they have been waitlisted and not matched. All information about the child, the family, and the home environment should be updated (a home visit is optional).

ENHANCEMENTS

Child & Parent/Guardian Interviews

E.15.1 **Interview Location**
Conduct the interview at a location and time convenient to the potential participant, such as the youth's school or home. Be sure the location chosen provides the opportunity for a private conversation and does not create an obstacle (due to transportation issues, etc.) for potential participants.

E.15.2 **Interview Structure**
Utilize a structured, standardized interview to gather information from potential youth and parents/guardians that will inform the professional assessment of the eligibility, suitability, and matchability of the applicant for the program.

E.15.3 **Interview Content**
For parents and youth, a thorough interview includes, but is not limited to:

- Exploration of youth developmental assets, protective factors, and risk factors.
- Understanding of family and home environment.
- Verification and exploration of information provided in application process.
- Questions that solicit youth's interests and match preferences of the parent/guardian and the youth.
- Understanding of the family's needs for other services so that referrals can be made, if necessary.
- Exploration of the family and youth's ability to meet the agency's required time commitment for a match relationship.
- Questions that provide insight into youth's ability to form and maintain a healthy relationship with a non-relative adult.
- Review and discussion of child safety information to determine whether the youth understands and has the ability to communicate with parent or other adult if they have any safety concerns.

E.15.4 Interview questions are **not** available to participants ahead of time, made public, or provided to applicants in writing.

E.15.5 **Follow-Up Interviews**
Conduct a second, follow-up interview and/or home visit, when necessary, to clarify issues that arise in the enrollment process.

E.15.6 **Site-Based Programs**
For Site-Based programs, conduct a parent/guardian interview in person or via phone.

E.15.7 Administer the Risk and Protective Inventory to parents/guardians in person or via email.

Child Home Assessment

E.15.8 Conduct a home visit of the youth's home and consider the youth's neighborhood in the home assessment.

Child Collateral Information

E.15.9 Request collateral information anytime it is necessary in order to make an assessment of the applicant's suitability for the program, make an appropriate match, and/or determine support and training needs.

E.15.10 For Site-Based programs, provide staff/agency contact information to parent/guardian and encourage them to contact the agency if they would like additional information or to meet with staff.

E.15.11 Request information about the social, educational, behavioral, and developmental strengths and needs of the youth from teachers or other relevant third parties, such as a school counselor or social worker, to include in the written assessment.

Child & Parent/Guardian Communication

E.15.12 Direct youth who are not accepted into the program to appropriate services, when possible.

E.15.13 Direct a parent/guardian who calls with questions about a denial of application to the agency's appeal process.

E.15.14 Notify youth and parents/guardians of their status in the process and reasons for any delay.

E.15.15 Maintain communication with youth and parent/guardian during the enrollment process or while waiting to be matched at least once per quarter. Examples include a postcard, email, or phone call.

Family Engagement

E.15.16 Provide enrollment, orientation, and training materials to parents/guardians in relevant language(s).

E.15.17 Conduct youth and parent interviews and orientation in the home.

E.15.18 When conducting interviews at a location within an agency, the environment should be inviting and non-threatening.

E.15.19 Maintain open lines of communication throughout the child enrollment process.

Reassessment: Ready to be Matched (RTBM)

E.15.20 Conduct a new in-person interview when updating information on the youth and family.

RATIONALE

The enrollment and matching function establishes the foundation for the success of a match, and each step is critical to delivering safe, quality service throughout the process. From the beginning of the enrollment process, there are opportunities to build trust with each match participant. This sets the tone for what they should expect from the agency. All interactions should include a high-level of professionalism, respect, and care. While the process may differ based on program type, the level of quality should be consistent.

The Standard for child enrollment is designed to keep all program participants safe, informed, and engaged throughout the enrollment and matching process. All information gathered from the child and parent/guardian applicants is critical for determining the eligibility, suitability, and matchability of youth applicants.

- **Eligibility** – Does the applicant meet the agency's prescribed eligibility criteria?
- **Suitability** – Is the program appropriate for the applicant, and is the applicant appropriate for the program? Will this applicant be able to form a healthy, safe relationship?
- **Matchability** – Will staff be able to make a good match for this applicant? What kind of volunteer will make a good match?

The child enrollment process gathers the information needed to enable the professional agency staff to prepare recommendations based upon the child's strengths, interests, and needs; the ability of the child to form a committed relationship with a volunteer Big; and the parent/guardian's ability to partner with a volunteer Big and/or the agency.

Interviews

Interviews are critical for obtaining information from youth and their parent/guardian. In Community-Based and Site-Based Plus programs, interviews are always conducted with the youth and the parent/guardian. In programs where a parent/guardian interview might not occur, such as Site-Based programs, parents/guardians are given the opportunity to share information through the application process on the strengths and needs of the child. Parent/guardian interviews may provide insight into their responsiveness and cooperation, which should be considered when accepting a child into the program. Also, interviews provide the opportunity to gather information on the youth's personality, interests, relationships, and why they are being referred to the program.

Home Assessment

One component of the interview process is the home assessment. For youth, the purpose of the home assessment is to better understand family relationships, the support the youth has at home (as well as family support of the youth's involvement in the program), family strengths and needs, any challenges a volunteer may encounter, and the youth's protective and risk factors. The youth's neighborhood should also be considered to assess for any potential safety concerns.

Collateral Information

At times during an interview, staff may identify collateral information that can be helpful in assessing eligibility and making recommendations for the child. Each agency will determine what collateral information is critical, which may vary case by case. Examples can include report cards, therapist recommendations, and/or input from school staff.

Final Assessment

All data gathered during child enrollment is documented in a holistic assessment that considers whether:

- The youth and family meet the agency's specific, written eligibility criteria;
- The youth understands what a mentoring relationship is, wants a mentor, and is willing to participate in the program;
- The youth seems able to form a relationship with a mentor;

- The youth and family are willing to meet the agency's required time commitment and are likely to fulfill that commitment; and
- The youth's parent/guardian will support the youth's involvement in the program and will actively participate in the match.

In the final assessment, staff make a supported recommendation as to the applicant's eligibility, suitability, and matchability. This assessment must be in writing and should be clear, concise, accurate, and thorough. The final assessment reflects that professional staff used solid judgment and considered contrary evidence, if it was present, to determine the applicant's potential for a safe, healthy, long-term match. The assessment is not merely a summary of information collected. Rather, it must demonstrate an understanding of the information in support of a recommendation. The written assessment must also identify considerations for making the best possible match as well as potential ongoing support and training needs.

Risk and Protective Inventory

Agencies are encouraged, though not required, to administer the Risk and Protective Inventory (RPI) at enrollment. The RPI is completed by the parent/guardian for each child they are enrolling in the program. The goal is to help determine the needs (risks) and strengths of each program participant. Because some of the items on the RPI may be of a sensitive nature, it is important to explain the purpose of the inventory to program participants, as well as how their responses will be used. Examples of how professional staff may use the RPI results include:

- In the matching process to assist pairing youth with a Big that has the capabilities to help the youth build upon their strengths and increase resiliency.
- Helping staff to identify wraparound services that might benefit the youth and family.
- After a youth is admitted to the program, the RPI can assist staff in developing YODP goals and match support needs.

While Big Brothers Big Sisters will not be equipped to meet all the needs of every family, professional staff can offer recommendations or referrals to community providers.

The RPI should be re-administered annually after the child is matched or every six months until the child is matched.

Parent Engagement

The length of a healthy match has an impact on positive youth outcomes (Courser et al., 2017; Grossman & Rhodes, 2002). Because of this, it is important that the parent/guardian is fully engaged in the enrollment process, making sure they understand program requirements (e.g., time commitments) and are committed to the success of the match.

STANDARD 16. VOLUNTEER ENROLLMENT

The volunteer Big enrollment process is a comprehensive process to determine eligibility, suitability, and matchability of the volunteer Big applicant. The process gathers the information needed to enable agency staff to prepare recommendations for matching based upon the volunteer Big applicant's ability to help meet the needs of a child and form a committed relationship with the child, and to partner with the agency and parent/guardian, as applicable.

STANDARDS

Volunteer Enrollment – Community-Based/Site-Based Plus

S.16.1 Volunteer Big applicant meets the agency's written eligibility requirements.

S.16.2 Application with electronic or written consent.

S.16.3 All references must be obtained by agency staff trained in obtaining references and in child safety/youth protection. References may be completed by mail, email, phone, or in person.

- One positive reference from the volunteer Big applicant's spouse/spousal equivalent or family member, if no spouse/spousal equivalent is available. Reference must assess child safety in the applicant's home and assess the applicant's qualifications and appropriateness to serve as a Big.
- Two positive work, school, or personal references.
- If applicant has disclosed relevant volunteer or paid experience with youth within the last five years, reference(s) are required from each youth-serving organization(s) where the applicant had such experience. If a youth-serving organization(s) is not responsive, all attempts to obtain each reference or references must be made and documented.
- If a negative reference is obtained, staff must consult with a supervisor. In addition, where there is a negative reference, the decision on the applicant and accompanying justification must be documented in the file. If the applicant is approved, an additional positive reference must be obtained.
- If a neutral reference (i.e., a reference that only gives factual information about dates of employment/service, but no other information) is obtained, staff must obtain an additional positive reference.

S.16.4 Conduct background checks, including criminal history record checks.

1. Confirmation of person's identity by fingerprint, government issued photo ID, or social security verification;
2. DMV check;
3. Criminal history record checks that are layered at the local, state, and national levels; and
4. As applicable, and where available based on applicable state law:
    - International check (if in the U.S. less than 2 years);
    - Juvenile records check;
    - Child abuse registry check; and/or
    - Military service checks.

S.16.5 In-person interview required.

S.16.6 Assessment of home environment required.

S.16.7 Request collateral information as needed (e.g., therapist, counselor).

S.16.8 Written professional assessment and matching recommendation based on a holistic assessment of information gathered during the inquiry and enrollment process.

Volunteer Enrollment – School/Site-Based

S.16.1 Volunteer Big applicant meets the agency's written eligibility requirements.

S.16.2 Application with electronic or written consent required (parental permission for high school volunteer Bigs).

S.16.3 All references must be obtained by agency staff trained in obtaining references and in child safety/ youth protection. References may be completed by mail, email, phone, or in person.

- One positive reference from volunteer Big applicant's spouse/spousal equivalent or family member, if no spouse/spousal equivalent is available. Reference must assess the applicant's qualifications and appropriateness to serve as a Big.
- One positive work, school, or personal reference.
- If applicant has disclosed relevant volunteer or paid experience with youth within last five years, reference(s) are required from each youth-serving organization(s) where the applicant had such experience. If a youth-serving organization(s) is not responsive, all attempts to obtain each reference or references must be made and documented.
- If a negative reference is obtained, staff must consult with a supervisor. In addition, where there is a negative reference, the decision on the applicant and accompanying justification must be documented in the file. If the applicant is approved, an additional positive reference must be obtained.
- If a neutral reference (i.e., a reference that only gives factual information about dates of employment/service, but no other information) is obtained, staff must obtain an additional positive reference.

S.16.4 Conduct background checks, including criminal history record checks.

1. Confirmation of person's identity by fingerprint, government issued photo ID, social security verification, or school ID (high school students);
2. Criminal history record checks that are layered at the local, state, and national levels; and
3. As applicable, and where available based on applicable state law:
   - International check (if in the U.S. less than 2 years);
   - Juvenile records check;
   - Child abuse registry check; and/or
   - Military service checks.

S.16.5 In-person interview required.

S.16.5 Assessment of home environment required.

S.16.7 Request collateral information as needed (e.g., therapist, counselor).

S.16.8 Written professional assessment and matching recommendation based on a holistic assessment of information gathered during the inquiry and enrollment process.

ENHANCEMENTS

References

E.16.1 For applicants with prior experience with a Big Brothers Big Sisters agency, even if more than five years prior, obtain a reference from that agency.

E.16.2 Complete spouse/spousal equivalent and youth-serving organization references via phone to allow for professional staff to ask follow-up questions and observe and document non-verbal indicators such as tone of voice, difficulty answering questions, and hesitations from the reference that might not be obvious when conducting references via email.

E.16.3 Conduct a reference with other adults living in the home, if applicable.

Background Checks

E.16.4 Conduct and document a thorough public domain search (e.g., Google, Facebook) of potential volunteers and perform a reasonable review of results.

E.16.5 Consult state and federal laws governing criminal history record check procedures, including the Federal Fair Credit Reporting Act, and utilize a separate process/form for consent and notification of adverse action procedures.

E.16.6 Conduct sex offender registry search or some level of criminal history record check on all individuals living in the home age 18 years and older.

Interviews

E.16.7 **Interview Location**
Conduct the interview at a location and time convenient for the potential participant, such as the volunteer's workplace, home, or the agency office. Be sure the location chosen provides the opportunity for a private conversation and does not create an obstacle (due to transportation issues, etc.) for potential participants.

E.16.8 When conducting interviews at a location within an agency, the environment should be inviting and non-threatening.

E.16.9 **Interview Content**

For volunteers, a thorough interview includes, but is not limited to:

- Questions that provide insight into the applicant's ability to form and maintain healthy relationships, ability to follow rules, and other characteristics relevant to child safety and well-being (e.g., home environment, substance use);
- Verification and exploration of information provided in the application process (e.g., details of work experience with children, additional references if needed, results of background check);
- Behavioral interviewing techniques (asking questions that require the applicant to share personal examples that demonstrate a particular quality or respond to a potential scenario);
- Second- and third-level probing questions to address areas of concern or need for clarification;
- Questions that solicit volunteer interests, match preferences, and experience with children; their motivation for volunteering and expectations of a youth and match; coachability and flexibility; and ability to partner with a parent/guardian; and
- Exploration of their ability to meet the agency's required time commitment.

E.16.10 Interview questions are **not** available to participants ahead of time, made public, or provided to applicants in writing.

E.16.11 **Follow-Up Interviews**

A second, follow-up interview and/or home visit can be conducted when necessary to clarify issues that arise in the enrollment process.

Volunteer Home Assessment

E.16.12 Conduct a home visit of the volunteer's home routinely or as needed to obtain additional information.

Volunteer Collateral Information

E.16.13 Request collateral information anytime it is necessary in order to make an assessment of the applicant's suitability for the program, make an appropriate match, or determine support and training needs.

E.16.14 Obtain a release of information from the applicant prior to contacting third parties.

Volunteer Communication

E.16.15 Provide written notification and a phone call to volunteers who are not accepted into the program. It is not necessary to provide the volunteer with the reasons they were disqualified or not accepted into the program.

E.16.16 Direct a volunteer who calls with questions about non-acceptance to the agency's appeal process.

E.16.17 Notify volunteers of their status in the process and reasons for any delay.

E.16.18 Communicate with volunteers in the enrollment process or waiting to be matched in some form (e.g., postcard, telephone call, email) at least once per quarter.

RATIONALE

The Standard for volunteer enrollment is designed to keep all program participants safe, informed, and engaged throughout the enrollment and matching process. All information gathered is critical in determining the eligibility, suitability, and matchability of volunteer applicants (Kremer et al., 2014).

- **Eligibility** – Does the applicant meet the agency's prescribed eligibility criteria?
- **Suitability** – Is the program appropriate for the applicant, and is the applicant appropriate for the program? Will this applicant be able to form a healthy, safe relationship?
- **Matchability** – Will staff be able to make a good match for this applicant? What kind of youth will make a good match?

The primary emphasis of the Standard regarding enrollment procedures is the physical and emotional safety and well-being of all match participants, especially youth, as they participate in Big Brothers Big Sisters programs. The order in which the volunteer enrollment steps are completed is determined by each agency.

Regardless of the order, each step of the enrollment process must be documented accurately and completely. This includes the facts and details of all interactions and communications with the applicant. It can also include staff members' professional observations of verbal and non-verbal cues, such as a spouse's tone of voice during a reference call or an applicant's body language during the interview. Complete and accurate documentation serves two primary purposes: (1) It provides a legal record of all information gathered on the volunteer that can be referenced by any staff member as the volunteer moves through the enrollment and matching process; and (2) It is another layer in our youth protection system to help ensure the safety of program participants.

A complete assessment of an applicant includes information from a variety of sources including, but not limited to, references, criminal history record checks, public domain searches, home assessments, and collateral information. This is in addition to an in-person interview.

Criminal History Record Checks

The process of obtaining thorough criminal history background and record checks is a hallmark of our youth protection system and is integral to a complete and thorough volunteer assessment. However, it is only one aspect of a comprehensive, extensive set of strategies designed to protect children. Big Brothers Big Sisters' Standards of Practice on child safety and youth protection policies (See Appendix 2 for Standard 9, Child and Youth Protection Policies) set out requirements on obtaining criminal history record checks for volunteer Bigs, board members, staff, and non-mentoring volunteers who come into meaningful contact with children. Laws governing the rules and process of conducting criminal history record checks vary from state to state. Each agency must consult its local and state laws regarding the rules for their state.

The Prosecutorial Remedies and Other Tools to End the Exploitation of Children Today (PROTECT) Act Pilot found that more than 6% of potential volunteers had records of concern when an FBI nationwide fingerprint search was conducted. Forty-two percent of the individuals with criminal records of concern had crimes in states other than where they were applying to be a volunteer, meaning only a nationwide check would have discovered the crime of concern (MENTOR, 2010).

It is recommended that agencies also undertake a search of a prospective Big's history available in the public domain (e.g., Facebook, Google search, Twitter). These types of searches may provide enrollment professionals valuable insights into an applicant's past behavior and judgment that may not be reflected in a criminal history search.

The information obtained from background and record checks is used to:

- Request detail (e.g., police report or criminal complaint if the applicant had an arrest) about any incidents disclosed and discuss them with the volunteer applicant;

- Inform final assessment;
- With applicant's prior signed approval, provide parent/guardian with information at the match presentation that could be relevant to child safety so that parent/guardian is able to make an informed decision about the match; and
- Disqualify an applicant, when required by agency policy and in compliance with all applicable laws.

Assessing Criminal Histories

Big Brothers Big Sisters of America's top priority is the safety and well-being of the youth matched through Big Brothers Big Sisters' programs. There is no national prohibition on allowing those with criminal records to serve as volunteers (or board members or to be hired as staff).

All agencies are required to conduct comprehensive criminal history record checks on all prospective volunteers, as well as on board members and staff. Our national standards require that agencies disqualify any individuals whose background checks show the following:

- Failure to complete the application and screening process;
- Past history of sexual abuse of children;
- Conviction for any crime in which children were involved;
- History of any sexually exploitive behavior; and
- Termination from a paid or volunteer position caused by misconduct with a child.

Further, Big Brothers Big Sisters of America points agencies to the Equal Employment and Opportunity Commission's guidance regarding the use of criminal history record checks in making hiring decisions for prospective staff and eligibility of volunteers in accordance with Title VII of the Civil Rights Act of 1964.

Big Brothers Big Sisters agencies are autonomous 501(c)3 organizations responsible for making determinations about the potential risks posed to a child in evaluating the appropriateness of applicants. The way agencies choose to handle applications from prospective volunteers with criminal histories may vary depending on their assessment of risk and their understanding of the issue.

Some agencies choose to follow a strict line on felony convictions and bar anyone with a felony conviction from serving as a Big. Many agencies, however, understand that an individual with exposure to the criminal justice system may be an effective Big, not in spite of their history, but because of their experience with the criminal justice system. This history could enable a Big, for example, to relate to the youth we serve, who may have family members or friends who are incarcerated. Also, it might make the Big especially effective in their efforts to help children avoid risky behaviors and reach their full potential. Of course, safety concerns must be paramount in making decisions about enrolling Bigs, but agencies should also consider the severity of a crime, how long ago it occurred, the circumstances surrounding the crime (which may be mitigating), what the prospective volunteer has had to overcome since the occurrence, and evidence of current positive relationships in the prospective volunteer's life, among other things.

Big Brothers Big Sisters of America recognizes that there are deep-seated inequities in our nation's criminal justice system. Disparities in arrests and sentencing, poor job opportunities, substandard housing, inferior health care and schools, and racism, among other things, have all contributed to the reality that men of color are more likely than white men to be involved with the justice system. Black men are incarcerated in state prisons at a rate that is over five times the imprisonment rate of white men; in some states, the disparity is more than 10 to 1. In parts of the country, Latinos are imprisoned at a rate greater than four times the rate of white men (Nellis, 2016).

Organizationally, we need to work to ensure that we are inclusive of individuals who have had past involvement with the criminal justice system, whose experiences may help them to successfully mentor a child.

Reference Checks

Obtaining references for volunteers is required for all program types (Standard 16). It is strongly recommended that references be completed by phone. This allows the staff member to hear the tone of voice of the person providing the reference and ask follow-up questions, when applicable. When references are completed in a written format, staff should follow up by phone with the person providing the reference if more information is needed to make an assessment of the applicant's suitability for the program.

Home Assessment

The volunteer enrollment process must include an assessment of the applicant's home environment (Standard 16). The home assessment for volunteers serves to provide context and detailed information about the applicant, their family or the people they live with, their interests, and the community environment. In addition, program staff use information gathered to assess whether anyone living in the home or anything in the home (e.g., firearms) could pose a safety threat. A home assessment does not require a home visit, though the agency may elect to do home visits either routinely or as needed to obtain additional information.

Final Assessment

In the final assessment, staff make a supported recommendation as to the applicant's eligibility, suitability, and matchability. This assessment must be in writing and should be clear, concise, accurate, and thorough. The final assessment reflects that professional staff used solid judgment and considered contrary evidence, if it was present, to determine the applicant's potential for a safe, healthy, long-term match. It is not just a summary of information collected; rather, it must demonstrate an understanding of the information in support of a recommendation. The written assessment must also identify considerations for making the best possible match, as well as potential ongoing support and training needs.

At a minimum, the following factors should be considered for all volunteers:

- The volunteer meets the agency's specific, written eligibility criteria.
- The volunteer does not have any "disqualifying events" as defined by agency policy and in compliance with the Big Brothers Big Sisters Standards of Practice (See Appendix 2 for Standard 9(A)(3)).
- The volunteer understands and expresses an ability to meet the agency's required minimum time commitment and is likely to fulfill the commitment.
- The volunteer seems capable of forming a healthy, safe relationship with a child, based on their expectations and motivation.

Implementing TIC Practices in Enrollment

The Big Brothers Big Sisters enrollment process is detailed and thorough, and information requested may be unexpected by some applicants. When asking deeply personal questions about past history of abuse and trauma, it may make applicants more comfortable if they can complete interviews in their home or another location that is familiar to them. Office environments can be modified to make them more inviting by simple things like using calming paint colors, displaying peaceful photography or imagery on the wall, and avoiding harsh lighting or spaces that feel too confined. Confidentiality policies and the limits of confidentiality should be explained thoroughly to applicants prior to initiating the interview, including how sensitive information is stored and accessed by Big Brothers Big Sisters staff. Professional staff should be comfortable interviewing and receiving difficult information, which may include disclosure of past abuse or other traumatic experiences. Professional judgement should be used to assess when applicants may need individualized attention, such as additional time to answer questions or taking a break from the interview. Applicants should be given the opportunity to decline answering questions, as needed, to avoid the risk of potential re-traumatization when discussing sensitive subjects.

STANDARD 17. PRE-MATCH TRAINING

Pre-match training lays the foundation for an impactful match relationship by addressing the agency's ground rules and program policies and procedures with all participants. It helps to set realistic expectations for Bigs, Littles, and their families prior to the match being made. It also establishes the professional support and ongoing training they will receive throughout the life of their match.

Pre-match training is different from orientation. Both occur prior to the match being made, but orientation is a one-time information session to help an applicant determine if the program is a good fit for them.

STANDARDS

Pre-Match Training

S.17.1 Training must be conducted prior to the actual match and provide participants (volunteer Big, child, and parent/guardian) the information needed to begin a match and sustain effective and enduring match relationships.

S.17.2 Pre-match training must be interactive, evaluated, and documented and can be provided in person, online with interaction, and/or individually, in group sessions, or a combination thereof (in writing for Site-Based parent/guardians). Training should be conducted by an agency staff member who demonstrates a strong competency for training others.

S.17.3 **Volunteers**
Pre-match training must cover, at a minimum:

- Ground rules / program rules
- Volunteer Big obligations and appropriate roles
- Expectations for the match relationship; relationship development cycles
- What is match support and why we do it
- Child safety/youth p rotection
- Ages and stages of child development
- The match closure process

S.17.4 **Parent/Guardian**

- Ground rules/Program rules
- Expectations for the match relationship; relationship development cycles
- What a Volunteer Big is and isn't
- Expectations for parent partnership (why you are important to this experience)
- What is match support and why we do it
- Child Safety/Youth Protection
- The match closure process

**For Site-Based parents this information may be sent electronically or through the mail.*

S.17.5 **Child(ren)**

- What is a Big Brother/Big Sister?
- Ground rules/Program rules
- Expectations for the match relationship
- What is match support and why we do it
- Personal safety
- The match closure process

ENHANCEMENTS

Pre-Match Training - All Participants

E.17.1 Incorporate a training delivery method that is appropriate for the audience receiving the training. This can include, but is not limited to online, instructor-led, written materials, or a combination.

E.17.2 Pre-match training is interactive and engaging, incorporating quizzes, role play examples, scenarios, or other learner action items.

E.17.3 Offer training participants the opportunity to provide feedback and receive additional information as needed.

E.17.4 In the pre-match training documentation, include the date the training was administered, the type of training that was completed, and any available evaluation results.

Pre-Match Training - Volunteer

E.17.5 Volunteers receive at least one hour of pre-match training covering the topics in Standard 17.

E.17.6 Provide in-person training opportunities for volunteers.

Pre-Match Training - Parent/Guardian and Youth

E.17.7 Parents/guardians complete the Big Brothers Big Sisters "Your Child's Personal Safety" training.

E.17.8 Provide youth with Big Brothers Big Sisters' personal safety materials.

Pre-Match Training - High School Bigs

E.17.9 Conduct interactive, hands-on (i.e., not just presentation) pre-match training and assess the skills learned.

E.17.10 Include topics of particular relevance for high school Bigs such as:

- Tips for building a relationship;
- Selecting and engaging in activities that build the relationship and foster a positive peer culture;
- Importance of volunteer attendance and consequences of volunteer absences; and
- Expectations about what their Littles might be like.

Pre-Match Training - Site-Based Programs

E.17.11 **Parent/Guardian**
Provide written materials and require a signed acknowledgement from the parent/guardian indicating they understand the program purpose, structure, and child safety materials.

E.17.12 **Youth Training**
Provide safety training at the interview or at another in-person meeting. Training must be provided prior to match.

S.17.13 **Volunteer**
In addition to meeting the requirements of Standard 17, include guidance on the activities that are allowable and encouraged at the site such as:

- Providing ideas for where matches can meet and what they can do together;
- Encouraging one-to-one time, as applicable based on program structure;
- Encouraging the Big to include their Little in deciding how to spend their time together; and
- Reviewing any site-specific guidelines that matches must follow.

RATIONALE

Training is a vital component of the Big Brothers Big Sisters Service Delivery Model and has an impact on both match length (Herrera, DuBois, & Grossman, 2013) and the safety of Littles (Rhodes, Liang, & Spencer, 2009). Research indicates that volunteers who receive proper and ongoing training are typically more satisfied, which can also lead to increased volunteer retention (Newton, Becker, & Bell, 2014; Jamison, 2003). Training also provides an opportunity for program staff to learn more about the match participants, which allows staff to identify areas for learning and growth.

Pre-match training occurs prior to the match being made and lays the foundation for an impactful match relationship by addressing agency ground rules and program policies and procedures with all participants. It helps set realistic expectations for Bigs, Littles, and their families prior to the match being made. It also establishes the professional support and ongoing training participants will receive throughout the life of their match. Each training is an opportunity to professionally guide participants and set clear, realistic expectations.

Agencies determine how they will deliver the pre-match training to applicants. Online training provides the ability to deliver "high-quality, engaging, standardized, easily accessible, and scalable" learning opportunities (Elements of Effective Mentoring Practices, 2015).

In-person trainings provide increased opportunities to engage potential participants and better assess their interest in and suitability for the program. A blended approach, offering both online and in-person training, leads to a better understanding of mentoring and the role of a mentor, realistic expectations, and overall preparation (Kupersmidt, J.B., Stellar, R.L., Rhodes, J.E., and Stump, K., 2015). No matter how an agency delivers this training, it must be interactive and provide opportunities for two-way communication, follow-up questions, and discussion.

STANDARD 18. PRE-MATCHING & MATCHING PROCESS

The pre-matching and matching process occurs after participants have successfully completed all steps of the enrollment process and are ready to be matched. During pre-matching, staff will use all the information gathered during inquiry and enrollment including preferences, geographic locations, strengths, needs, and potential goals to make the best possible match between a volunteer and youth.

STANDARDS

Pre-Matching and Matching Process

S.18.1 Agency staff will assess all information gathered through inquiry and enrollment, applications, references, and interviews of all parties, including taking into consideration parental, volunteer Big, and child preferences, in order to make a thoughtful match selection, with a documented match selection rationale.

S.18.2 The pre-match presentation must be interactive, done in person or by phone, and must ensure that each party understands the agency's matching rationale (including the needs of the child, and what the volunteer Big brings to the match), resulting in all parties approving the match. Agency staff will act in accordance with the agency's policy on confidentiality. Agency staff will document match selection rationale, reaction from parties (denials and acceptances), and all approval dates. For Technology-Enhanced Mentoring (TEM) programs, the presentation may be done via email or via the Technology-Enhanced Mentoring secure platform.

S.18.3 The volunteer Big must approve the match before the match introduction meeting for both Community-Based and Site-Based matches. For TEM programs, the volunteer must be given the opportunity to voice concerns via email or the TEM secure platform in regard to the potential child being proposed as a match.

S.18.4 The parent/guardian must approve the match before the match introduction meeting for Community-Based matches.

S.18.5 The match introduction meeting must be in person and conducted by agency staff in order to properly introduce all match parties and review critical information that will help to build the longest, strongest, safest match possible. For TEM programs, the match introduction will occur through a structured email prompt delivered by staff that guides the Big and Little to introduce themselves to each other. Staff must also review the first email exchange between Big and Little to ensure that appropriate introductions took place. Involvement of the parent/guardian is mandatory for Community-Based and Site-Based Plus matches. Written documentation of completed match introductions for all programs must include, at minimum:

1. A signed match agreement form containing ground rules/program rules that outlines roles, responsibilities, and expectations for each match participant; and
2. A post-match meeting assessment by agency staff, reviewing overall reaction by participants to the match meeting and identifying areas for future match support.

Match Considerations

E.18.1 When making matches, consideration should be given to the following factors:

- Strengths and needs of the youth and family and the volunteer's ability to engage them;
- Common interests of volunteer and youth;
- Fit between the volunteer's skills, motivation, and prior experience and areas of strength or need in the youth's development;
- Compatibility of personalities, temperaments, expectations, and values;
- Expressed preferences of the youth, parent/guardian, and volunteer;
- Geographic location of the volunteer and the youth and family; and
- Length of time that has elapsed since enrollment.

E.18.2 Honor participant match preferences whenever possible. Explore the reasons for match preferences in detail during the interview process.

E.18.3 When re-matching, staff should take special consideration of a participant's experience in their prior match and should set appropriate expectations for the new match.

Match Presentation

E.18.4 *Procedure*
The recommended procedure for match presentation is to contact the volunteer first, to eliminate the possibility of disappointing the youth if the volunteer does not approve the match.

E.18.5 **Content – Presentation of Youth to Volunteer**

- Discuss the strengths and any relevant needs of the youth that might impact the match relationship.
- Focus on the reasons program staff believe this is a good match based on documented support in the holistic assessment from the enrollment process.
- Do not provide a physical description of the youth or identifying information such as full name, address, or phone number at the match presentation.

E.18.6 **Content – Presentation of Volunteer to Parent/Guardian**

- Discuss the strengths of the volunteer.
- Focus on the reasons program staff believe this is a good match based on documented support in the holistic assessment from the enrollment process.
- Confirm and document parent/guardian informed consent.
- Outline relevant background of the volunteer including any history that may pertain to the safety of the youth (past driving violations, pets in the home, etc.). Obtain permission in writing from the prospective volunteer, in accordance with applicable laws, prior to disclosing.

E.18.7 *Content - Presentation of Volunteer to Youth*

- Discuss the strengths of the volunteer and common interests.
- Focus on the reasons program staff believe this is a good match based on documented support in the holistic assessment from the enrollment process.

E.18.8 *Site-Based Programs*
Give parent/guardian the opportunity, as in Community-Based matches, to accept a proposed match before it is made either over the phone or in writing.

Transition to Match Support

E.18.9 **Enrollment and Matching and Match Support Staff Present**
Both the enrollment and matching staff and the match support staff participate in the match introduction meeting, allowing the match support staff to describe their role in supervising and supporting the match.

E.18.10 **Enrollment and Matching Staff Conduct Match Introduction Meeting**
Enrollment and matching staff introduce the match support staff (e.g., provide contact information) and discuss their role in supervising and supporting the match. Following the match introduction meeting, the enrollment and matching staff provide detailed information to the match support staff on the match introduction meeting.

E.18.11 **Match Support Staff Conducts Match Introduction Meeting**
Enrollment and matching staff brief the match support staff prior to the match introduction meeting on potential support needs, expectations of the match participants, and more. Match support staff provide feedback/acknowledgment to the enrollment and matching staff following the introduction meeting so that they know the match was approved by all participants.

RATIONALE

During the child and volunteer enrollment processes, staff gather critical information to help select the best possible match for all participants. A thorough enrollment process is the foundation to the pre-matching process. During pre-matching, staff have an opportunity to provide the rationale for matching a youth and volunteer to all match participants. Also, this is the stage where all match participants meet, in person, for the first time at the match introduction meeting. This helps facilitate a seamless transition to match support and ultimately, a strong, healthy, enduring match relationship.

Match Selection

Match preferences of all participants should be honored whenever possible and explored in detail during the interview process. Parent or child preferences about characteristics such as volunteer's marital status or race may be honored, but it is important to understand the reasoning behind such preferences to determine what considerations or motivations underlie the preference.

Volunteer preferences about characteristics of a child, such as mental health diagnoses, could directly impact the quality of time spent together or the strength of the bond between match participants. However, staff should be on high alert for volunteer preferences that include physical characteristics, such as specific age or height, that may indicate a safety risk or concern about program suitability (e.g., volunteer is too rigid in their expectations).

Understanding the reasons behind participant preferences can provide insight and potential foreshadowing of issues that may arise during the match. At all times, agencies must abide by the national non-discrimination policy in acceptance of volunteers and children (See Appendix 5 for Standard 13, Non-Discrimination).

Match Presentation

The match presentation provides all participants an opportunity to review and discuss the rationale for the potential match selection. The goal of this interaction is to share the program staff's reasons for making the match recommendation with all participants while giving the match participants the opportunity to approve or decline the match. It also reinforces parent engagement and the importance of their participation in the match. The match presentation may be conducted in person or by phone, as long as the communication is interactive. Be sure to review the Standards of Practice for specific requirements related to different program types (e.g., Technology-Enhanced Mentoring). Receiving feedback from all match parties on the proposed match is one way to ensure that each party has a voice and a choice in the matching process, which is a key element in providing trauma-informed services.

Match Introduction Meeting

After all parties have approved the match, professional staff conduct an in-person match introduction meeting. Staff introduce all match participants and set the tone for a safe and long-lasting relationship. Please note for Community-Based and Site-Based Plus matches, the parent/guardian must be involved. All parties will sign a match agreement acknowledging they understand the ground rules, policies, procedures, and expectations for the match relationship.

A post-match meeting assessment is to be completed and documented by the professional staff member who facilitated the match meeting. The assessment must include a summary of the overall reactions to the meeting by all participants, observations of interactions between match participants, potential goals identified for the match, and areas to address in match support. These professional observations and descriptions are intended to ensure a smooth transition from enrollment to match support and allow for future monitoring of any concerns that were addressed.

Because many agencies have one staff completing multiple functions, the match introduction meeting enhancements outline three effective practices for conducting this introductory meeting (E.18.9-11).

STANDARD 18. OUTCOMES SYSTEM

STANDARDS

Outcomes System

S.11.1 Agencies must use the Big Brothers Big Sisters Outcomes System, which currently includes collection, reporting, and analysis of data on the length, strength, and quality of matches; individual child outcomes; and the survey tools: the Strength of Relationship (SOR) survey, the Youth Outcomes Survey (YOS), and the Child Outcomes Survey (COS).

ENHANCEMENTS

Strength of Relationship (SOR) Survey

E.11.1 Upon completion of the survey, follow up on survey responses by asking further probing questions regarding any issues identified.

E.11.2 Immediately follow up with the youth and/or parent/guardian on any survey response less than a "five" (the highest score) on the measure related to child safety.

Youth Outcomes Survey (YOS) and Child Outcomes Survey (COS)

E.11.3 Use the YOS and COS to:

- Inform a Youth Outcomes Development Plan (YODP) at baseline
- Identify a child's progress or need for support
- Identify the need for staff to make external referrals for services that may benefit the youth

RATIONALE

Big Brothers Big Sisters strives to ensure that all youth and mentors served in our programs experience quality mentoring relationships that uphold our Standards. Youth outcomes that are proven predictors of long-term success, such as school attendance and engagement, and the avoidance of risky behaviors, are tracked throughout the match for ongoing program evaluation. Big Brothers Big Sisters defines success by measuring positive youth outcomes, the number of youth served by the program, and the duration of match relationships. We measure the quality of our programs and the strength of the mentoring relationships using three tools: the Strength of Relationship (SOR) survey, the Child Outcomes Survey (COS), and the Youth Outcomes Survey (YOS).

Big Brothers Big Sisters staff administer these tools not only to stay in compliance with the Big Brothers Big Sisters Standards, but more importantly, to gather enough information to create an accurate picture of the youth's and the match's development.

Strength of Relationship (SOR) Survey

The SOR measures the level of emotional attachment, satisfaction, and connection between the mentor and the child. Research clearly shows that the stronger the mentoring relationship, the better youth fare (Rhodes, 2005). The SOR is a powerful instrument that allows the agency to provide targeted match support in an effort to achieve higher quality program impact. Specifically, the SOR can be used to track match satisfaction and increase the probability that the match will continue, and that the youth will achieve positive outcomes.

Staff should immediately follow up with the youth and/or parent/guardian on any response less than a "five" (highest score) on the measure related to child safety in order to better understand the reason for the response and explore the potential for any threats to the child's emotional or physical safety or well-being. The follow-up should be documented in the match record.

Upon completion of the survey, staff should follow up on survey responses by asking further probing questions regarding any issues of concern identified. This helps staff determine where there is a need for additional support or coaching.

Requirements for Administration

The SOR is administered to youth ages 9 and older and to all volunteer Bigs. Participants complete the survey three months into the match and again each year at the match anniversary. For all Site-Based programs, follow-up surveys are administered at the end of each school year. Agencies can administer the SOR in person, electronically, or over the phone. It is important that all survey responses are kept confidential, meaning specific responses are not shared with anyone outside of the Big Brothers Big Sisters staff. The results of the SOR provide valuable insight that can inform match support.

Youth Outcomes Survey (YOS) and Child Outcomes Survey (COS)

The Child Outcomes Survey (COS) is administered to youth ages 10 and younger and the Youth Outcomes Survey (YOS) is administered to youth ages 11 and older. Both the COS and YOS are to be completed within 30 days prior to the youth being matched to establish a baseline. Follow-up surveys for Community-Based matches are to be completed each year no sooner than 15 days before the match anniversary and no later than 30 days after. For all Site-Based programs, follow-up surveys are administered at the end of each school year. All surveys are documented in the match record.

Using a pre- and post-test methodology, the COS and YOS are designed to track outcomes in the following areas: school connectedness, emotion regulation, risky behaviors, protective behaviors, depressive symptoms, positive affect, and the presence of a special adult. The YOS, designed for older youth, also measures academic performance, educational expectations, social competence, family connectedness, goal setting and pursuit, substance use, status offenses and illegal activities, juvenile justice contact, interests or hobbies, and life satisfaction.

The COS and YOS should be used to inform a Youth Outcomes Development Plan at baseline and can be useful for identifying progress or the need for support at follow-up. These surveys may identify the need for staff to make external referrals for services that may benefit the youth.

It is recommended that these surveys are completed in person, in a private setting, and without parents/guardians or volunteer Bigs present. The questions are to be read aloud to the youth, and youth are to mark their own responses on a printed copy of the appropriate survey.

Research indicates that asking youth to verbalize their responses may lead to youth giving more desirable responses to questions asked (Tourangeau & Yan, 2007). The COS/YOS may be administered in person in a small group, such as at a Site-Based program or a Community-Based match event. Ideally, the number of children completing the survey will not exceed five youth at a time, although larger groups may be successful with older youth. It is important to read the survey instructions aloud prior to administering the survey. If older youth indicate a desire to read the questions themselves, they may do so. A Little's specific responses to the survey should not be shared with their Big, parent/guardian, or school, though results can and should be used to help guide the match toward effective development.

STANDARD 19. YOUTH OUTCOMES DEVELOPMENT PLAN

STANDARDS

Youth Outcomes Development Plan

S.19.1 The Youth Outcomes Development Plan (YODP) describes the outcomes desired for the child as a result of the match. Agency staff will develop a YODP at the start of the match. Staff use the YODP in match support to encourage and coach the match towards desired outcomes. Staff must review the plan annually with match participants to assess progress made and make any necessary adjustments.

ENHANCEMENTS

Youth Outcomes Development Plan

E.19.1 In the agency program manual, have a documented process for how the YODP is developed, implemented, and updated.

E.19.2 Make goal setting a collaborative process that includes the Big, Little, and parent/guardian and discuss matching goals with all participants at the match introduction meeting.

E.19.3 Document YODP goals in the enrollment assessment and matching recommendations.

E.19.4 At least quarterly, match support staff refer to the YODP during match support contacts and update as needed.

E.19.5 Use the YODP as a way to celebrate achievements and highlight areas for continued growth.

RATIONALE

The Youth Outcomes Development Plan, or YODP, identifies the desired goals for a child as a result of the match and outlines strategies on how the match relationship can help the child achieve these goals. It is not intended to be a "clinical" resource. Rather, it should be an achievable plan that guides the time a match spends together.

The discussion of match goals begins at the match introduction meeting or within the first few months of the match. It is important to ensure this goal-setting process is collaborative – including the volunteer Big, Little, and the parent/guardian – to ensure that all participants are active in supporting the match toward these desired outcomes.

It is required that match support staff review the YODP annually with all match participants (S.19.1), but it is an effective practice to incorporate reviews of the YODP during match support contacts at least quarterly, since changes in the youth's life may happen frequently based on variables such as their age or grade in school, which can have an impact on the match relationship and goals. Also, implementing a regular schedule for reviewing the YODP provides the opportunity to celebrate achievements and highlight areas for continued growth.

INNOVATION FROM THE NETWORK

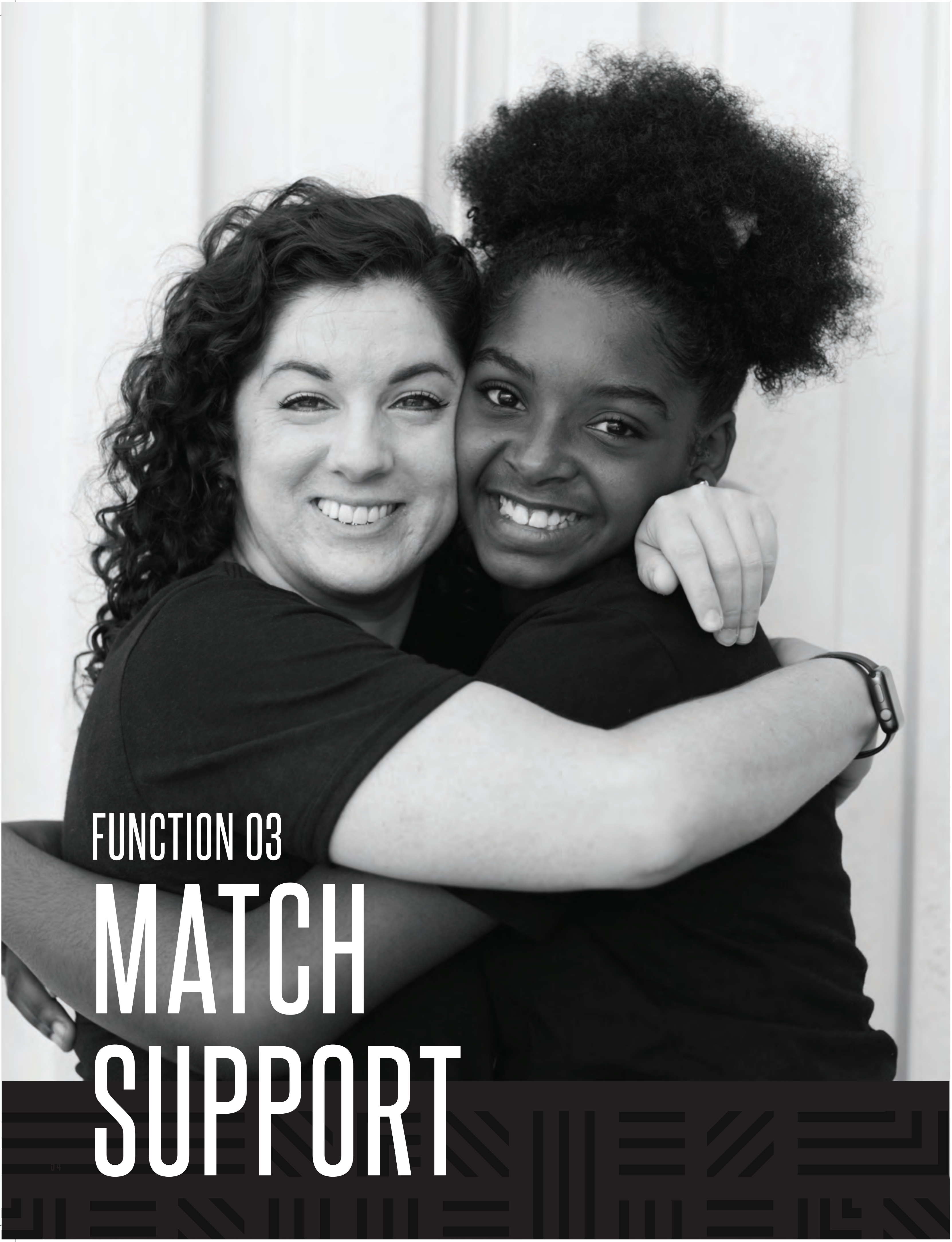
PARENT & FAMILY ENGAGEMENT

Big Brothers Big Sisters of Kentuckiana

Big Brothers Big Sisters of Kentuckiana has made intentional efforts to focus on the well-being of the family as a whole. They view parents/guardians as valued partners and because of this, parents/guardians are more likely to share safety concerns, accept coaching, and advocate for the agency in the community.

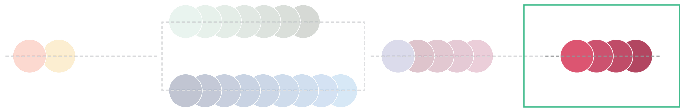
The value of family engagement is a central aspect of the agency's culture and is established by leadership as a strategic priority. Some initiatives include:

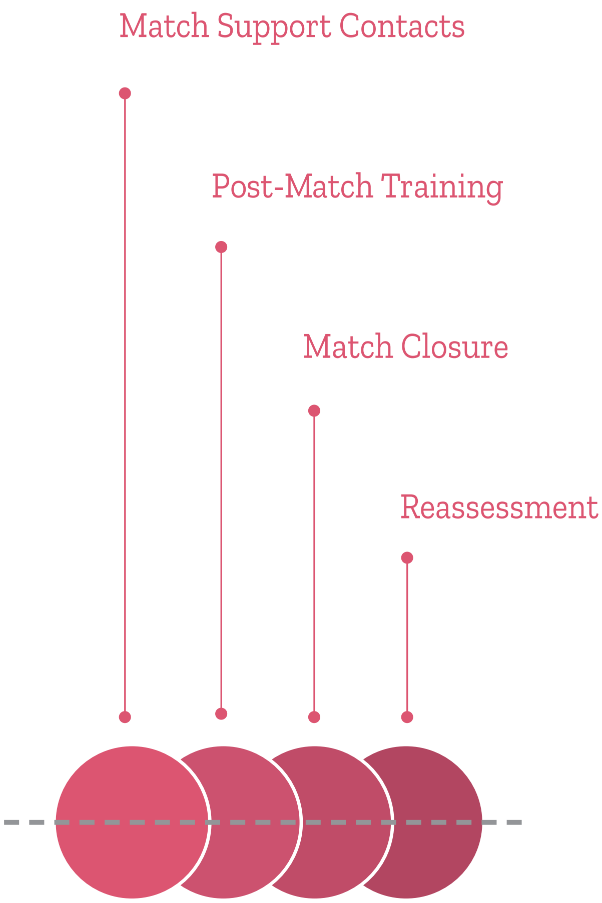
- Serving families within 90 days of inquiry;
- Seeking and sharing parents' and families input on a regular basis;
- Discussing potential program policy changes with the Parent Advisory Council before presenting them to the Operations Committee;
- Utilizing parents and guardians as ambassadors in recruitment and fundraising, as well as inviting them to participate in Bowl for Kids' Sake; and
- Training program staff to include parents and guardians as valued partners.



FUNCTION 03

MATCH SUPPORT




Match Support Contacts
Post-Match Training
Match Closure
Reassessment

FUNCTION 3. MATCH SUPPORT

PURPOSE

The purpose of match support is to ensure regular, ongoing contact with each match participant by conducting private, one-to-one, interactive conversations. This ongoing interaction is a key component that sets Big Brothers Big Sisters apart from other mentoring organizations.

OBJECTIVES

1. To engage all match participants.
2. To build connection between match participants and the agency.
3. To identify early any threats to a child's physical or emotional safety and well-being both in their match relationship and their life and provide appropriate intervention.
4. To identify difficulties in the match relationship or disengagement by any participant in a timely manner and provide appropriate intervention.
5. To continually assess the health of the match and sustainability of match participants.
6. To remind match participants of ground rules and agency policies and monitor adherence on an ongoing basis.
7. To coach match participants on issues most relevant to the health, safety, and development of the youth.
8. To utilize the Strength of Relationship (SOR), Child Outcomes Survey (COS), and Youth Outcomes Survey (YOS) in match support.
9. To use the YODP in match support to coach the match towards desired outcomes.

STANDARDS REFERENCED*

Standard 20 – Match Support & Match Supervisory Schedule
Standard 21 – Match Closure
Standard 22 – Reassessment for Re-Match

*Please reference Standard 9 for Child Safety and Youth Protection Policies that apply to each step of the match support process (See Appendix 2).

STANDARD 20. MATCH SUPPORT & MATCH SUPERVISORY SCHEDULE

Agency staff ensure regular, ongoing contact with each match by conducting private, one-to-one, and interactive match support contacts. The intent of match support is to monitor, coach, and guide the match in order to promote the development of the match relationship, match longevity, child safety, and positive youth development.

STANDARDS

Match Support & Match Supervisory Schedule

S.20.1 All match support contacts must be documented by agency staff.

S.20.2 Match support contacts must regularly assess:

1. Child safety;
2. Relationship development, including activities and communication between the match participants;
3. Youth development;
4. Agency engagement; and
5. Additional needs or concerns.

S.20.3 Match contacts may be in person, over the phone, or via written or electronic means (email/text/social media), provided a contact involves substantive, two-way communication directly with the match parties and an opportunity for the staff and match parties to engage in follow-up questions or discussions.

1. An attempted contact, leaving a message or voice mail, or sending a contact request via electronic means does not count as a contact.

2. In-person contacts can satisfy two months of contacts within the first year of the match (for both CB and SB matches).

3. In TEM programs, match support will also include the added safeguard of email review. Agency staff will review at least two email exchanges per month between each match. Staff documentation must indicate an understanding of the strengths and challenges of each match, as informed by a combination of match support contacts and review of email exchanges. If full understanding of match dynamics cannot be understood by reviewing two email exchanges per month, staff will review additional email exchanges. Agencies will also monitor the TEM secure platform to identify potentially inappropriate discussions.

S.20.4 Required Contact Schedule

Community-Based/Site-Based Plus

- Parent/Guardian
  - Within first two weeks – Required
  - During first year – Monthly, may alternate with child
  - Greater than one year – Every three months
- Child
  - Within first two weeks – Required
  - During first year – Monthly, may alternate with parent/guardian
  - Greater than one year – Every three months
- Volunteer
  - Within first two weeks – Required
  - During first year – Monthly
  - Greater than one year – Every three months

Site-Based

- Parent/Guardian
  - Within first two weeks – Required communication notifying parent/guardian of the match relationship and agency ground rules (written, phone, or in-person)
  - During first year – Communication twice a year (written, phone, or in-person)
  - Greater than one year – Communication twice a year (written, phone, or in-person)
- Child
  - Within first two weeks – Required
  - During first year – Every month during school year and at least one summer communication
  - Greater than one year – Every three months during school year and at least one summer communication
- Volunteer
  - Within first two weeks – Required
  - During first year – Every month during school year and at least one summer communication
  - Greater than one year – Every three months during school year and at least one summer communication

Site-Based Facilitated

- Parent/Guardian
  - Within first two weeks – Required communication notifying of the match relationship and agency ground rules (written, phone, or in-person)
  - During first year – Communication twice a year (written, phone, or in-person)
  - Greater than one year – Communication twice a year (written, phone, or in-person)
- Child
  - Within first two weeks – Required
  - During first year – Every two months during school year and at least one summer communication
  - Greater than one year – Every three months during school year and at least one summer communication
- Volunteer
  - Within first two weeks – Required
  - During first year – Every two months during school year and at least one summer communication
  - Greater than one year – Every three months during school year and at least one summer communication

ENHANCEMENTS

Match Support Contacts

E.20.1 Conduct support conversations with match participants individually to provide an opportunity for confidential, interactive dialogue and customized support.

E.20.2 Document group conversations in the match record. Please note that group conversations do not replace scheduled match support contacts.

E.20.3 If match support contacts are conducted in group settings (e.g., group activity), ensure the conversation is confidential, interactive, substantive, and focused solely on a single participant.

E.20.4 *Site-Based Programs*
Program staff are permitted and encouraged to conduct in-person contacts for Site-Based matches before or after the time the match is scheduled to meet. This avoids disruption of match activities and prevents match support from reducing the time the match spends together.

E.20.5 *Site-Based Facilitated Programs*
Complete scheduled, individualized match support contacts in addition to the regular supervision of matches during match activities.

E.20.6 When applicable, conduct and document match support contacts with non-parental adults to get a full picture of the youth's development, safety, and well-being.

E.20.7 When there are two volunteers matched with one youth (e.g., couples match), match support contacts gather information from both volunteers on a regular basis.

E.20.8 Match Support Contacts include:

- An assessment of current state of the match;
- Knowledge of match history;
- Evidence that the match support staff utilize match history to inform conversations with match parties;
- Follow-up communication, when necessary; and
- Strategies for problem-solving and action steps, when necessary.

E.20.9 Document match support contacts in a clear, concise, factual, and professional manner. Documentation avoids use of judgment statements.

E.20.10 Provide high-quality documentation with evidence of critical thinking, appropriate inquiry and follow-up, coaching and support in relationship development and youth outcomes, and encouragement of ongoing, open communication between match participants.

E.20.11 Documentation provides sufficient detail to understand the frequency and duration of outings, the types of activities match parties engage in together, and evidence that outings/meetings take place in safe settings.

E.20.12 For all matches, regularly address a variety of safety risks and overall child well-being, as well as any changes in the child's or family's lives that threaten safety or well-being.

E.20.13 Ensure match support documentation:

- Provides a brief history of the match;
- Enables someone filling in for the assigned staff member to understand issues and areas for follow-up;
- Enables a supervisor to determine whether contacts have covered necessary topics, included appropriate information-gathering, monitored and reinforced ground rules, and provided coaching; and
- Provides a legal record of services provided to a match.

Please note: Each contact documentation does not need to accomplish all four of these objectives. The goal is for the record of contact with all participants, over time, to address these four objectives.

E.20.14 **Continual Assessment**
Utilize the information and impressions gathered to continually assess the suitability, needs, and progress of match participants. For instance, regularly assess adherence to agency policies, match ground rules, and changes in the lives of volunteers or youth through match support dialogue. Use information gathered from ongoing assessment to update the YODP goals, as needed.

Post-Match Training

E.20.15 Provide opportunities for continual volunteer training and development.

E.20.16 Offer volunteers opportunities for post-match training based on the needs of the volunteer and the needs of the youth with whom the volunteer is matched.

E.20.17 Require volunteers to participate in ongoing training or development opportunities at least once during each year of the match.

E.20.18 Provide parent/guardian training opportunities (e.g., youth protection).

Agency-Sponsored Match Activities

E.20.19 Plan and conduct youth-centered activities that both enhance the connection to the agency and strengthen match relationships. Agency-sponsored activities can range from one-time events such as holiday parties and summer picnics to structured activities that span several weeks or months.

Parent Engagement

E.20.20 Make parent engagement an intentional aspect of every stage of a match from inquiry to match closure.

E.20.21 Offer parents opportunities to provide feedback on their perspectives and experiences, as well as opportunities to engage with the agency in other ways, such as through parent orientation or group trainings, participation on a parent advisory committee, parent newsletters, and/or invitations to group match activities and agency events.

E.20.22 Provide parents with resources to support the match relationship and goals.

Match Meeting

E.20.23 Recognize when in-person meetings with match participants are necessary and use professional judgment to determine when a meeting would be beneficial.

E.20.24 **Site-Based Programs**
Utilize opportunities when matches are on-site to observe matches interacting, build relationships in person, and encourage evidence-based mentoring practices (e.g., matches interacting one-to-one, Bigs involving Littles in activity selection).

E.20.25 **High School Bigs**
Provide greater supervision during scheduled match meetings to ensure that matches spend time interacting one-to-one.

High School Bigs

E.20.26 Engage the high school Big's parent as needed with appropriate deference to the Big's and match's confidentiality. For example, communicate to the Big's parent the expectation for appropriate summer contact and discuss program continuation into the next school year.

System for Elevated Match Status

E.20.27 Develop and utilize an agency-established tagging or status system (e.g., color coding) to identify matches in need of extra support.

E.20.28 Ensure the tagging system defines triggers for evaluating the status of a match, while also allowing match support staff to elevate the status even in the absence of a specific trigger (i.e., based on professional judgment even when there are no observable problems).

E.20.29 For matches with an elevated status, develop and implement a follow-up plan to support the match (e.g., more intensive support schedule, in-person meeting).

E.20.30 Develop and document guidelines for returning a match to "normal" status.

Emergency Procedures

E.20.31 Establish documented agency procedures in the event agency staff are contacted by a match party in an emergency or crisis situation.

Lack of Contact with Agency by a Match Participant

E.20.32 When professional staff have made multiple attempts to contact match participant(s) without a response, develop a documented procedure that outlines the required action steps for the participant to get back in compliance with the match support contact schedule.

RATIONALE

The work of match support is an integral part of a successful match relationship and provides the opportunity to build trust with Bigs, Littles, and their families based on the quality of service provided. Match support staff provide customized support, coaching, and supervision to all match participants to ensure that matches build strong, enduring relationships that result in positive youth outcomes and fulfilling experiences for volunteers (Martin & Sifers, 2012; DuBois et al., 2002; Herrera et al., 2007; Herrera et al., 2013; Herrera et al., 2000).

Match Support Contacts - Documentation & Review

Match support contacts are an opportunity for professional staff to engage match participants, monitor for areas of concern, assess adherence to ground rules, and identify potential child safety concerns. Effective monitoring requires, at a minimum, accurate and thorough documentation of contacts and includes a regular review of the match history and previous support contacts. While it is useful for documentation to include professional assessment and observations, documentation should avoid the use of judgement statements and instead use language that describes the behavior or action that has been demonstrated.

Match support contacts should be tailored to each individual match. Referrals to community agencies should be provided based on the unique needs of the youth and family.

Conducting contacts with non-parental adults may provide a more complete picture of the youth's development, safety, and well-being. For example, completing a contact with another adult in the home, such as a stepparent or grandparent, who is consistently present for pick-up and drop-off for match outings, may provide insight into the youth's excitement about the match. Periodic contact with a teacher, grandparent, social worker, or others can provide helpful information and perspective, especially when there are concerns about the youth or match. When such contacts are made, they are to be documented in the youth's record (S.20.1).

Post-Match Training

Another crucial component of match support is providing ongoing training opportunities for volunteers throughout the life of the match. Training can take place in the form of volunteer meetups or support groups. Being engaged with match participants can inform the training topics match support staff recommend. Also, volunteer suggestions provide insight into specific training needs that may help support the match relationship (e.g., match ethics, safety, and boundaries; trauma-informed care; LGBTQ awareness). Trainings can be conducted online or in person by staff or consultants.

Match Meetings

An in-person meeting with match parties is sometimes necessary, and staff should use professional judgment to determine when such a meeting would be beneficial. In-person match meetings may help to:

- Celebrate a match milestone
- Discuss concerns
- Help facilitate communication between match parties
- Accomplish a critical task, such as completion of an overdue survey
- Build the relationship between match support staff and match parties

For high school Bigs, match meetings allow program staff to monitor for absences, prevent high school students acting as a negative peer influence, and ensure that high school volunteers are focusing on their Littles rather than interacting with same-age peers.

Agency-Sponsored Activities

Another opportunity for program staff to engage match participants is through agency-sponsored activities. The goal is to plan and conduct youth-centered activities that both enhance the match participant's connection to the agency and strengthen match relationships. Structured activities have been found to enhance match relationships and youth outcomes (Miller, 2007). Agency-sponsored activities may range from one-time events such as holiday parties and summer picnics to structured activities that span several weeks or months. As with all program-related activities, agencies need to consider child safety and youth protection in their planning.

Parent/Guardian Engagement

Effective engagement and partnership with parents or guardians is critical to youth development and safety. Parent engagement is not only about engaging the parent as a partner with the agency, but also encouraging a parent and Big to partner on behalf of the youth. Parent engagement can be carried out through specific activities, such as match support contacts, events, trainings, or communications, and should be an objective in each function of service delivery. Thoughtful, intentional engagement should occur in every stage of a match from inquiry to closure.

STANDARD 21. MATCH CLOSURE

STANDARDS

Match Closure

S.21.1 The match support record must show that reasonable attempts were made by agency staff to contact the parent/guardian, child, and the volunteer Big, individually, to thoroughly explore the reasons for closure, safety levels, level of satisfaction, and youth outcomes associated with the match.

S.21.2 When no child safety issues are present and parties are available and agree, every effort will be made and documented to have a facilitated final communication or visit with the volunteer Big and with the child (preferably in-person) that provides for:

1. An explanation for the reason(s) for match closure (as appropriate);
2. An opportunity to reduce any adverse effects from the match closure for the child; and
3. An assessment of the accomplishments of the match in delivering positive outcomes.

S.21.3 The agency staff who had oversight of the match must provide a written assessment and recommendations of the appropriateness for re-match and re-engagement of the parent/guardian, child and/or volunteer Big, either as a volunteer Big, Little, donor, board member or other volunteer, based on their successful past service; any need for additional support or training in future match consideration; and to determine further involvement and ongoing communication with the agency.

S.21.4 Written notification of match closure to all parties, including, when necessary, clarification of the risks assumed by match parties in continuing a relationship outside of the agency's supervision.

ENHANCEMENTS

Match Support Contacts

E.21.1 Make thoughtful match closure prevention efforts to enable participants to recommit to the match, overcome logistical issues, and improve communication, connection, and bonding. (Note: Do not keep a match active "on paper" if the relationship is not active.)

E.21.2 Establish a documented match closure procedure that includes supervisor consultation.

E.21.3 Establish a regular and consistent closure review process to assess all match closures for an agency.

Match Support Contacts

E.21.4 Following match closure, determine if the volunteer is eligible for re-engagement and offer the volunteer next steps (e.g., reassessment, other agency volunteer opportunities such as serving as a board member).

RATIONALE

Match closure is the professionally-managed process in which the match relationship comes to an end and participants reflect on their experience. Matches close for a variety of reasons, but eventually every match will go through the match closure process (Keller, 2005).

Because research suggests that long, strong matches are more likely to result in positive outcomes for youth (Grossman & Rhodes, 2002), steps should be taken to prevent closure unless match support staff believe closure is in the best interest of the participants (e.g., child safety concerns, concerns about the continued appropriateness of a participant, abandonment of the relationship by a participant).

Sometimes matches must close immediately due to child safety concerns. In this situation, program staff should refer to their agency's program manual and reach out to their supervisor and Big Brothers Big Sisters of America's youth protection experts for next steps.

An aspect of closure that is critical in protecting the youth from harm is for match support staff to help the youth understand the reasons for match closure, as appropriate, assure the child that match closure is not their fault, validate their feelings, and focus on the positive experiences or memories the youth can take from the relationship.

As with all other program work, every step of the closure process must be documented accurately and completely. This includes any conversations leading up to the closure, match support notes addressing challenges or concerns between the match participants, and any conversations staff members have had with supervisors about the potential closure.

It is important for agencies to have specific, written policies on engaging participants for re-match after closing (Lakes & Karcher, 2005). Reviewing the match history is critical for identifying whether the individuals would be a good fit for a new match or other agency opportunities in the future.

Carefully analyze closures, especially early closures, individually and as a group, looking for closure reasons and trends. Where relevant, relay this information to program staff to inform and improve future matches. Some agencies utilize a committee comprised of staff from different functions and levels to regularly discuss closures.

STANDARD 22. REASSESSMENT FOR RE-MATCH

STANDARDS

Reassessment for Re-Match

S.22.1 If any volunteer is re-enrolling as a volunteer Big, agency staff must take a purposeful, fresh look at the individual requesting to be matched to determine the eligibility and suitability of the volunteer for a safe, effective match. This process must include a comprehensive review and assessment of the agency's prior experience with the volunteer Big, including, at a minimum, the following components:

- Initial enrollment information (assessment, background check);
- Experience, motivation, training, and support needs;
- Adherence to Big Brothers Big Sisters' safety guidelines;
- Reasons for previous match/file closures; and
- Meaningful life changes that have occurred since the volunteer's initial enrollment (for example, divorce, significant loss, unemployment).

S.22.2 Based on the review and assessment, staff must determine whether additional collateral information is required. Additionally, based on the timeline below, staff must comply with the following steps from the volunteer enrollment process:

Less Than One Year from Closure

- Updated Volunteer Interview – Via phone or in person
- Updated Background Check
  - If background check was run more than three years ago, a full background check is required.
  - If a background check was run less than three years ago, then only one layer of background check is required.
- References – Obtain updated in-depth references from:
  - Any new spouse/spousal equivalent.
  - All youth-serving organization(s) through which the volunteer did any new, relevant volunteer or paid experience with youth within the last five years. If a youth-serving organization(s) is not responsive, all attempts to obtain each reference or references must be made and documented.
  - Additional references may be warranted based on agency assessment.
- Completion of updated/current agency forms and orientation to any new agency policies or procedures, including ground rules – Required
- Training, per the recommendations made in the match closure interview (or for new assessments, from the assessment interview) – Required

More Than One Year from Closure

- Updated Volunteer Interview – In person or through face-to-face video interviewing via Skype, FaceTime, or the equivalent
- Updated Background Check – A layered background check is required
- References – Obtain updated in-depth references from:
  - Any new spouse/spousal equivalent.
  - All youth-serving organization(s) through which the volunteer did any new, relevant volunteer or paid experience with youth within the last 5 years. If a youth-serving organization(s) is not responsive, all attempts to obtain each reference or references must be made and documented.
  - Additional references may be warranted based on agency assessment.
- Completion of updated/current agency forms and orientation to any new agency policies or procedures, including ground rules – Required
- Training, per the recommendations made in the Match Closure Interview (or for new assessments, from the Assessment Interview) – Required

ENHANCEMENTS

Reassessment for Re-Match

E.22.1 Conduct all reassessment interviews in person, regardless of the amount of time that has lapsed since the closure of the most recent match.

E.22.2 When making a match recommendation, include information from previous match support notes to inform the professional assessment. Address any areas of concern identified in the previous match and use all information to determine the eligibility, suitability, and matchability of the volunteer.

E.22.3 Have a staff member that did not have previous involvement with the volunteer conduct the reassessment interview.

E.22.4 Complete a reference check with the volunteer applicant's previous Little or their parent/guardian, as applicable.

E.22.2 Update sex offender registry checks or conduct some level of criminal history record check on other adults living in the home.

RATIONALE

While all volunteers may not proceed to reassessment, this process is just as important as the initial enrollment phase. The reassessment process allows agencies to reevaluate a volunteer's appropriateness for the program in greater detail than when the volunteer was initially enrolled. A thorough review of previous enrollment and match support records may reveal information about a volunteer's match expectations, ability to partner with both agency staff and the parent/guardian, and any policy or ground rule violations that may have occurred. This type of information can assist professional staff in identifying training or coaching needs and ultimately in making a determination about whether the applicant continues to be eligible, suitable, and matchable.

Some agencies decide to conduct all reassessment interviews in person, which allows volunteer applicants the opportunity to review and acknowledge receipt of any updated agency policies and ground rules. It also provides the opportunity for agency staff to observe overall demeanor when discussing the prior match. To ensure the reassessment process is objective, agencies may decide to have staff, other than the previous match support or enrollment and matching staff, complete the reassessment process.

Completing a reference with the volunteer's previous Little or their parent/guardian may provide additional information that the agency may not obtain otherwise. In situations where a Little may be too young to answer traditional reference questions, staff may be able to ask general questions of the Little about their overall satisfaction with their match and their thoughts about the volunteer being rematched with another child.

In addition to completing the necessary updated references, criminal history record checks, and interviews as outlined in Standard 22, agencies may use the reassessment process to update a review of the volunteer applicant's social media presence by conducting an additional search of public domain and social media sites. Also, agencies may choose to update sex offender registry checks or conduct some level of criminal history record check on other adults living in the home. Circumstances for those living in the home may have changed since the initial enrollment, and this information may not have been previously reported to the agency.

Overall, reassessment follows the same rationale as volunteer and child enrollment. Please review those sections for additional information.

INNOVATION FROM THE NETWORK

Match Anniversary Celebrations

Conduct a match anniversary meeting or party to celebrate match milestones with all match participants. Agencies have identified many different ways to highlight a match milestone. Some examples include celebrating individually with matches, hosting an anniversary party each month and inviting any match with an anniversary that month to attend, featuring the names of matches in monthly newsletters, or sending a card or certificate to match participants. In-person celebrations or meetings with matches can be an opportunity to reflect on the prior year while also conducting in-person match support and completing necessary surveys.

Giving More Structure to the Match Relationship

In many agencies, match support staff take an active role in providing direction and substantive content for Bigs and Littles to use together - whether through encouraging matches to explore "sparks" (interests the youth is passionate about), helping matches focus on developmental assets or growing skills, or utilizing other youth development resources. Match support staff are instrumental in directing the match to focus on youth development, whatever the particular focus or framework the agency uses.

Bigs Group Support and Engagement

Brown bag lunches for Bigs, Big-Little trainings, and in-person post-match trainings are all ways that agencies are working to continually develop Bigs' skills as mentors while engaging them with the agency and each other. Some agencies develop their own training curriculum while others partner with community organizations that specialize and can present on specific topics, such as bullying prevention, understanding ADHD, and LGBTQ awareness.

Emergency Procedures

Many agencies have a system in place that allows match participants to reach a staff member 24 hours a day, seven days a week in urgent, but not life-threatening situations where they need immediate support or advice (e.g., Big brings the youth home after an outing and the parent/guardian is not home).

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APPENDIX

APPENDIX 1-6

APPENDIX 1 – STANDARD 8. QUALITY ASSURANCE

Quality Assurance reviews will be a thorough review of all program functions, including, but not limited to, Enrollment and Match Support and should review the work of all Program Staff. Staff must receive feedback on the quality of their work. The Agency must have procedures for addressing Agency Staff work that does not meet quality standards.

APPENDIX 2 – STANDARD 9. CHILD SAFETY AND YOUTH PROTECTION POLICIES

The Agency's Program Manual and Risk Management Plan contain written, Board approved policies and procedures which address, at a minimum:

A. Policy on Obtaining Criminal History Record Check. A criminal history record check is required of all:

- Volunteer Bigs,
- Board Members,
- Agency Staff, and
- Non-mentoring volunteers who come into meaningful contact with children.

    1. Volunteer Bigs:
        a. At time of initial enrollment: See Standard 16
        b. While an active Big: Updated, layered criminal history check at least every 3 years.
        c. At time of reassessment: See Standard 22
    2. Adherence to all applicable federal, state and local laws regulating the use of criminal history records; and that
    3. Potential Volunteer Bigs and volunteers who have been accepted as Volunteer Bigs, will be disqualified for:
        a. Failure to complete the application and screening process;
        b. Past history of sexual abuse of children;
        c. Conviction for any crime in which children were involved;
        d. History of any sexually exploitive behavior; and
        e. Termination from a paid or volunteer position caused by misconduct with a child.

B. Policy on Transporting Children. The policy must include, at a minimum:

1. Agency Staff document in the volunteer's file verification of appropriate licensure and insurance held by the volunteer if they will be transporting the child;
2. Documentation of verification of appropriate licensure and insurance held by Agency Staff if they will be transporting children; and
3. Safety requirements in accordance with state law (e.g. seat belt use, car seat use, prohibitions on use of cell phone, alcohol or other drugs prior to driving a child).

C. Policy on Mandatory Training on Child Safety and Youth Protection for Volunteer Bigs, Parent/Guardians, Children, and all BBBS Agency Staff and Board Members. The policy must include, at a minimum:

1. All Agency Staff, both paid and unpaid, including interns, must successfully complete the BBBS Child Safety and Youth Protection on-line training within 30 days of hire or prior to carrying out work that requires independent professional decision-making in service delivery, such as interviewing or conducting match support;
2. Volunteer Bigs, parent/guardians, children must receive child safety and youth protection training prior to matching, which must be documented to the file; and
3. Documentation that all non-mentoring volunteers, including Board members, and non-program BBBS Agency Staff coming into meaningful contact with children, have been provided information on child safety and youth protection.

D. Policy on Children Visiting Volunteer Applicants' Home. The policy must address, at a minimum:
   1. Promotion of healthy relationship development, especially early in the match relationship;
   2. Procedures to monitor safety levels of activities that take place in the Volunteer Bigs home; and
   3. Reinforcement of the children's personal safety education provided to children, parents and volunteers at enrollment/orientation.

E. Policy on Overnight Visits. If overnight visits with children and Volunteer Bigs are permitted, the policy establishes written guidelines including, at a minimum:
   1. A waiting period before overnight visits can occur;
   2. Requirements for accommodations that allow for privacy for sleeping and changing clothes; and
   3. Procedures for Agency Staff monitoring of safety levels and frequency of overnight visits.

F. Policy on Firearms and Weapons. The policy must include, at a minimum:
   1. Requirements that any firearms and/or weapons ownership by the Volunteer Big applicant be:
      a. Disclosed to BBBS's Agency Staff at enrollment and throughout the life of the match;
      b. Disclosed to the child's parent/guardian by Agency Staff; and
      c. The Volunteer Big must attest to the fact that any weapons, firearms or ammunition ownership are licensed, permitted, registered, and handled in accordance with all applicable state and federal laws.
         i. Guidelines which will be reviewed with and agreed to by the Volunteer Big and parent/guardian, and documented in the match file covering, at a minimum:
   2. Weapons, firearms and ammunition will be made inaccessible at all times to a child while in the Volunteer Bigs care, unless participating in specific, approved activity(ies), which the parent/guardian and Volunteer Big have approved in advance and such approval is documented in the match file (e.g., hunter safety courses).

G. Policy on Digital Technology and Social Networking. The policy must address, at a minimum:
   1. Confidentiality
   2. Privacy
   3. Child safety

H. Policy on Mandatory Child Abuse and Exploitation Reporting. The policy must include, at a minimum:
   1. Within 24 hours of initial notification, BBBS agencies are required to report to BBBSA, AND to law enforcement or child protection authorities any reported or suspected incident, allegation, investigation or civil proceeding that may constitute abuse or exploitation committed against a child under 18 or a vulnerable adult as defined by State or Federal Law, whether or not they are reported by third parties or anonymous sources, where the misconduct of the following individuals is involved:
      a. Current or Former Volunteer Big,
      b. Current or Former Board Member,
      c. Current or Former Staff Person, or
      d. Current or Former Other adult associated with Big Brothers Big Sisters (other than theParent/Guardian)
   2. Mandatory critical incident reporting to BBBSA includes information obtained from third parties or anonymous sources. Required reports include the following, at a minimum:
      a. Sexual misconduct against a child or in the presence of a child that may include contact or non-contact behaviors of a criminal nature;
      b. Physical violence against a child or in the presence of a child;
      c. Behavior that causes significant emotional or psychological harm to a child;
      d. Neglect of a child;
      e. Any other incident the agency deems critical
   3. All employees, volunteers and board members of a BBBSA agency are required to report any suspected or reported incident of child abuse or exploitation. Agencies must have a policy regarding the reporting obligations of Volunteer Bigs, Board Members, Staff and non-mentoring volunteers addressing their local protocols for mandatory reporting of all suspected child abuse, neglect or exploitation (for example: suspected abuse of a Little or other child where the alleged abuser may be a family member, friend, stranger, etc.). Reports of this nature are not required to be reported to BBBSA.

I. Policy on Board Members and Staff Serving as Volunteer Bigs. The policy must include, at a minimum:

   1. Whether current Board members and Agency Staff are allowed to serve as Volunteer Bigs, and if allowed, establishes procedures to provide for Agency Staff to remain objective in decision-making, in the best interests of the child served.

J. Policy on Use of Alcohol, Tobacco Products, and Illicit and Legal Drugs or Substances. The policy must include, at a minimum:

   1. A prohibition on matched Volunteer Bigs being under the influence or using any substance (including alcohol, illicit drugs, and legal drugs, including medical marijuana, "legalized" marijuana, and prescription medications) that could potentially affect judgment, driving, reaction time, or otherwise jeopardize a child's safety and wellbeing, while their Little is in the Volunteer Big's care or company.

APPENDIX 3 – STANDARD 10. FEDERATION-WIDE INFORMATION MANAGEMENT SYSTEM

Agencies must use the BBBS Federation-wide information management system for all program functions.

APPENDIX 4 – STANDARD 12. PROGRAM MANUAL

Each Agency must have a written Program Manual available to all Agency Staff and annually reviewed by Agency Staff, containing the policies and procedures to be used for implementing all One-To-One services. The Program Manual must contain written procedures that address the following critical functions in the Service Delivery process, at a minimum:

A. Eligibility: Written eligibility criteria for Volunteer Bigs, children, and parent/guardians that addresses the expectations of all parties and the ability of the child to form a relationship;

B. Inquiry and Orientation;

C. Enrollment of Volunteer Bigs and children;

D. Pre-match Training;

E. Pre-matching and Matching;

F. Youth Outcomes Development Plan;

G. Match Supervision and Support;

H. Match Closure;

I. Reassessment and Rematch;

J. Agency Staff training;

K. Document retention and confidentiality;

L. Agency Information Management System;

M. Big Brothers Big Sisters Outcomes System; and

N. Quality Assurance

APPENDIX 5 – STANDARD 13. DISCRIMINATION

A. Children are not excluded on the basis of race, religion, national origin, color, gender, sexual orientation, disability, gender identity, parent's veteran status, or marital status of parent.

B. Volunteer Big Brothers, Big Sisters, Board Members, and Agency Staff as Volunteer Bigs are not excluded on the basis of race, religion, national origin, color, gender, marital status, sexual orientation, gender identity, veteran status, or disability.

APPENDIX 6 – STANDARD 23. PROGRAM STAFF TRAINING

A. All program staff must complete annual youth protection training. Approved youth protection trainings will be available on the Learning Management System and agencies can refer to the BBBSA Agencies Only Website for recommended resources outside of BBBSA.

B. Agency staff responsible for managing the program function and/or supervising program staff must complete BBBS' Program Manager Certification on-line courses within 1 year of hire.

Big Brothers
Big Sisters®

AGENCY FEE CALCULATION FORM FOR
January 1, 2021 - December 31, 2021

Your fee calculation is based on "Total Expenditures" for the 2019 fiscal or calendar year end. This form must be completed by all agencies and uploaded **no later than February 28, 2021.**

Financial Statement Used
(Only check one box)

☑ Unaudited internal financials for the calendar year ended December 31, 2020(January 1, 2020 - December 31, 2020)

☐ Audited financials for fiscal year ended ______ * ***(Refer to the instructions tab "Line A" for details)***

AGENCY NAME:	Yavapai Big Brothers Big Sisters Inc	AGENCY ID#:	17
AGENCY ADDRESS:	3208 Lakeside Village Drive		
CITY, STATE, ZIP CODE:	Prescott, Arizona 86301	PHONE NO.:	928-778-5135
FORM PREPARED BY:	Erin Mabery	COMPLETION DATE:	1/25/2021

In accordance with your affiliation agreement with Big Brothers Big Sisters of America, please calculate your agency's affiliation fees to be paid for the period January 1, 2021 - December 31, 2021.
(Refer to the instructions tab for details)

TOTAL EXPENDITURES			$ 1,035,684.85	**(A)**
Less: Fees Paid to BBBSA*	$ 28,300.69	**(B)**		
Less: Federal Grant Expenses*	$ 64,599.99	**(C)**		
Less: Capital Purchases (if expensed)*	$ -	**(D)**		
Less: Depreciation*	$ 26,896.00	**(E)**		
Less: Fund Raising Expenses*	$ 32,112.07	**(F)**		
TOTAL DEDUCTIONS (B+C+D+E+F)			$ 151,908.75	**(G)**
ADJUSTED EXPENDITURES (A - G)			$ 883,776.10	**(H)**

FEE CALCULATION:

Base Dues of $6,000 for Adjusted Expenditures up to $200,000 — **$ 19,012.10** **(I)**
3.25% of $200,001 to $500,000
0.85% of the next $500,001 to $3,000,000
0.65% of the next $3,000,001 and above

Total Annual Dues January 1, 2021 to December 31, 2021 **$ 19,012.10** **(J)**

SELECT A PAYMENT OPTION

Discount if Paid in Full by February 28, 2021	$	950.60	**(K)**
☐ In Full by 2/28/2021	$	18,061.49	Includes 5% Discount

Monthly Payment Options

☑ Monthly Payments
Due Monthly $ 1,584.34 Due last day of each month January - December

Quarterly Payment Options

☐ Quarterly Payments
Due Quarterly $ 4,753.02 Due March 31st, June 30th, September 30th and December 31st

******Please complete this form and upload it as a .pdf file on the FirstPic system no later than **2/28/2021** ******
Do not mail, email or fax it to the national office

Big Brothers Big Sisters OF AMERICA

Federal Vendor Code of Conduct

Updated November 2018

A Message from the CEO

Our mission at Big Brothers Big Sisters of America is to provide children facing adversity with strong and enduring, professionally supported, one-to-one relationships that change their lives for the better, forever. Our core values at BBBSA reflect and support our mission. They are Integrity, Excellence, Teamwork, and Respect—and they are non-negotiable. We owe nothing less to our affiliate agencies; to our donors; to our federal, corporate, and foundation partners; and to the children and volunteers we serve in every state across the country.

We expect our contractors and suppliers of goods and services to share and adhere to these same core values and to make the right ethical decisions, every time, no matter what. While no document can address every ethical issue we may face, this Federal Vendor Code of Conduct sets forth our ethical guidelines and expectations for vendors or contractors that BBBSA hires using federal funds. You are responsible for understanding and following these guidelines and for making decisions that are consistent with our BBBSA values and commitment to maintaining high standards of ethical conduct. Noncompliance can affect and potentially end BBBSA's business relationship with a federally-funded contractor or supplier.

The work we do together is critical to the success of our mission. We thank you for your commitment to our values and our mission.

Sincerely,

Pam Iorio
President & CEO

November 2018

Table of Contents

Introduction

Purpose of the Federal Vendor Code of Conduct

This Federal Vendor Code of Conduct (the "Vendor Code") affirms our high ethical and professional conduct standards for any vendors, contractors, consultants, sub-contractors, and other non-employee workers who are doing business with BBBSA and paid using federal funds ("Federal Vendors"). No code or policy can anticipate every situation that might arise, but the Vendor Code is intended to provide you with: 1) guidance on how to recognize and deal with ethical issues in keeping with BBBSA's values; and 2) explain the mechanisms for reporting unethical conduct.

Our Values

As the nation's pre-eminent youth mentoring organization, we hold ourselves and our employees to high standards of ethics, values, performance, and professionalism. These values drive everything we do:

Integrity

- Demonstrating honesty and transparency in all of our dealings
- Upholding exemplary ethical principles
- Making decisions that reflect high standards of proper stewardship and accountability of resources

Excellence

- Being accountable for our actions
- Delivering every product and service of the national office in an outstanding manner
- Developing a quality workforce
- Showing pride in our efforts and in the organization for which we work

Teamwork

- Working in full cooperation and mutual support that inspires trust and respect to achieve a common goal
- Creating a spirit of service

Respect

- Honoring diversity and inclusion
- Showing consideration and regard for individuals and institutions
- Being tolerant and appreciative
- Accepting individual differences

Questions and Reporting

An important part of your commitment to our values and to our ethical standards is your obligation to let us know about actual or suspected violations of the Vendor Code, suspected violations of laws or regulations, or other improper conduct. If you have legitimate, good-faith concerns about something, we want you to let us know so we can address it. To report an actual or suspected violation:

- Report it directly to our Ethics Officer. You can reach her by email, phone, or mail at:

  Alais Griffin
  General Counsel & Ethics Officer
  Big Brothers Big Sisters of America
  2202 North Westshore Blvd., Suite 455
  Tampa, FL 33607
  (813) 440-3526
  alais.griffin@bbbsa.org

- Use the confidential Ethics Hotline to report a violation by telephone or the Internet. The number is 1-800-963-5541 and the reporting link is www.ethicspoint.com (select BBBSA). The Ethics Hotline is available 24 hours a day, 7 days a week and is maintained by a third-party vendor. Ethics Hotline reports may be made anonymously.

We also encourage you to bring any questions regarding this Vendor Code, any particular circumstances that might arise, or any other ethics questions to the Ethics Officer.

Violations of this Vendor Code

Compliance with this Vendor Code is mandatory for all Federal Vendors, which, as defined above, includes vendors, contractors, consultants, their sub-contractors, and all non-employee workers providing federally-funded or supported services for or on behalf of BBBSA. We reserve the right to conduct investigations and audits, including Federal Vendor site visits, to verify that a Federal Vendor's business operations meet the standards in this Vendor Code. Federal Vendors and their employees must cooperate in the event of an audit or investigation.

Violations of the Vendor Code may result in cancellation of the business or agreement between the Federal Vendor and BBBSA. This includes, but is not limited to, the following violations:

- Engaging in misuse of federal grant funds or any other funds entrusted to BBBSA
- Failing to disclose to our BBBSA information concerning the misuse of federal grant funds or any other funds entrusted to BBBSA
- Authorizing or directly participating in actions that violate the Vendor Code
- Concealing a violation or failing to report a violation of the Vendor Code
- Refusing to cooperate in the investigation of a violation of the Vendor Code
- Retaliating, directly or indirectly, against an individual for the good faith reporting of a violation of the Vendor Code

Financial Stewardship

Financial Stewardship

BBBSA is a steward of every dollar that is entrusted to our organization and to the work we do. Whether those funds come from federal grants, foundation grants, corporate donations, individual gifts, or affiliate fees, we are obligated to protect the funds and ensure that they are used as intended and in accordance with all laws, regulations, and requirements. This includes using BBBSA resources responsibility and only for legitimate business purposes, and protecting BBBSA resources from fraud (actual or suspected), waste, abuse, theft, or any other misuse.

Definitions and Examples of Misuse of Funds

- ***Fraud*** is intentional deception, *e.g.*, to result in financial or personal gain.
- ***Waste*** is the loss or misuse of organization resources that results from deficient practices, system controls, or decisions.
- ***Abuse*** is the intentional, wrongful, or improper use of resources or misuse of rank, position, or authority that causes the loss or misuse of resources, such as tools, vehicles, computers, copy machines, etc.
- ***Theft (or misappropriation)*** is the act of taking something from someone unlawfully.

Improper financial stewardship by Federal Vendors can take many forms and affect many types of business records. The following are only a few examples:

- Improperly billing BBBSA for work that was not performed
- Intentionally making false or misleading entries in books, records, reports, invoices, timesheets, or expense reports, or aiding others in doing so
- Falsifying documents or certifications required by BBBSA procedures, regulations, or funders, including providing your signature as a quality assurance check without completing the inspection process
- Failing to follow applicable procedures, authorization, and documentation, including

federal grant requirements

Conference Policy & Procedures

Federal Vendors who conduct conferences, meetings, or training sessions are responsible for reviewing and adhering to BBBSA's Conference Policy & Procedures.

Federal Grant Reporting Obligations

While BBBSA will not tolerate misuse of any of its funds, we have a specific obligation to promptly report all credible evidence of misuse of <u>federal</u> funds to appropriate government officials, including federal agencies that awarded the funds, the DOJ OIG and/or other federal Inspectors General.

BBBSA will not disburse any federal funds to any Federal Vendor unless the Federal Vendor has certified, during that year, that it is in compliance with this Vendor Code and all applicable rules governing the use of federal grant funds.

BBBSA Resources

General BBBSA Resources

Federal Vendors are not permitted to use BBBSA's name or logo, trademarks or other intellectual property without BBBSA's express written consent. Federal Vendors must also follow copyright laws and honor and protect intellectual property rights of third parties. Federal Vendors and their employees are prohibited from using BBBSA resources or facilities to solicit or distribute information or materials not connected with regular BBBSA work.

Supporting Documents

Federal Vendors must submit invoices for compensation. Each invoice must explicitly agree to the original contract(s) with BBBSA in terms of both services provided and compensation, including hours worked. BBBSA will only reimburse Federal Vendors for pre-approved expenses that are supported by contemporaneous source documentation, including paid receipts or invoices.

Confidential and Proprietary Information

Federal Vendors that are provided access to sensitive information must enter into and abide by the terms of a Confidentiality Agreement with BBBSA. Federal Vendors must protect such information from intentional or accidental disclosure. They must carefully restrict physical and electronic access to sensitive information and only share it with others who have an approved business need to know.

Some Ways to Protect Sensitive Information

- Do not use photos of our Bigs and Littles without appropriate permissions and release forms from BBBSA
- Do not release BBBSA business information that has not been made public to private individuals, organizations, or government bodies unless demanded by legal process
- Do not use confidential information obtained in the course of your affiliation with BBBSA for the purpose of advancing any private business interest or for other personal or business gain
- Refer requests for confidential or sensitive information to BBBSA
- Refer requests for information from the media to BBBSA
- Keep sensitive files and materials in locked drawers

Conflicts of Interest

BBBSA employees, officers, directors, Federal Vendors, and other interested parties must never permit their personal interests to conflict or appear to conflict with the best interests of our organization. This conflict of interest policy is designed to help you identify and avoid situations that present potential conflicts of interest. You are required to disclose both potential and actual conflicts of interests to BBBSA so BBBSA can appropriately manage conflicts in accordance with legal requirements and BBBSA's commitment to accountability and transparency in our operations. This conflict of interest policy supplements but does not replace federal and state laws governing conflicts of interest applicable to BBBSA. If you have any questions about the policy, please ask our Ethics Officer.

Interested Parties

In this policy, we call a person with a conflict of interest an "interested party." An "interested party" is any person serving as a BBBSA officer, employee, member of the BBBSA Board of Directors, major donor to BBBSA, agent of BBBSA, or anyone else in a position of control over BBBSA, who has a personal interest that conflicts with BBBSA's interest. It includes a family member of an interested party, which is a spouse/partner, parent, spouse/partner's parent, child or spouse/partner of child, brother, sister, or spouse/partner of a brother or sister, or anyone (other than a domestic employee) who shares such person's home, and any organization which employs or is about to employ any of the parties listed above.

What is a Conflict of Interest?

A conflict of interest arises when an interested party may have to choose between what is in its best interests (financial or otherwise) and what is in BBBSA's interests. Situations or transactions arising out of a conflict of interest can result in either inappropriate financial gain to the interested party or the appearance of a lack of integrity or transparency in BBBSA's decision-making process. Both results are damaging to BBBSA and must be avoided.

There are too many examples of real or perceived conflicts of interest that could involve a Federal Vendor, but here are some common situations in which they are likely:

- BBBSA contracts to purchase or lease goods, services, or properties from a Federal Vendor that is fully or partially owned or controlled by an interested party.
- The Federal Vendor employs or offer employment to an interested party.
- The Federal Vendor provides gifts to an interested party to obtain or retain business.
- A Federal Vendor seeks to use confidential information obtained from BBBSA for its own benefit (not necessarily financial) or for the benefit of a third party.
- A Federal Vendor is involved in developing a Request for Proposal and seeks to bid on the work covered by the RFP

Prohibition on Conflicts of Interest

Under no circumstances shall a BBBSA employee, officer, director, agent, or other interested party take part in or have an interest in the selection, award, or administration of any contract supported by a federal award if a conflict of interest, real or apparent, exists.

Gifts from Vendors

BBBSA officers, employees, and agents are prohibited from soliciting or accepting gifts, favors, gratuities, or anything of monetary value from any vendors, contractors, or parties to subcontracts, that are supported by or paid from a federal grant or award, including potential Federal Vendors and subcontractors, unless the gifts are unsolicited and of very nominal value.

Federal Vendors must never offer or provide personal incentives or rewards to BBBSA employees in an effort to influence a business decision such as a procurement award or contract. Providing cash or a cash equivalent of any kind to a BBBSA employee is strictly prohibited.

Disclosure of Potential Conflicts of Interest

Federal Vendors are under a continuing obligation to disclose both actual and potential conflicts of interest as soon as they are known or reasonably should be known. Annually, Federal Vendors will be asked to disclose any interests that could give rise to a conflict of interest through the form at the back of this Vendor Code. An actual conflict of interest does not need to be present to constitute a violation. Federal Vendors must also avoid or disclose activities that create an appearance of a conflict of interest.

Disclosure statements shall be provided to the Ethics Officer. The Ethics Officer shall file copies of all Federal Vendor disclosure statements in official Federal Vendor files.

Where a potential or actual conflict exists between a Federal Vendor's interests and the interests of BBBSA with respect to a specific proposed action, policy, or transaction, the BBBSA General Counsel/Ethics Officer, Chief Financial Officer, and/or the BBBSA CEO will consider the matter and determine whether it is permissible under federal grant regulations and in the best interests of BBBSA. Where the potential or actual conflict involves the CEO or a board member, the BBBSA Board of Directors shall review and address the matter.

In all cases, decisions involving a conflict will only be made by disinterested persons, although the interested party may be asked to provide factual information and/or to answer questions.

Violations of Conflict of Interest Policy

Violations of the Conflict of Interest Policy are cause for immediate termination of a Federal Vendor relationship where BBBSA determines such action is appropriate.

Political Activities and Contributions

BBBSA employees, officers, directors, or agents are not authorized to make a political contribution on behalf of BBBSA or in BBBSA's name. For example, BBBSA employees, officers, directors, or agents are precluded from co-hosting a BBBSA event at which a political candidate is endorsed, conducting a BBBSA fundraising event for a politician, or wearing a BBBSA shirt to a political fundraising event. Federal Vendors must refrain from asking BBBSA employees, officers, directors, or agents to do anything that would violate this policy.

Government Relations

Unless you are a registered lobbyist for BBBSA, Federal Vendors are prohibited from interacting with public officials, including government employees and representatives, elected or appointed officials in foreign, federal, state and local governments, and other oversight agencies, on BBBSA's behalf. Some of these public officials are responsible for laws, regulations, rules, policies, and grants that affect us. We must ensure that our interactions with public officials comply with the letter and the spirit of the laws, regulations, and rules that cover these interactions. You may be required to submit a

Lobbying Certification form and Disclosure of Lobbying Activities form to BBBSA as part of the contract process.

Registered Lobbyists

Registered lobbyists for BBBSA are prohibited from using any federal appropriated funds for influencing or attempting to influence an officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress.

In addition, you must be truthful, courteous, and professional in communicating with public officials, and provide them with factually correct, current, and accurate information. We will not tolerate any behavior by a Federal Vendor that creates or contributes to a situation in which the responsibilities, judgment, or objectivity of a public official becomes compromised. This includes, but is not limited to:

- Offering, promising, or giving anything of value to any public official in to assist you or BBBSA in obtaining or retaining business or to obtain any improper advantage
- Disregarding rules that apply to business courtesies given to public officials
- Causing a public official or other interested person to violate any law, regulation, or rule applicable to such public official or interested person

Safety

Drug-Free Workplace

BBBSA is committed to providing an alcohol and drug free workplace for its employees and complies with the provisions of the Drug Free Workplace Act of 1988 (Public Law 100-690). All Federal Vendors are expected to adhere to our commitment to this Act.

Seat Belt Use

BBBSA encourages all Federal Vendors to wear seat belts while driving company-owned, rented, or personal vehicles while they are on BBBSA-related projects or jobs.

Text Messaging While Driving

BBBSA enforces the federal ban on text messaging while driving company-owned, rented, or Government-owned vehicles; while driving privately-owned vehicles while on official Government business; or when performing any work for or on behalf of the Government. Federal Vendors should adhere to applicable regulations regarding text messaging while driving.

Ethical Commitment Pledge

Each of us is responsible for creating, promoting, and maintaining a culture that supports our values and encourages ethical conduct and compliance with the law. By signing this Vendor Code, you are making the following ethical commitment pledges.

Federal Vendor Pledge

As a BBBSA Federal Vendor, I will:

- Uphold the law
- Comply with BBBSA's values and policies and procedures
- Be honest, transparent, and avoid and/or disclose potential or actual conflicts of interest
- Report, in good faith, actual or suspected ethical misconduct
- Seek clarification and guidance on ethics, compliance, and legal issues when unclear about what to do
- Inform BBBSA immediately if I am excluded from participation in any government program, including but not limited to, if I am placed on the Excluded Parties List System in the federal government System for Award Management
- Cooperate with BBBSA investigations by providing complete and truthful information and related documentation

Appendix 1 – Whistleblower Policy

General

All BBBSA directors, officers, and employees must comply with the Code of Conduct, the handbook, and all BBBSA policies and procedures in the conduct of their duties and responsibilities. As BBBSA directors, officers, and employees, we must act in an ethical manner in fulfilling our responsibilities, and comply with all applicable laws and regulations.

Reporting Responsibility

It is the responsibility of all directors, officers, and employees to report violations or suspected violations of our Code of Conduct or our policies and procedures or actual or suspected illegal or unethical behavior in accordance with this Whistleblower Policy. Such reports must be made in good faith.

Violations may include, but are not limited to, deliberate violation of a law, rule, statute, or regulation; misuse of funds; discrimination or harassment; hostile work environment; noncompliance with federal grant requirements; falsification of contracts, reports, or records; conflict of interest; unauthorized disclosure of confidential information; use of donor funds not as donors directed; intentional misstatement of business and financial transactions; and other violation of policy.

No Retaliation

This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the organization prior to seeking resolution outside the organization.

No individual who in good faith reports a violation of the Code of Conduct or other suspected unethical or unlawful behavior, serves as a witness, or otherwise participates in the investigation regarding the suspected unethical or unlawful behavior, shall suffer harassment, retaliation or an adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment, and any other penalties as determined by law. Violations of this policy can negate severance agreements.

Reporting Violations

We have an open-door policy. We suggest that employees share their questions, concerns, suggestions or complaints with someone in the organization who can address them properly. In most cases, an employee's supervisor is in the best position to address an area of concern.

For various reasons, however, an employee may not be comfortable speaking with his/her supervisor or may not be satisfied with the supervisor's response. In such cases, the employee is encouraged to speak with the Ethics Officer or anyone in management whom he or she is comfortable in approaching. Supervisors are required to report suspected violations of our Code of Conduct or our policies and procedures or suspected illegal or unethical behavior to HR and the General Counsel/Ethics Officer, who have specific and exclusive responsibility to investigate all reported violations. For suspected fraud, employees should contact HR, the General Counsel/Ethics Officer, the CFO, or the CEO directly.

While we encourage employees to use the avenues available within the organization to raise serious concerns, we realize that there may be occasions in which an employee prefers to use outside reporting. Any employee who wants to remain anonymous and report suspicions of violations of the Code of Conduct or our policies and procedures or suspected illegal or unethical behavior may contact EthicsPoint, a third-party provider of confidential, anonymous reporting services. To report a suspected violation to EthicsPoint, call 800-963-5541 or go to www.ethicspoint.com and select BBBSA.

If you are not entirely satisfied with how your report has been handled, please contact the General Counsel/Ethics Officer or CEO so that s/he can look into your concerns immediately. Your appeal should be in writing to help ensure clarity. While we encourage you to be detailed, it is sufficient to say "I wish to appeal my complaint of suspected illegal/unethical behavior." You may also appeal by using the ethics hotline.

Investigations and Compliance

The General Counsel, who also serves as our Ethics Officer, will ensure compliance and is responsible for investigating and resolving all reported complaints and allegations concerning violations of our Code of Conduct or our policies and procedures or suspected illegal or unethical behavior. The General Counsel shall advise the CEO.

Upon receipt of a report of suspected unethical or unlawful behavior, BBBSA will conduct a prompt and fair investigation. The allegations reported will be disclosed only to the extent necessary to conduct the investigation/take corrective action. BBBSA will then take corrective action with respect to any employee or non-employee who has engaged in illegal, unethical, and/or inappropriate behavior, including discipline up to and including termination of the employment or other relationship. As stated above, the organization will not tolerate any unlawful retaliation against anyone who makes a good-faith complaint, serves as a witness, or otherwise participates in the investigation.

Accounting and Auditing Matters

The Chair of the Audit Committee, or his/her Board designee, shall address all reported concerns or complaints regarding accounting practices, internal controls, or auditing. Unless it is inappropriate for any reason, the General Counsel/Ethics Officer and the CEO shall work with the Committee Chair until the matter is resolved.

If you believe that any employee of the organization or any other individual or entity performing work for or with the organization has engaged in illegal, unethical, or improper activity with regard to the securities laws, accounting standards, accounting controls, or auditing practices, immediately contact the General Counsel/Ethics Officer, the CEO, or report it through EthicsPoint.

Acting in Good Faith

Anyone filing a complaint on a violation or suspected violation of our Code of Conduct or our policies and procedures or suspected illegal or unethical behavior must be acting in good faith and have reasonable grounds for believing the disclosed information is a violation. Any allegations that prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality of Your Identity

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Notification of Employee Protections under 41 U.S.C. § 4172

In addition to the protections in our Code of Conduct and Whistleblower Policy, as a federal grant recipient, BBBSA is subject to 41 U.S.C. § 4172, which provides that no employee of a grantee, or sub-grantee, may be discharged, demoted, or otherwise discriminated against for disclosing information that an employee reasonably believes is evidence of:

- Gross mismanagement of a federal contract or grant;
- Gross waste of federal funds;
- An abuse of authority relating to a federal contract or grant (defined as an arbitrary and capricious exercise of authority that is inconsistent with the mission of the federal awarding agency concerned or the successful performance of a contract or grant of such agency);
- A substantial and specific danger to public health or safety; or
- A violation of law, rule, or regulation related to a federal contract (including the competition for or negotiation of a contract) or grant.

To qualify under the statute, the employee’s disclosure of suspected wrongdoing must be made to one of the following:

- A management official or other employee of BBBSA or the sub-grantee who has the responsibility to investigate, discover, or address misconduct; or
- The Inspector General of the federal awarding agency (for example, the Office of Inspector General of the U.S. Department of Justice);
- An employee of the federal awarding agency who is responsible for contract or grant oversight or management (for example, at the Office of Justice Programs);
- An authorized official of the U.S. Department of Justice or other law enforcement agency, a Member of Congress or a representative of a committee of Congress, or the Government Accountability Office.

Submitting Complaints Pursuant to 41 U.S.C. 4712

As emphasized in the BBBSA Code of Conduct and this Whistleblower Policy, BBBSA is committed to operating with high ethical standards, integrity, and accountability. It does not tolerate retaliation against individuals who report compliance concerns in good faith. As set forth in this Policy, there are several resources available to individuals who have compliance concerns or who believe they have been retaliated against. These include your supervisor, HR, the General Counsel/Ethics Officer, or anyone in management. And, as set forth above, any employee who wants to remain anonymous may also contact EthicsPoint by calling 800-963-5541 or go to www.ethicspoint.com and select BBBSA.

If an employee believes that he or she has been subjected to reprisal for disclosing wrongdoing, the employee may also submit a complaint to the federal awarding agency's Office of Inspector General within three years of the date on which the alleged reprisal took place. The Inspector General will generally perform an investigation and submit a report to the federal agency, which then determines whether sufficient basis exists to conclude that discrimination occurred. If the agency determines that discrimination has occurred, the statute sets out remedies that may be available, including ordering a grantee reverse the reprisal, reinstate the employee with compensatory damages and employment benefits, and/or pay costs reasonably incurred by the whistleblower in bringing the complaint. A grantee has the right to appeal any agency order to the relevant United States court. Additional details, including procedures for filing complaints, may be found in the full statute 41 U.S.C. 4712.

Certification Regarding Lobbying
for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Signed by: Erin Mabery Date: 1-5-21

Printed Name: ERIN MABERY

Title: EXECUTIVE DIRECTOR/CEO

Agency/Entity: YAVAPAI BIG BROTHERS BIG SISTERS INC.

Agency ID number, if applicable: 00017

Big Brothers Big Sisters
OF AMERICA

By signing below, I certify that the Yavapai Big Brothers Big Sisters 0017
Agency Name

will achieve and/or maintain compliance with the Code of Federal Regulations procurement standards. This policy is effective as of January 1, 2020. To assist in meeting BBBSA streamlining goals, the collection of documentation, and the procedures for assurance of subrecipient compliance, I certify that our Procurement Policy is compliant with 2 C.F.R. §200.318-326 and other applicable OJP and Federal regulations. *It is your Agency's responsibility to ensure full compliance with both BBBSA and OJJDP requirements.*

As the duly authorized Agency representatives, we hereby certify that our Agency will comply with the requirement listed above.

2019 MU JY FX 0001
GRANT NO. (As noted on your MOA)

Signature, Chief Executive Officer — 3-10-20
Date

Signature, Board Chair — 3-10-20
Date

Note: An agency that DOES NOT comply with procurement standards, as outlined in 2 C.F.R. §200.318-326, may be prohibited from receiving federal funding.

Big Brothers Big Sisters.
OF AMERICA

By signing below, I certify that the Yavapai Big Brothers Big Sisters 0017
Agency Name

will achieve and/or maintain compliance with the OJJDP special condition ensuring that advance determinations of suitability are made before certain individuals interact with participating minors through this award, effective as of 1-1-17 (date). This includes the results of all required searches listed below, each of which must be completed no earlier than six months before the determination regarding suitability. All records of the search results must be retained in accordance with federal and your agency's record retention requirements.

Please note that elements of the OJJDP Determination of Suitability to Interact with Participating Minors requirement may not be present in Big Brothers Big Sisters of America's Standards and Policies. It is your Agency's responsibility to ensure full compliance with both BBBSA and OJJDP requirements.

(1) Public sex offender and child abuse websites/registries

A search (by current name, and, if applicable, by previous name(s) or aliases), of the pertinent and reasonably- accessible federal, state, and (if applicable) local and tribal sex offender and child abuse websites/public registries, including--

(a) the Dru Sjodin National Sex Offender Public Website (www.nsopw.gov);

(b) the website/public registry for each state (and/or tribe, if applicable) in which the individual lives, works, or goes to school, or has lived, worked, or gone to school at any time during the past five years; and;

(c) the website/public registry for each state (and/or tribe, if applicable) in which the individual is expected to, or reasonably likely to, interact with a participating minor in the course of activities under the award.

(2) Criminal history registries and similar repositories of criminal history records

For each individual covered under this grant, a fingerprint search (or, if the recipient or subrecipient documents that a fingerprint search is not legally available, a name-based search, using current and, if applicable, previous names and aliases) -- encompassing at least the time period beginning five calendar years preceding the date of the search request -- of pertinent state (and, if applicable, local and tribal) criminal history registries or similar repositories, including:

(a) the criminal history registry for each state in which the individual lives, works, or goes to school, or has lived, worked, or gone to school at any time during the past five years; and

(b) the criminal history registry for each state in which he or she is expected to, or reasonably likely to, interact with a participating minor in the course of activities under the award.

Please list the source(s) your agency uses to comply with the OJJDP Determination of Suitability to Interact with Participating Minors requirement in the space below (e.g., Sterling, First Advantage, VeriScreen, Local Police Department, County Sheriff's Office, Other):

Source(s): FieldPrint (UPS)

As the duly authorized Agency representatives, we hereby certify that our Agency will comply with the requirement listed above.

2019-MU-JY-FX-0001

GRANT NO. (As noted on your MOA)

Signature, Chief Executive Officer

3-10-20

Date

Signature, Board Chair

3-10-20

Date

Note: An Agency that DOES NOT comply with the OJJDP Determination of Suitability to Interact with Participating Minors requirement as stipulated may be prohibited from receiving federal funding.

BIG BROTHERS BIG SISTERS OF AMERICA
TECHNOLOGY LICENSES FEE CALCULATION FORM
January 1, 2021 - December 31, 2021

AGENCY NAME: **Yavapai BBBS, Inc.** AGENCY ID#: **17**

In accordance with your Matchforce User commitment with Big Brothers Big Sisters of America, below is your agency's annual technology fees for the period January 1, 2021 through December 31, 2021:

MATCHFORCE USERS 16

TECHNOLOGY LICENSE FEE $ 7,700 **(B)**

Base Fee	$2,500
1 to 10 Users	$350 per user + base fee
11 to 50 Users	$325 per user + base fee
Above 50 Users	$300 per user + base fee

SELECT A PAYMENT OPTION

	☐	In Full by 2/28/21	$ 7,700.00	
Monthly	☑	Amount Paid in 12 Payments Due Monthly	$ 641.67	last day of each month January - December (12 payments)
Quarterly	☐	Amount Paid in 4 Payments Due Quarterly	$ 1,925.00	Due March 31st, June 30th, September 30th and December 31st

******Please complete the payment information section of this form and upload it again as a .pdf on the FirstPic system no later than **2/28/21** ******
There is no need to mail, email or fax it to the national office
Please direct all questions to accounting@bbbsa.org