



2012-2014 STRATEGIC PLAN



CHANGING LIVES ONE DAY AT A TIME

**“EOYDC BUILDS CHARACTER, BUILDS LEADERS
AND FULFILLS DREAMS.”**

**“EOYDC PROVIDES INSPIRATION AND REPRESENTS
HOPE FOR THE COMMUNITY.”**



Mission

EOYDC develops the social and leadership capacities of youth and young adults (ages 6 – 24) so that they achieve excellence in education, career and service to their communities.

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Vision

EOYDC visualizes a community of empowered youth and young adults with the character, skills and network to positively contribute to society.



Manifesto

EOYDC is more than a basketball court or a cooking class. More than a summer camp or computer lab. We're not daycare providers or afterschool chaperones. We are family: a home away from home; the tough love you need to prepare you for a tough world. An oasis in the desert of inner city life. And, the pathway to a brighter future. Our free programs, which exist because of our supporters, are designed just for you. Our trained staff, in collaboration with your parents and our partners, is committed to developing you. And our community will be better because of you. The power is in your hands so we make sure you are equipped with the essential elements required for life-long success - like good character, self-respect, sense of responsibility, and access to a robust network of people who care about you. We are positive mentors for you so that you learn to be positive mentors for those who will come behind you. We respect your individuality and empower you to rise above everyone's expectations. We strive to recognize and enhance your unique talents. Here you will gain the skills and confidence needed to excel in the classroom, on the field, on the stage, on the job and, most importantly, in the community.

I. Executive Summary

OVERVIEW OF EOYDC

The idea for the East Oakland Youth Development Center (EOYDC) was first conceived in 1973 by businessman, visionary and activist Robert B. Shetterly, the former Chairman of the Board and CEO of The Clorox Company. He envisioned a community-based program designed to help under-privileged youth grow and thrive. In 1978, after moving from a temporary location, EOYDC's 30,000-square-foot oasis for youth opened at the corner of International Boulevard and 82nd Avenue in East Oakland's Elmhurst District. More than thirty years later, EOYDC remains dedicated to developing youth and young adults (ages 6-24) into healthy, self-supporting and aware citizens; and it serves more than 2,000 young people annually.

EOYDC embodies its "Theory of Change," which begins with "Character Building," grows to "Readiness" for life-changing opportunities and culminates in the provision of "Access" to a wide range of such opportunities, by delivering free, comprehensive, youth-led programs coordinated to meet the holistic needs of the young people EOYDC serves across four Program Areas:

- ♦ **Art:** Programs centered around expressive communication celebrating diversity and promoting unity through dance, drawing, painting, music, murals and more. Remarkable youth accomplishments include developing the Public Arts Policy for Alameda County.



- ♦ **Education:** Programs geared to promote academic achievement and advancement - such as Pathway to College (PTC), the Homework Club and GED Preparation. PTC boasts 100% college



acceptance and 96% graduation rates with 50% of graduates returning to EOYDC as Alumni Mentors.

- ♦ **Jobs:** Programs designed to help young adults successfully enter and remain in the workforce - namely Job Opportunities for Youth (JOY), Youth Leadership Training, Job Training and the Summer Cultural Enrichment Program (SCEP). JOY assists over 1,000 clients and has a job placement rate of 70%.



- ♦ **Wellness:** Programs crafted to enhance the health and fitness of our youth - through Health Education, Cooking Class and Sports including martial arts, basketball and track. EOYDC has developed nationally recognizable athletes and 98% of its Track Club members have gone on to college.



EOYDC is governed by a committed group of leaders who serve on its Board of Directors and has a unique asset in its East Oakland Youth Development Foundation (EOYDF) which manages its endowment and raises funds. EOYDC's success to date would not have been possible without a long list of supportive partners and generous funders including individuals, corporations, foundations and city and county entities.

Today, EOYDC is in a critical transition period as it approaches its 35th Anniversary in 2013 and recognizes the need to refresh the organization so that it is better suited to meet the changing needs of its constituents in the coming years. With the leadership and support of its Board of Directors, EOYDC embarked upon a Strategic Planning Process in mid-2011 to help chart its future.

THE STRATEGIC PLANNING PROCESS

Over a six-month period, EOYDC's Board of Directors presided over a comprehensive Strategic Planning Process facilitated by Walker and Associates Consulting and involving a broad range of constituents including EOYDC staff, partners, funders, youth, young adults and parents. The process began with gaining the organization's commitment to change and included: assessing the health of the organization; articulating the vision for the future; strategizing ways to achieve that vision; and setting forth tactics for implementing the plan and measuring results. The goal was to create a Strategic Plan that is informed by the community and which guides the organization boldly into the future while making a strong case for investment.

The formal Organizational Health Assessment involved all EOYDC constituents, and the visioning and strategizing process was led by the Board and staff. Specific tactics employed by EOYDC and facilitated by Walker and Associates Consulting throughout the process were as follows:

- ◆ Board and Foundation Trustee Survey
- ◆ Staff Survey
- ◆ Youth Focus Groups
- ◆ Parent Focus Group
- ◆ Partner and Funder Interviews
- ◆ Video Documentation
- ◆ Oakland Profile Analysis
- ◆ Nonprofit Comparative Analysis
- ◆ Staff Feedback Session
- ◆ Board Planning Retreat

This process resulted in new learning about EOYDC's strengths and limitations and new strategies, tactics, outcomes and timelines designed to help leverage strengths and minimize limitations. The assessment results were overwhelmingly positive and consistent,



contributing to the key finding that EOYDC is a healthy and mature organization that is respected and beloved by its board, trustees, staff, partners and funders, as

well as by the youth and parents it serves; and it is distinguished among its peers due to its long-term dedication to youth and track record of producing outstanding alumni. Although the organization is viewed as an important model for youth development, constituents also note the significant opportunity for EOYDC to refresh its structure, operations, facilities and messaging and to expand so that it can impact the lives of even more youth in the future. Specific strengths noted about EOYDC are its strong relationship with youth, significant community impact, nurturing environment and trusted and visible leadership. However, constituents expressed a strong desire for EOYDC to have greater financial and staff resources, a formal succession plan for its long-standing exceptional leader, improved facilities, an increased focus on staff development, stronger communication and collaboration with parents, more innovative programming and more attention to safety precautions and violence prevention.

A profile of Oakland's demographics and comparative analysis of Oakland-based, youth-serving nonprofits revealed additional insights. Oakland's youth are remarkably resilient fighting to rise above an environment burdened by poverty, drugs, violence and obesity. EOYDC and its youth remain hopeful for the future as violent crime has begun to decline over the past few years, new jobs from transportation development are on the horizon and the engaged community of creative leaders with unique passion and dedication remains. Oakland's ethnic diversity is also notable and with the significant growth of the Latino population EOYDC must work even harder to maintain an environment that is welcoming to and supportive of all cultures. The research and analysis also revealed that, in comparison to a cohort of youth-serving nonprofits in Oakland, EOYDC has a smaller budget and staff but a more unique focus on character building, a youth-led programming model and renowned Wellness programs.

All of the findings described above fed into the development of this Strategic Plan for 2012-2014. A summary of the four key strategies identified to "LEAD" EOYDC into an even brighter future follows:

2012-2014 STRATEGIES



Leverage Strengths and Fill Gaps in Programming

Completed By:

1. Lift up/Expand Education and Jobs as EOYDC's Signature Programs Youth are provided with the tools to address their most pressing needs	Q1 2012 Program. Directors
2. Formally Adopt Elements of a Youth-Led Mentoring Model Mentors are recruited & participating youth experience improved esteem, reduced incidents of behavior problems & increased performance	Q2 2012 Senior Staff
3. Improve Intake, Needs Assessment and Referral Systems Youth are connected to a qualified network of service providers based on needs	Q3 2012 VP & Case Manager
4. Fully Integrate Violence Prevention and Grief Management Across Programs A reduction in the impact of violence & despair on youth & families	Q3 2012 VP & Senior Staff
5. Refresh Art and Wellness Programs to the Expressed Needs of Youth Programs in drama, dance, video & graphic design added & partnerships established to allow EOYDC youth to participate in baseball & swimming	Q3 2012 Program. Directors & Partner Orgs.
6. Recognize Changing Demographics and Heighten Multicultural Focus to Ensure that Programs Include Latino and Asian Traditions EOYDC maintains an inclusive environment	Ongoing: 2012-2014 Pres. & CEO & Senior Staff
7. Improve Tracking and Evaluation of Program Outcomes A customized, automated evaluation system is purchased, staff are trained & EOYDC captures & reports results across all programs & services	Q4 2012 Pres. & CEO, VP & Senior Staff
8. Develop Tools and Strategies to Replicate EOYDC's Model/Expand Intermediary Role Curriculum, workbooks & related publications are developed & EOYDC provides regular webinars & institutes for teachers & youth-serving nonprofits	Q4 2012 Pres. & CEO



Expand Staff and Improve Operations

Completed By:

1. Upgrade Executive Director's Title, Salary and Benefits The President & CEO's salary & benefits will be in line with industry averages	Q1 2012 Board
2. Hire a Seasoned Professional to serve as Vice President EOYDC will have a passionate, qualified & committed 2nd in command to oversee programs & operations	Q2 2012 Board, Pres. & CEO & Consultant
3. Hire a Director of Development and Communications EOYDC will have the internal capacity to raise the organization's profile, communicate effectively across all mediums and raise \$1-3 million per year	Q1 2012 (PT) & Q1 2013 (FT) Pres. & CEO
4. Procure a new Van and Leverage Partnerships to Transport Youth from Schools Transportation from local schools increases participation & alleviates safety concerns	Q1 2012 Pres. & CEO
5. Increase Investment in Professional Development for Staff Training curriculum is established & new hires participate in standardized onboarding	Q3 2012 VP
6. Increase EOYDC's Annual Operating Budget from \$1.1 to \$1.7 Million EOYDC has increased capacity and refreshed operations to meet the growing demand for its services	Q3 2012-Q4 2014 Board, Foundation & Pres. & CEO



Advance the ongoing Capital Campaign

Completed By:

1. Complete the Existing Capital Campaign and Raise the 25% Balance Required to Meet the Campaign Goals Major repairs & technology upgrades are made to the existing building	Q4 2012 Foundation & Pres. & CEO
2. Launch a new Capital Campaign to Support Renovation and Expansion Materials are developed, a committee is formed & funds are raised	Q4 2012 Foundation & Pres. & CEO



Drive Outreach and Fund Development Results

Completed By:

1. Significantly Expand EOYDC's Resource Base to Include More Funds from Foundations, Corporations and Major Donors An EOYDC Capacity Building Fund is established & \$900,000, payable over 3 years, is raised to support the implementation of the Strategic Plan	Q3 2012 Foundation, Board, Pres. & CEO & Consultant
2. Implement an Annual Campaign to Raise Funds from a Broader Base of EOYDC Alumni A database is developed & EOYDC solicits and receives donations	Q3 2012 Pres. & CEO & Consultant
3. Establish Community Partnerships and Hold Community Events to Increase Outreach to Latino and Asian Youth and Parents A diverse population of youth & parents are participating in EOYDC's programs including representation on EOYDC's Board of Directors	Ongoing: 2012-2014 Pres. & CEO & Board

NEXT STEPS

In order for EOYDC to implement this plan the organization will need \$900,000 over the next three years to fund \$750,000 in Salary and Benefits and \$150,000 towards Operations. In addition, EOYDC must raise an estimated \$7 million to support its Master Plan for site expansion which will add an additional 5,294 square feet for vital community programs and state of the art security and technology.

To secure this support, EOYDC must:

1. Hold a **Funders' Briefing and Tour** to introduce the new Strategic Plan and identify opportunities to invest in EOYDC's future
2. Invest in the **personnel and policies** required to support ongoing resource development
3. Develop additional strategic **partnerships with businesses**
4. Secure small **contributions from individuals** at all income levels
5. Reconsider the prohibition against securing **government grants**



Call to Action

With your support, EOYDC will increase its capacity (staff, facilities and resources) allowing the organization to serve more and more youth in desperate need of tough love, a safe place and life-changing opportunities. We invite you to join us in developing the social and leadership capacities of youth and young adults so that they achieve excellence in education, career and service to their communities.

How can you help enhance the lives of Oakland's youth?

- ♦ Visit www.eoydc.org to make a one-time or recurring tax-deductible donation
- ♦ Call us at **510-569-8088** or email us at infoplease@eoydc.org to find out how you can become a volunteer, mentor or partner
- ♦ Visit us at **8200 International Blvd. in Oakland** to witness first-hand our vibrant, nurturing community and the boundless development opportunities that we provide for our youth and young adults

II. Introduction: Background & Methodology

This Strategic Plan was developed over a six-month period; led by the East Oakland Youth Development Center's (EOYDC's) Board of Directors and informed by its staff, partners, funders and those at the very heart of EOYDC's work - youth, young adults and their parents. EOYDC engaged a broad range of stakeholders in the strategic planning process based on the long-held belief that the organization's ability to make a difference in the lives of young people requires collaborative community action based on a plan that is both clear and reflective of stakeholders' input.

It is important to note that this Strategic Plan is the product of the first formal strategic planning process that EOYDC has completed, and it will help guide EOYDC through a critical transition. EOYDC will celebrate its 35th Anniversary in 2013 and has embarked upon a campaign to refresh its structure, programs, services, facilities and brand image. The recommendations reflected in this plan are intended to make EOYDC more up-to-date and better suited to meet the changing demographics and needs of those it serves.

An outside consulting firm, Walker and Associates Consulting, was retained to facilitate the strategic planning process which began with a joint Board and Foundation "Kick off Meeting" on May 11, 2011. From June through October, Walker and Associates surveyed members of EOYDC's Board and Foundation and staff, facilitated focus groups with youth and parents, observed the youth-led Summer Cultural Enrichment Program in action and interviewed a representative sample of EOYDC's partner agencies and funders. A separate feedback session was held with the staff, and the Board participated in a full-day retreat on October 29, 2011 to review the findings and develop the goals, strategies and resources required to implement the Strategic Plan over the next three years. The methodology employed in the development of this Strategic Plan is summarized below:



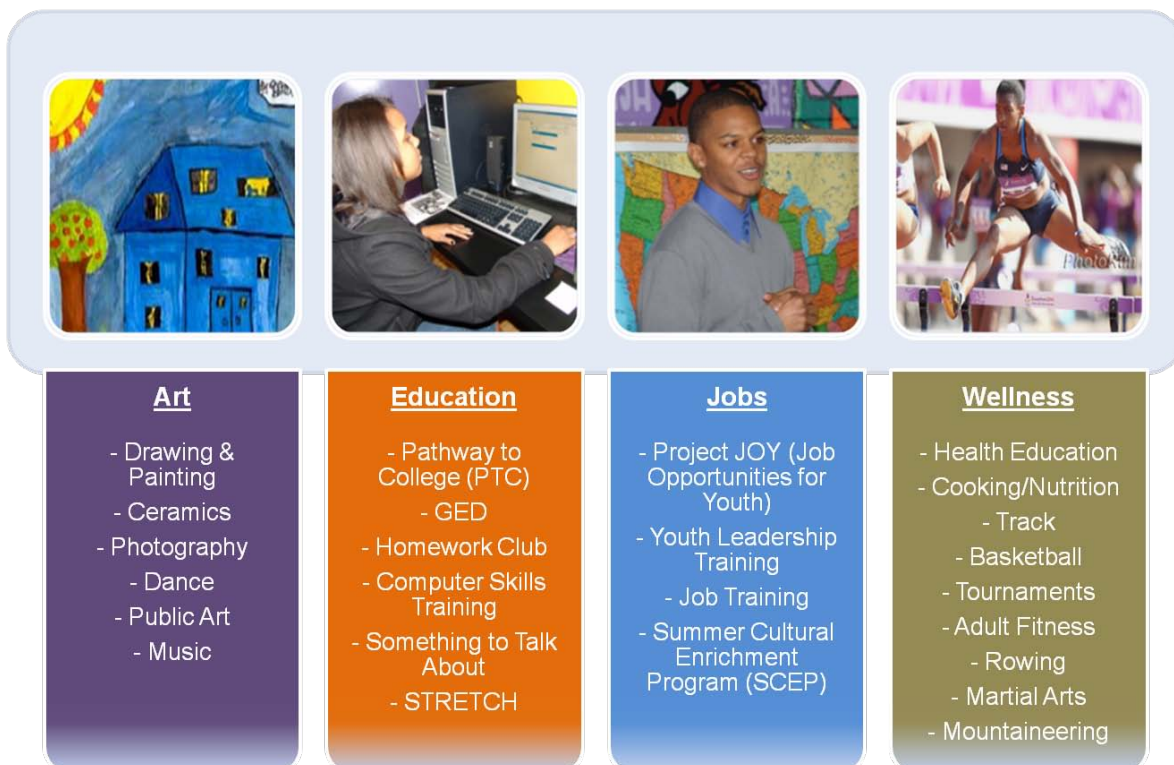
The process also included a focus on the competitive environment as well as the resources required to support the implementation of the plan. As organizations struggle to address the rising need among the populations they serve they must grapple with the fact that steep competition for finite resources is a reality in today's economy and that collaboration with like-minded organizations is critical to success. Finally, given the current economic environment, a strategic plan that does not make a strong case for future investment is simply not sustainable. This plan will serve as the foundation for discussions to garner additional support for EOYDC that will allow it to do even more in the coming years to impact the lives of Bay Area youth and young adults.



III. EOYDC Organizational Overview

EOYDC was established in 1973 by its founder Robert B. Shetterly, former Chairman of the Board and CEO of The Clorox Company, as an urban community center where young people could grow and thrive. Today, EOYDC is a nonprofit, tax-exempt, flagship youth development organization with a national reputation for innovation and “best in class” service for young people and their families. The journey began with door-to-door community outreach which, despite some initial local resistance, resulted in supportive petitions from local residents and a public-private partnership that included strong support from the local government and the faith-based community. In 1978, EOYDC moved from a temporary location provided by the Allen Temple Baptist Church to a brand new 30,000 square foot two-story building at the intersection of International Boulevard and 82nd Avenue in East Oakland’s Elmhurst District. The multifunctional facility features administrative offices, classrooms, a homework center, gymnasium, and kitchen and is open each week, Monday-Friday.

EOYDC provides a comprehensive range of supportive programs designed to equip youth with the skills, training and values they need to become responsible citizens and assume dynamic leadership positions. The Center has served more than 30,000 youth, young adults and parents from East Oakland and throughout the City of Oakland and counts among its alumni some of the most accomplished educators, entrepreneurs, athletes, and entertainers ever to hail from the city. EOYDC’s comprehensive core programs are offered free of charge and are coordinated to meet the clients’ emotional, physical, intellectual and economic needs:

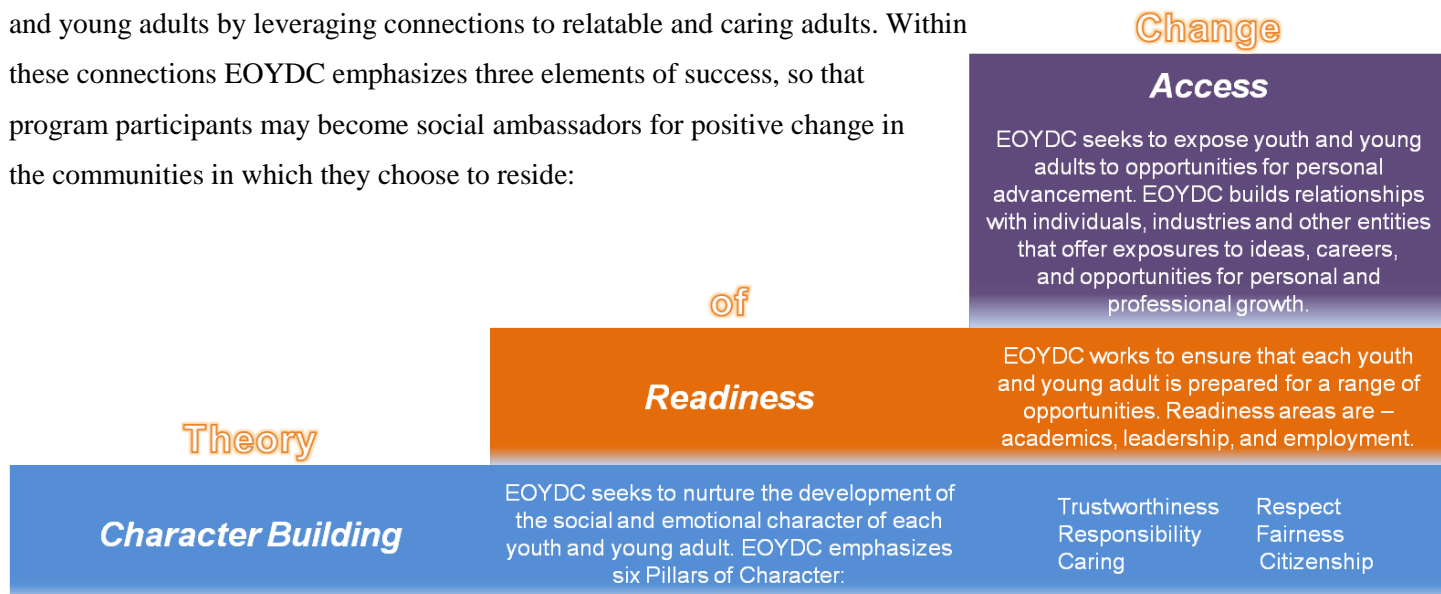


In 1983, the East Oakland Youth Development Center Foundation (EOYDF) was created and charged with the primary responsibility of raising money for the Center and providing fiscal oversight for the EOYDC Endowment Fund. The EOYDF Trustees are financial and management executives of Fortune 500 companies and public agencies who are committed to reaching their goal of raising \$16 million in endowment contributions. An outside financial advisor manages the funds under the direction of the EOYDF. In 2010, the annual 5% allocation of accrued interest on the Endowment Fund accounted for 55% of EOYDC's annual operating budget. The remaining 45% was contributed by foundations, corporations, alumni and other individual donors.

EOYDC Funders (Partial Listing)

Alameda County	Bank of America Foundation	Bay Area Sports Hall of Fame	City of Oakland Cultural Arts
Coliseum Lexus	College Access Foundation	COMCAST	Comerica Bank
Dreyer's Grand Ice Cream	East Bay Community Foundation	Gidel & Kocal Construction Company, Inc.	Hewlett Packard Foundation
Kaiser Permanente	Links Foundation	Mitchell Kapor Foundation	Oakland Fund for Children and Youth
Pacific Gas & Electric Company	Pam Moore	Rogers Family Foundation	Safeway Foundation
S.D. Bechtel, Jr. Foundation	Southwest Airlines	The California Endowment	The Clorox Company Foundation
Union Bank of California	Waste Management	Wayne and Gladys Valley Foundation	Wells Fargo Foundation

Today, EOYDC has adopted its formalized Theory of Change¹ which states that EOYDC builds the capacities of youth and young adults by leveraging connections to relatable and caring adults. Within these connections EOYDC emphasizes three elements of success, so that program participants may become social ambassadors for positive change in the communities in which they choose to reside:



¹ Theory of Change concept developed by EOYDC with support from Coleman-Smith.

As EOYDC works to build the character and skills of the youth and young adults it serves; ready them for important opportunities; and provide access to those life-changing opportunities, it operates under the following principles representing organizational priority areas of focus and improvement:

- ◆ Motivated, skilled, and caring *staff*
- ◆ Relevant and quality *programs*
- ◆ Strong public *relations and community* image
- ◆ Strategic *collaborations* with other community and youth-serving organizations
- ◆ Documentation of compelling *data* points demonstrating organizational success
- ◆ Secured and diversified *funding*

EOYDC now serves more than 2,000 youth and young adults annually and contributes significantly to their success as evidenced by these outcomes:

- ◆ JOY (Job Opportunities for Youth) enhances the short- and long-term employment of *1,000+* clients annually with a *70%* job placement rate
- ◆ SCEP (Summer Cultural Enrichment Program) is youth-led, providing summer jobs and leadership experience and serving *300* youth in 2011
- ◆ Youth in the Art Program developed the *Public Arts Policy* for Alameda County
- ◆ Youth in the Wellness Program have achieved amazing victories such as those by *Trinity Wilson* who successfully competed in France in July of 2011 and is the New IAAF World Youth Champion, running the second all time fastest ever in her age group and setting the new USA Youth Record, or *Ashton Purvis* who was awarded the 2010 ESPN/Gatorade National Girls Track and Field Athlete of the Year Award and the *98%* of Track Club members who have gone on to college, many with scholarships, allowing them to fulfill both their athletic and scholastic dreams
- ◆ PTC (Pathway to College) boasts *100%* acceptance and *96%* graduation rates
- ◆ Approximately *50%* of EOYDC college graduates return to participate as alumni mentors



IV. Organizational Health Assessment

The Organizational Health Assessment is a critical step in the overall strategic planning process. It provides an environmental snapshot of the agency and serves as the foundation for building a dynamic action plan to guide the organization's future growth and development. This Strategic Plan is grounded in a comprehensive Organizational Health Assessment of EOYDC including numerous in-depth conversations, meetings/observations, extensive best practice research, and detailed analysis.

Specific tactics employed by EOYDC and facilitated by Walker and Associates Consulting were as follows:

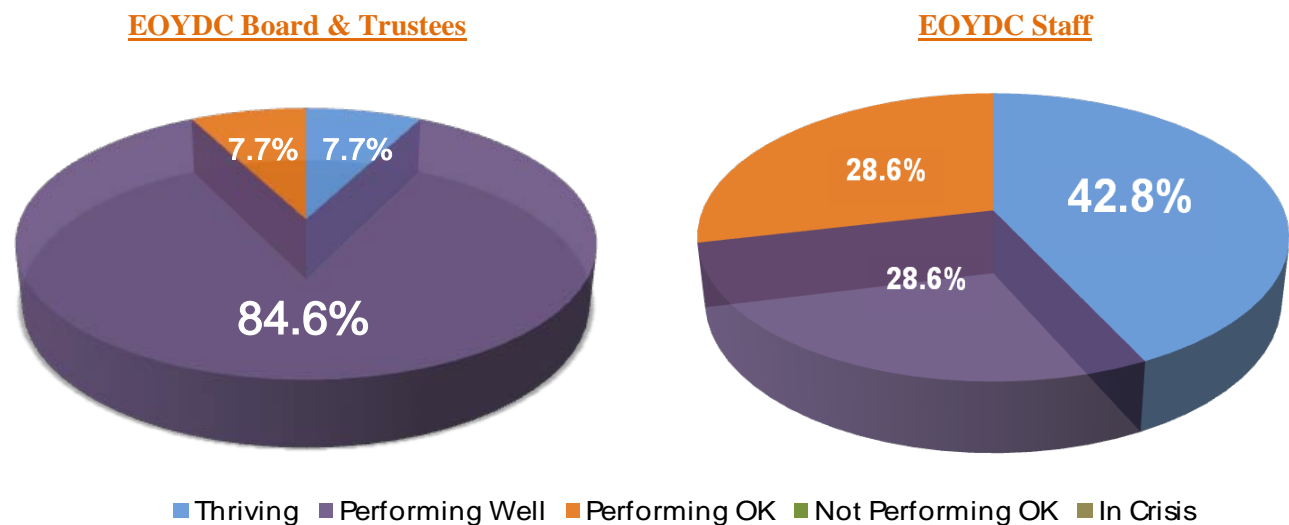
- ◆ Board and Foundation Trustee Survey
- ◆ Staff Survey
- ◆ Youth Focus Groups
- ◆ Parent Focus Group
- ◆ Partner and Funder Interviews
- ◆ Video Documentation

The assessment results were positive and consistent, resulting in the key finding that EOYDC is a healthy and mature organization that is respected and beloved by its board, trustees, staff, partners and funders as well as by the youth and parents they serve; and it is distinguished among its peers due to its long-term dedication to youth and track record of producing outstanding alumni. Although the organization is viewed as an important model for youth development, constituents also note the significant opportunity for EOYDC to refresh its structure, operations, facilities and messaging and to grow so that it can impact the lives of even more youth in the future. Flagship EOYDC programs noted as favorites of constituents include the youth-led Summer Cultural Enrichment Program (SCEP) and The Homework Center.



BOARD, TRUSTEE & STAFF SURVEY FINDINGS

The Board, Trustees and Staff, many of whom have served EOYDC for at least 6-10 years, are all satisfied with their experiences with EOYDC and the vast majority describe the organization as “performing well“ or “thriving.”



They also exhibit a clear understanding of EOYDC’s mission, vision and programming, and express great confidence in the future of the organization. All agree that EOYDC significantly impacts the population that it serves, but feel evaluation and measurement systems need to be strengthened so that outcomes can be communicated more clearly. EOYDC insiders also see the organization as a strong collaborator, while noting that there is room for improvement in the relationship between the organization and parents in order for communication to parents to be more timely and consistent; so that parents are more engaged in EOYDC programs and activities.

The recommendations, as well as the specific strengths of EOYDC noted by the Board, Trustees and staff in the open-ended section of the survey are as follows:

EOYDC Organizational Health Survey Qualitative Responses	EOYDC should celebrate and better leverage its:	EOYDC needs to:
Board & Trustees	<ul style="list-style-type: none">- Strong Relationship with Youth- Significant Community Impact- Trusted & Visible Leadership	<ul style="list-style-type: none">- Equip Board Members and Trustees with the information and connections needed to go after additional funds- Secure additional Staff support for the ED and create a Succession Plan to protect the organization in the long-term- Improve its Facilities
Staff	<ul style="list-style-type: none">- Strong Relationship with Youth- Significant Community Impact- Safe, Nurturing Environment	<ul style="list-style-type: none">- Invest in Staff Training and Development- Secure additional Staff Support- Improve Communication and Collaboration with Parents- Improve its Facilities

YOUTH & PARENT FOCUS GROUP RECOMMENDATIONS

Very engaged groups of Youth and Parents participated in Focus Group sessions held at EOYDC on July 18, 2011 and their consolidated feedback can be summarized by these thematic messages:

Keep on Keeping On	<ul style="list-style-type: none"> EOYDC develops leaders, builds character & is more than a safe haven - it's a family away from home Programs most lauded by Youth are SCEP & Friday Night Lights while Parents value The Homework Center
Tackle Safety	<ul style="list-style-type: none"> Parent perception is that East Oakland is dangerous so many are reluctant to send their kids to EOYDC Can change that by bringing potential parents to EOYDC so they can see the safe & nurturing environment, providing safe transportation from schools to EOYDC & increasing focus on violence prevention
Spread the Word	<ul style="list-style-type: none"> Not enough people in the community know about EOYDC & about the positive goals that East Oakland's youth are achieving EOYDC needs to do a much better job of gaining publicity, leveraging PR, advertising & events
Upgrade	<ul style="list-style-type: none"> EOYDC's building & technology should be upgraded to make the campus more state-of-the-art & thus a better learning environment
Get Creative	<ul style="list-style-type: none"> It is not enough to do the same old activities & fundraisers New art programs & fundraisers that involve the broader community & more alumni should be considered
Expand	<ul style="list-style-type: none"> EOYDC could reach even more children by adding additional program staff, expanding the set of programs & even opening another EOYDC facility to reach more youth

PARTNER & FUNDER IMPRESSIONS & RECOMMENDATIONS

A representative sample of EOYDC Partners and Funders were interviewed via phone and their collective responses are summarized below:

EOYDC is Respected	<ul style="list-style-type: none"> EOYDC has a 33-year history of service & commitment to East Oakland Youth with character development & the youth-led SCEP as hallmarks Early days included resistance followed by partnership, organizing & revolving-door leadership Stability & growth came due in large part to the decision to hire Regina Jackson as ED Now, EOYDC is widely respected, is an effective collaborator & is becoming a national model
EOYDC must Increase Capacity	<ul style="list-style-type: none"> The vast amount of need in Oakland requires EOYDC to reconsider issues of scale & impact Current organizational structure, budget & facilities are not adequate to position EOYDC to help address critical issues impacting youth & their families EOYDC needs a strong leadership team with deeper bench strength
EOYDC must Adapt	<ul style="list-style-type: none"> EOYDC should consider leveraging its program strengths to fit a Mentoring Framework and focusing more on case management and violence prevention Final Strategic Plan needs to introduce a refreshed EOYDC with current leaders (Board President and Executive Director) presiding over the early phases of plan implementation EOYDC has to better embrace the changing demographics, particularly the growth of Latinos
EOYDC should Ask for Support	<ul style="list-style-type: none"> EOYDC has to strengthen its relationship with current funders and build new relationships with potential funders EOYDC must make funders aware of investment opportunities for capital improvements, program support and other initiatives and events

SWOT ANALYSIS

Based upon the information culled from EOYDC constituents as well as a detailed assessment of external environmental factors, such as the changing demographics of Oakland and the competitive landscape of organizations similar to EOYDC, the organization's main Strengths, Weaknesses, Opportunities and Threats (SWOT) are:

Strengths:

- History: A 33-year history of service & commitment to East Oakland Youth
- Reputation: Highly respected by funders, partners, parents & youth
- Programming: Established, relevant programs, many youth-led

Weaknesses:

- Structure: The organization is reliant upon 1 key leader with no clear #2
- Facilities: Building & equipment are in need of updating
- Budget: Small scale in comparison to similar organizations

Opportunities:

- Partnerships: Strengthen existing & begin new partnerships to increase reach & impact
- Marketing: Need to increase awareness & communicate clearly & consistently to key audiences including multicultural families

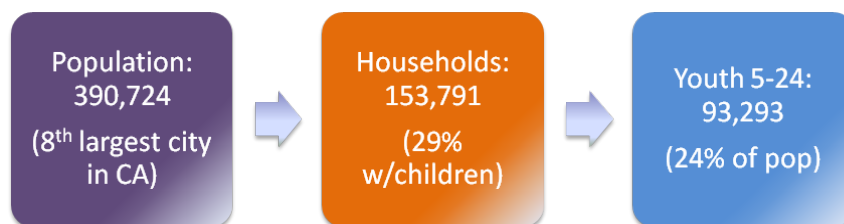
Threats:

- Funding: Resources are decreasing while expectations for outcomes are rising
- Competition: Newer youth-serving organizations are fighting for limited funder and partner resources & community support

V. Landscape Analysis

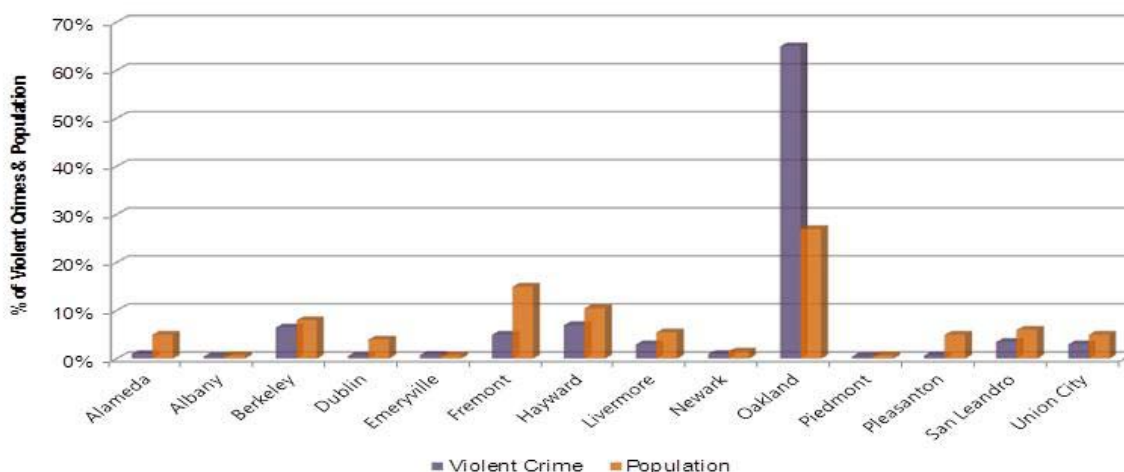
DEMOGRAPHIC PROFILE OF OAKLAND

EOYDC is located in the Elmhurst District of Oakland, the eighth largest city in the State of California with a population of nearly 400,000, 24% of whom are youth aged 5-24.²



Oakland is a very diverse city with expressive and creative youth who have learned to be resilient despite the poverty, drugs and violence that plagues the city. 17.5% of families live below the line of poverty³ and the unemployment rate reached 15.2% in October of 2011, which is the highest rate in Alameda County and surpasses the State's rate of 11.2%.⁴ Although Oakland represents only 1% of California's population, it was terrorized by more than 6,200 reported violent crimes in 2010, making up 5% of both the State's murders and robberies.⁵ The comparison is only more startling at the county level, with Oakland representing 27% of Alameda County's population yet accounting for more than 65% of reported violent crimes. In fact, Oakland averaged 105 reported incidents of murder and manslaughter per year from 2001-2010, an average rate of 25.5 homicides per 100,000 people, and constituting, on average, 77% of the murders in the County.⁶

2010 Violent Crime & Population for Alameda County Cities



² 2010 U.S. Census.

³ Ibid.

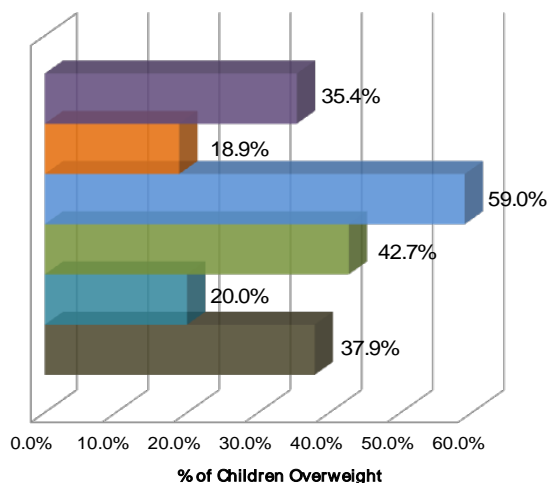
⁴ California Employment Development Department.

⁵ FBI 2010 Uniform Crime Reports.

⁶ *Violent Crimes in Alameda County: A Fact Sheet*, 2011, Urban Strategies Council.

In 2010, The Oakland Tribune reported that more than 1,000 people have been killed in Oakland in the past nine years, which closely parallels the number of American lives lost in the war in Afghanistan during the same time span.⁷ Although murders in Oakland have been steadily declining since 2006, the significant levels of crime make the physical and emotional wellbeing of the city's youth and young adults the highest priority for EOYDC.

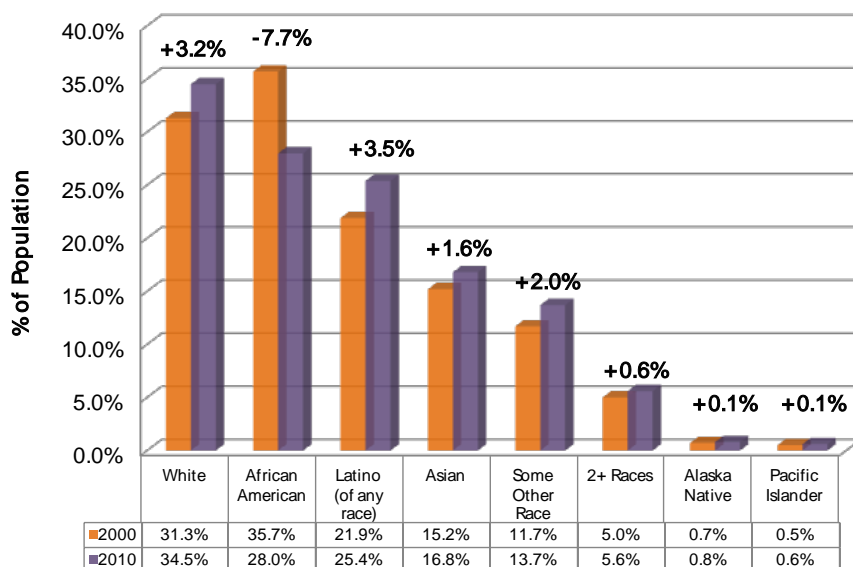
2008-2009 Overweight Children in Oakland's Schools



Oakland also has one of the lowest life expectancies in Alameda County, 79.1, due not only to violence but also to health concerns such as obesity and diabetes. Among those 24 and younger in Alameda County, two of the leading causes of death are homicide and suicide, making emotional support for Oakland's youth a pressing necessity. Obesity is another serious concern for Oakland schools and families. In the 2008-2009 school year, 36.4% of children in Oakland were overweight, a health issue exacerbated in students of color with 37.9% of African American students, 42.7% of Latino students and 59% of Pacific Islander students being reported as overweight. Oakland also has a diabetes mortality rate of 24.7 per 100,000, which is greater than the County's rate of 21.4.⁸

Looking to Oakland's future, a notable trend in the diversity of its population is the decline of African Americans and the increase in all other groups, most significantly, Latinos. The African American population is down almost 8% since 2000 while the Latino population is up by 3.5%. Whites, Other Races and Asians are also experiencing notable increases.⁹ As the melting pot that is Oakland continues to grow and change it is expected that Latinos will surpass African Americans in the near future. This shift makes it important for EOYDC to ensure that its environment is welcoming to all racial and ethnic groups represented in Oakland and that it models for its youth and other organizations the ability to create a harmonious family setting where staff, parents and program participants accept and learn from each other's cultures. Many of the issues and trends highlighted above are only magnified in East Oakland's "killer

Oakland's Population by Race, 2000 & 2010



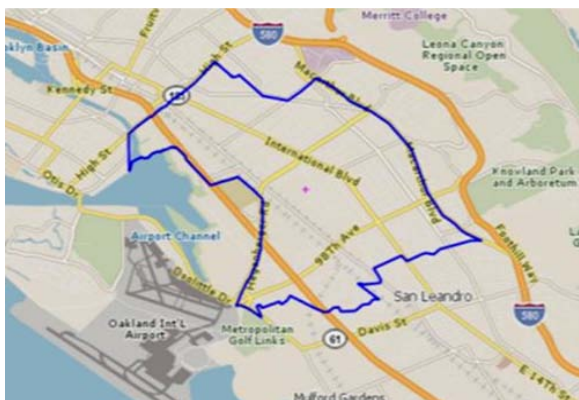
⁷ "Living in a war-zone neighborhood," *The Oakland Tribune*, Scott C. Johnson, October 2010.

⁸ The Health of Alameda County Cities and Places: A Report for the Hospital Council of Northern and Central California. July 2010.

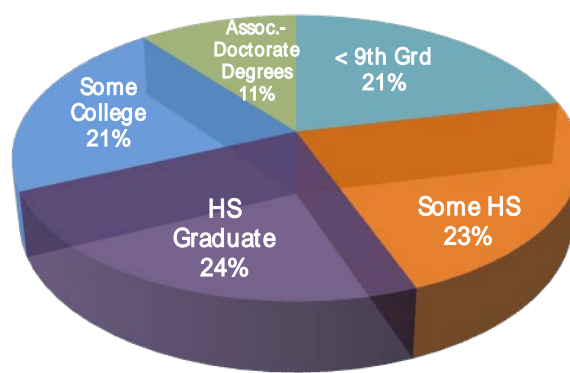
⁹ 2010 U.S. Census. NOTE: The U.S. Census Bureau designates Latino/Hispanic origin as an ethnicity, not a distinct race, so when collecting the data Latinos were able to self identify as such in a separate question from race and are considered to be of any race listed above.

corridor” where EOYDC resides. The majority of the population in East Oakland does not have a college degree. In fact, only 11% have an Associate Degree, Bachelor’s Degree or higher.¹⁰ With limited education, minimal financial resources and employment opportunities, violent streets, serious health concerns and a changing racial and ethnic makeup, it is clear that East Oakland residents regularly contend with economic, environmental, educational and health inequities.

Map of East Oakland



Educational Attainment in East Oakland



Nevertheless, EOYDC remains committed to improving the emotional, physical, intellectual, and economic well-being of this community. EOYDC demonstrates this commitment by equipping its youth and young adults to lead physically and emotionally healthier lives and providing access to educational and job support that will enable them to rise above the hardships that weigh them down and achieve more than they could have ever imagined. EOYDC’s success is due, in part, to one of Oakland’s main assets: its invested and engaged community. Oakland is a city of leaders who speak up and stand out. Oakland is a city of creativity with young people who have a unique flare and means of expression. Oakland is the home of one of the most important ports on the West Coast. There is hope for the future of Oakland and its surrounding areas: since 2008, Alameda County’s violent crime rate has declined by 18%¹¹, nearly twice the decline seen in the USA and California overall, led by Oakland; there is transit development underway which will add access to new jobs; East Oakland was selected by The California Endowment – Building Healthy Communities as one of 14 California communities it will invest in over the next ten years; and there has been longstanding support from funders of EOYDC, such as The Clorox Company Foundation, that continues to drive marked improvement in the environment and in outcomes for youth and young adults.

¹⁰ The California Endowment, <http://www.mycalconnect.org/oakland/map>.

¹¹ Urban Strategies Council. Homicide Report & Research News. November 2011.

NONPROFIT COMPARATIVE ANALYSIS

In order for EOYDC to position itself for continued growth, the organization must have a deeper understanding of its key competitors. EOYDC needs to be able to clearly articulate its strengths vis-à-vis other organizations, and play a field building role in those areas. It also needs to identify areas where EOYDC can learn from and/or partner with like-minded organizations to increase its reach and improve its outcomes. In the planning process, EOYDC was compared to a representative cohort of 4 similar nonprofit organizations serving youth and young adults in the Oakland area. The cohort consists of a nonprofit youth-serving agency focused on a specific multicultural population, an established local affiliate of a national youth-serving nonprofit with multiple sites, a state-of-the-art community recreational resource center and a contemporary youth-serving public/private partnership organization. Through interviews and research on the organization's websites, as well as via GuideStar (990s), a very detailed comparative analysis was made between EOYDC and the cohort members. A snapshot of some of the areas assessed is below:

EOYDC Cohort Comparison Snapshot



Representative Cohort of 4 Youth-Serving Organizations in Oakland

Budget	\$1.1M	\$1M-\$5M
Staff	14 with 9 part-time students	15-50 with up to 200 part-time workers
Target Group	Youth & Young Adults ages 6-24	6-17, 13-24, young people & all ages
Youth & Young Adults Served	2,000 annually	1,200-5,000 annually
Facilities	30,000 sq. ft. facility over 30 years old	12,000-25,000 sq. ft. from less than a year to over 30 years old
Key Programs	Art Education Jobs Wellness	Jobs Sports & Recreation Art Education Community Organizing Case Management Health & Nutrition Civic Engagement
Unique Elements	Focus on Character Building Youth-led programming Renowned Physical Development programs	Support of a national parent organization, extensive school partnerships, new facility & focus on community organizing & systems change

The complete comparative analysis clarified EOYDC's points of differentiation from other youth-serving organizations, including: its long-standing history in East Oakland, deep community relationships, savvy youth-led programming model, and nationally recognized Physical Development programs like Track and Basketball and successful and dedicated alumni. EOYDC also serves as a family away from home for many of Oakland's youth and young adults which is why it is cherished by so many. EOYDC has the potential to formalize its youth-led programming structure, to better leverage its

alumni network in mentoring and giving capacities, and to serve as a stronger model for other youth-serving organizations by providing training on key issues such as character and leadership development and youth engagement.

The analysis also revealed the need for EOYDC to increase the scale of its budget and staff to be able to support more youth and young adults and for EOYDC to prioritize the improvement of its facilities some facets of which have run down over time and others that are no longer sufficient for the growth in students and programming that EOYDC has made and will continue to make. Given the distinct focus that some cohort organizations have on case management, EOYDC is prepared to step up its efforts in this area. Partnership opportunities have also been identified in order to allow EOYDC to strengthen its relationships with schools and to better support community organizing efforts that are important to its youth and young adults.

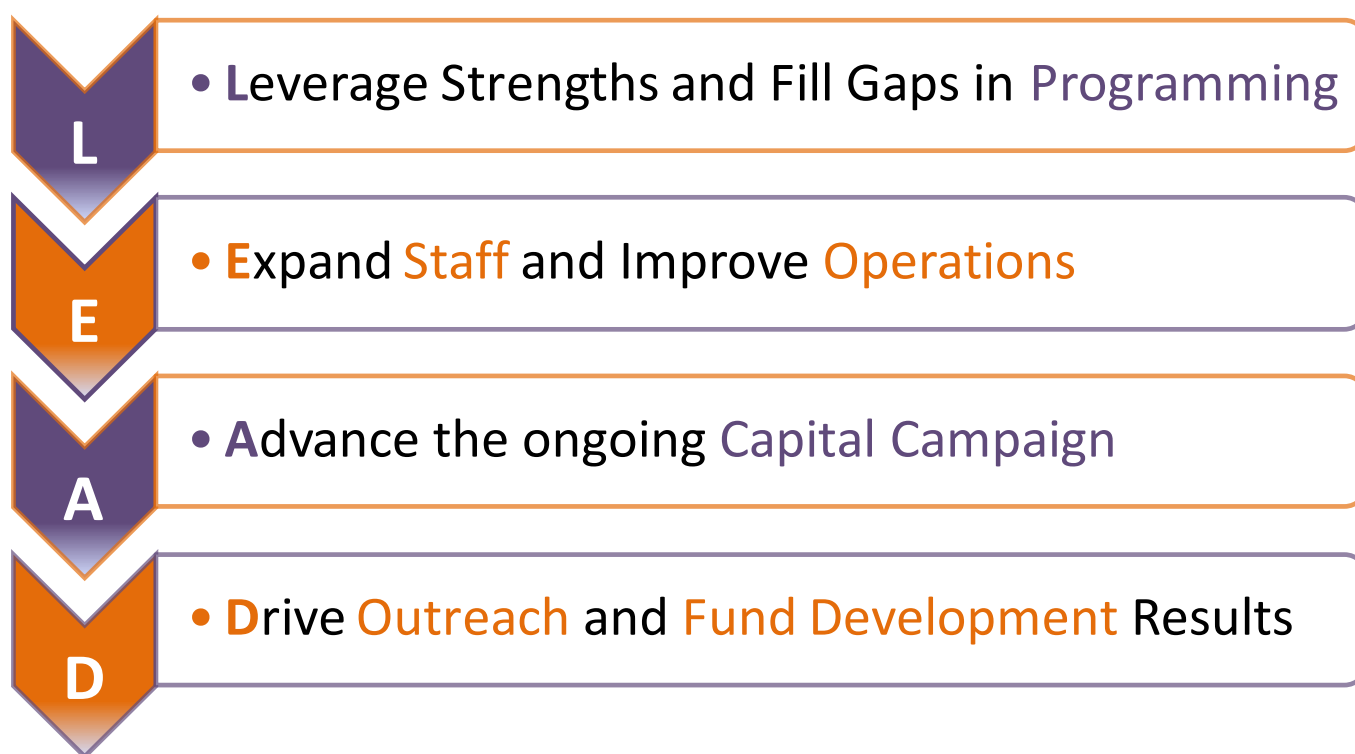
Overall, EOYDC is a well-respected and established organization with many strengths, including the ability to share its learned knowledge of youth development with other organizations. EOYDC will grow even stronger by increasing its scale, improving its facilities, formalizing its case management and broadening its partnerships to capture the strengths of like-minded youth-serving organizations.

“The Center taught me to value my gifts and talents and see beyond my circumstances.”

Selena Wilson, EOYDC member since 1989

VI. 2012-2014 Strategies: LEAD

Over the next three years, EOYDC will undergo an exciting transformation. As a mature organization with an exemplary track record, EOYDC will focus on refreshing its existing programs and strategies; building the bench strength on its leadership team; making significant improvements to its physical plant; expanding its marketing, communications and resource development strategies to attract a diverse pool of participants and funders; and engaging in a variety of field-building strategies designed to replicate its national model for youth development. As illustrated below, the framework devised for advancing these strategies is encapsulated in the acronym **LEAD**:



Strategy #1: Leverage Strengths and Fill Gaps in Programming

Specific Goals	Desired Outcomes	Responsible Parties	Completed By
1. Lift up/Expand Education and Jobs as EOYDC's Signature Programs	Youth are provided with the tools to address the most pressing needs facing youth and families – academic achievement and jobs	Program Directors for Jobs and Education	1 st Quarter-2012
2. Formally Adopt Elements of a Youth-Led Mentoring Model	EOYDC alumni, partners and volunteers are recruited to serve as mentors, and participating youth experience: improved self-esteem; reduced incidents of behavior problems at home and in school; and increased levels of academic performance, high school graduation, college acceptance, career advancement and community service	Senior Staff	2 nd Quarter-2012
3. Improve Intake, Needs Assessment and Referral Systems	Youth are connected to a prequalified network of service providers based on needs assessments, and the results of services provided by EOYDC and its partners are evaluated	Vice President and Case Manager	3 rd Quarter-2012
4. Fully Integrate Violence Prevention and Grief Management Strategies Across all EOYDC Programs	A reduction in the impact of violence and despair on EOYDC youth and families who are grappling with rising levels of crime and death	Vice President and Senior Staff	3 rd Quarter-2012
5. Refresh Arts and Wellness Programs to the Expressed Needs of EOYDC Youth	Programs in drama, dance, video, and graphic design are added and partnerships are established to allow EOYDC youth to participate in baseball and swimming	Director of Physical Development and EOYDC Partners	3 rd Quarter-2012
6. Recognize Changing Demographics and Heighten Multicultural Focus to Ensure that Programs Include Latino and Asian Traditions	EOYDC maintains an inclusive environment where youth and parents of all races and ethnic backgrounds are embraced and respected	President & CEO and Senior Staff	Ongoing: 2012-2014
7. Improve Tracking and Evaluation of Program Outcomes	A customized, automated evaluation system is purchased, all EOYDC staff are trained, and EOYDC captures and reports results across all programs and services	President & CEO, Vice President and Senior Staff	4 th Quarter-2012
8. Develop Tools and Strategies to Replicate EOYDC's Model/Expand Intermediary Role	Curriculum, workbooks and related publications are developed and EOYDC provides regular webinars and institutes for teachers and youth-serving nonprofits to receive introductory and advanced training	President & CEO	4 th Quarter-2012

Strategy #2: Expand Staff and Improve Operations

Specific Goals	Desired Outcomes	Responsible Parties	Completed By
1. Upgrade Executive Director's Title, Salary and Benefits	The salary and benefits for EOYDC's President & CEO will be in line with industry averages and there is room in the salary structure to recruit a highly qualified and experienced Vice President	Board of Directors	1 st Quarter-2012
2. Hire a Seasoned Professional to serve as Vice President	EOYDC will have a passionate, qualified, and committed 2 nd in command to oversee programs and internal operations freeing up the President & CEO to provide visionary external leadership and preside over EOYDC's growth and transition	Board of Directors, President & CEO and a Search Consultant	2 nd Quarter-2012
3. Hire a Director of Development and Communications	EOYDC will have the internal capacity to raise the organization's profile, communicate effectively across all mediums and raise \$1-3 million per year from foundations, corporations and individual donors	President & CEO	1 st Quarter-2012, Part-time Consultant 1 st Quarter-2013, Full-time Position is Created
4. Procure a new Van and Leverage Partnerships to Transport Youth from School to EOYDC	A transportation system is created linking EOYDC to four local schools, increasing participation in after-school academies and alleviating parent's #1 safety concern	President & CEO	1 st Quarter-2012
5. Increase Investment in Professional Development for Staff	A strong staff training curriculum is established and all new hires participate in a standardized onboarding process	Vice President	3 rd Quarter-2012
6. Increase EOYDC's Annual Operating Budget from \$1.1 to \$1.7 Million	EOYDC has increased capacity and refreshed operations to meet the growing demand for its services	Board of Directors, Foundation and President & CEO	3 rd Quarter 2012-4 th Quarter-2014

Strategy #3: Advance the Ongoing Capital Campaign

Specific Goals	Desired Outcomes	Responsible Parties	Completed By
1. Complete the Existing Capital Campaign and Raise the 25% Balance Required to Meet the Campaign Goals	Major repairs to update the existing building (roof, floors, HVAC system) are completed, the building is brought into compliance with city codes and new computers are donated and installed	Foundation and President & CEO	4 th Quarter-2012
2. Launch a new Capital Campaign to Support Significant Renovation and Expansion at the Current Site	New campaign message/materials are developed, a Capital Campaign Committee is formed and funds are raised to add 5,294 sq. ft. to the existing facility for Art, Education and Wellness programs as well as technology and surveillance	Foundation and President & CEO	4 th Quarter-2014

Strategy #4: Drive Outreach and Fund Development Results

Specific Goals	Desired Outcomes	Responsible Parties	Completed By
1. Significantly Expand EOYDC's Resource Base to Include More Funds from Foundations, Corporations and Major Donors	An EOYDC capacity building fund is established and \$900,000, payable over three years, is raised to support the implementation of the Strategic Plan – 1/3 contributed by the EOYDC Foundation	Foundation, Board of Directors, President & CEO and a Resource Development Consultant	3 rd Quarter-2012
2. Implement an Annual Campaign to Raise Funds from a Broader Base of EOYDC Alumni	A database is developed and EOYDC receives small donations ranging from \$25 to \$1,000 annually from EOYDC alumni and other friends of EOYDC	President & CEO and a Resource Development Consultant	3 rd Quarter-2012
3. Establish Community Partnerships and Hold Community Events to Increase Outreach to Latino and Asian Youth and Parents	A diverse population of youth and parents are participating in EOYDC's programs including representation on EOYDC's Board of Directors	President & CEO and Board	Ongoing: 2012-2014



VII. Resource Development Strategy

As drivers of the strategic planning process, EOYDC's Board of Directors, Foundation Trustees and Executive Director are keenly aware that a Strategic Plan without concrete tactics to raise the requisite resources to ensure its implementation is neither realistic nor sustainable. While this section does not present a Comprehensive Resource Development Plan, it is intended to set forth a series of concrete action steps needed for EOYDC to sustain its programs and general operations over the course of the next three years and beyond.

More than three decades ago, EOYDC was founded by an exceptional corporate leader who strived to make sure that the organization would be principally supported by an endowed foundation (EOYDC Foundation) established for the sole purpose of raising, contributing and investing funds to ensure that there are adequate resources to support EOYDC's ongoing operating expenses in perpetuity. Eventually, the endowment was to grow to \$16 million, a level intended to fully support the organization without the need for additional fundraising. However, in the spirit of partnership, and in recognition of the growing needs of East Oakland Youth, EOYDC must grapple with the fact that the organization has grown beyond what any single funding source can support.

Historically, EOYDC has not invested in the internal systems required to significantly expand its base of support and has fostered a practice of not securing resources from government sources. This practice limits EOYDC's ability to achieve greater scale and impact, and requires its leaders to continue to do more with less.

EOYDC's plans to revamp its organizational structure, revitalize its program offerings and expand its physical plant require that it seek the broadest possible base of renewable support. The resources required to support the implementation of this plan are estimated at a total of \$900,000 across the next three years:

Resource Development Requirements 2012-2014 Strategic Plan	Tasks Outlined in the Strategic Plan	Resources Needed to Execute Tasks
Salary & Benefits	<ul style="list-style-type: none">- Upgrade President & CEO's Salary & Benefits- Hire Vice President- Upgrade Accountant to Full-Time- Hire a Case Manager- Hire a Director of Development & Communications- Hire Two Part-Time Instructors for new Programs (Dance, Drama, Video or Graphic Design)	\$750,000
Operations	<ul style="list-style-type: none">- Purchase or Secure a Donated Van- Purchase Evaluation Software- Increase support for the Professional Development of Staff- Pay Fees for Youth to Participate in new Physical Development Programs --Baseball and Swimming via partnerships	\$150,000
Total		\$900,000

To secure the additional funding needed EOYDC must:

1. **Hold a Funders' Briefing and Tour to raise awareness about EOYDC's impact, introduce the new Strategic Plan and identify opportunities to invest in EOYDC's future**

EOYDC's Board, Staff and Foundation leaders will invite selected funders to attend a Funders' Briefing and Tour to: discuss elements of EOYDC's 2012-2014 Strategic Plan; review programs, partnerships and outcomes; announce the creation of the EOYDC Capacity Building Fund (requiring \$900,000 over three years) to support the implementation of EOYDC's Strategic Plan; and provide an overview of EOYDC's Master Plan for site expansion (estimated at \$7 million) to add an additional 5,294 square feet of space for vital community programs and state-of-the-art security and technology. EOYDC leaders will also share plans to increase the Foundation's annual payout to contribute an additional \$300,000 to the Capacity Building Fund (\$100,000 per year over the next three years over and above the current annual payout) and appeal to local, regional and national foundations and corporate contribution programs to join the EOYDC Foundation in investing in EOYDC's Capacity Building Fund while sharing information about a range of additional investment opportunities designed to make a difference in the lives of low-income youth.



2. Invest in the personnel and policies required to support ongoing resource development

EOYDC's highly regarded Executive Director is the organization's chief fundraiser, however, in 2012 EOYDC will contract with an outside consultant to recommend systems and policies, conduct donor research to identify new sources of support, devise strategies to expand existing relationships with funders, update EOYDC's alumni database, write proposals and submit grant reports. In 2013, EOYDC will hire a full-time Director of Development and Communications to direct EOYDC's communications and establish an internal resource development department capable of raising \$1-3 million annually from a variety of sources.

3. Develop additional strategic partnerships with businesses

EOYDC is no stranger to this concept. From its inception, the organization has enjoyed a close mission/value-based partnership with the Clorox Company which recently contributed \$500,000 to EOYDC's Capital Campaign and used its industry connections to help secure donated computers from the Hewlett Packard Company. Other examples include the representatives of Fortune 500 Companies who serve on the Board of the EOYDC Foundation, and the support EOYDC has received from the East Bay Community Foundation's Public/Private Partnerships in building relationships with other corporations and foundations. As a well-established, highly regarded community resource dealing with a cause and constituency that connects with businesses and their employees, EOYDC is well-positioned to build additional strategic partnerships with banks, financial institutions and corporate contribution programs.

4. Secure small contributions from individuals at all income levels

In 2010, more than 80% of philanthropic dollars were contributed by individuals and bequests.¹² EOYDC has benefitted from longstanding relationships with its distinguished alumni resulting in major gifts and event sponsorship including a \$100,000 gift from the Gary Payton Foundation, Basketball Camps sponsored by Aaron Goodwin and Leon Powe, and an Annual Fundraiser hosted in the home of Brian Shaw -- all successful athletes or sports agents who are products of Oakland schools and EOYDC. While the organization will continue to build relationships with major donors, it must also reach out to a broader base of alumni to capture smaller contributions from a larger numbers of donors. Following the example set by the highly successful 2008 Obama Presidential Campaign, EOYDC will appeal to its base of small donors for contributions ranging from \$25 to \$1,000 -- specifically targeting alumni who are true believers in the value of EOYDC. The goal is for these small donors to become a renewable source of flexible support, and as youth enter and exit EOYDC's various programs, many new potential donors will be generated on an annual basis.

5. Reconsider the prohibition against securing government grants

Many nonprofit organizations rely on the government for a significant portion of their operating budget -- some as much as 90% of their revenue. This undue reliance upon a single source of funding leaves an organization vulnerable to budget cuts and political will. On the other side of the coin, organizations like EOYDC, who willingly perform services formerly provided by the local government while honoring a strict code not to procure grants and contracts from the public sector, are challenged to achieve higher levels of scale and impact. To support its future plans for growth and development, EOYDC must explore opportunities for garnering support from public sources while ensuring that this support does not comprise a significant portion of its total revenue.

With the support of the EOYDC Foundation, the broader public and private funding community, strategic partners and dedicated alumni, EOYDC is poised to be able to better develop the social and leadership capacities of youth and young adults so that they are prepared for employment, higher education, and leadership opportunities.

¹² American Association of Fundraising Counsel.

VIII. Appendix

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- i. **EOYDC's Board of Directors & Foundation Trustees**
 - ii. **EOYDC's Organizational Principles & Curriculum Approach**
 - iii. **EOYDC's Logic Model**
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i. EOYDC'S BOARD OF DIRECTORS & FOUNDATION TRUSTEES

Board of Directors:

<u>Board Member</u>	<u>Role</u>	<u>Occupation</u>
Gerry Dove	President-Foundation Liaison	Business Owner
Terry Blanchard	Vice President	Business Owner
Lynn Levin	Treasurer	Realtor
David Ellington	Secretary	Educator
Michael Hebrard, M.D.	Member	Doctor
Andrea Lowe	Member	Nonprofit Director
Adriann McCall	Member	Consultant
Ken Price	Member	Consultant
Margot Roache Green	Member	Social Services
Ellen M. Wakeley	Member	Retired Attorney
Miranda Wilson	Member	Consultant

Foundation Trustees:

<u>Trustee</u>	<u>Role</u>	<u>Occupation</u>
Daniel Boggan Jr.	President	Consultant
Lee Griffey	Vice President	Retired, Clorox
Paola Gonzalez	Treasurer	The Clorox Company
Regina Jackson	Secretary	EOYDC
Enitan Adesanya	Trustee	Kaiser Permanente
Linda Crayton	Trustee	Comcast
Gerry Dove	Trustee	Business Owner
Stephanie O. Fleming	Trustee	Retired, Berkeley Police
Jim Foley	Trustee	Wells Fargo Bank
Aaron Goodwin	Trustee	Sports Agent
Larry Jackson	Trustee	Consultant
Susan Muranishi	Trustee	County of Alameda
Bernida Reagan	Trustee	Merriwether & Williams
Walter A. Robinson	Trustee	U.C. Berkeley
George Roeth	Trustee	The Clorox Company
Donald R. White	Trustee	County of Alameda

ii. EOYDC's ORGANIZATIONAL PRINCIPLES & CURRICULUM APPROACH

EOYDC's Organizational Principles:

The EOYDC upholds the following principles regarding our youth, staff and service delivery.

Organizational Pillars in the building and in the community.

Engaging Youth

- » Develop youth, whether "informed" or "hard to serve" individuals, into strong pillars who show positive change in his or her own communities.
- » Accept that participants are our #1 goal, and recognize and address their needs.
- » Make it our priority to know and understand the needs of individual participants.

Delivering Services + Programming

- » Work with community partners to provide resources and guidance to address issues that are outside of our scope of service.
- » Instill educational and spiritual experiences in the lives of youth and young adults.

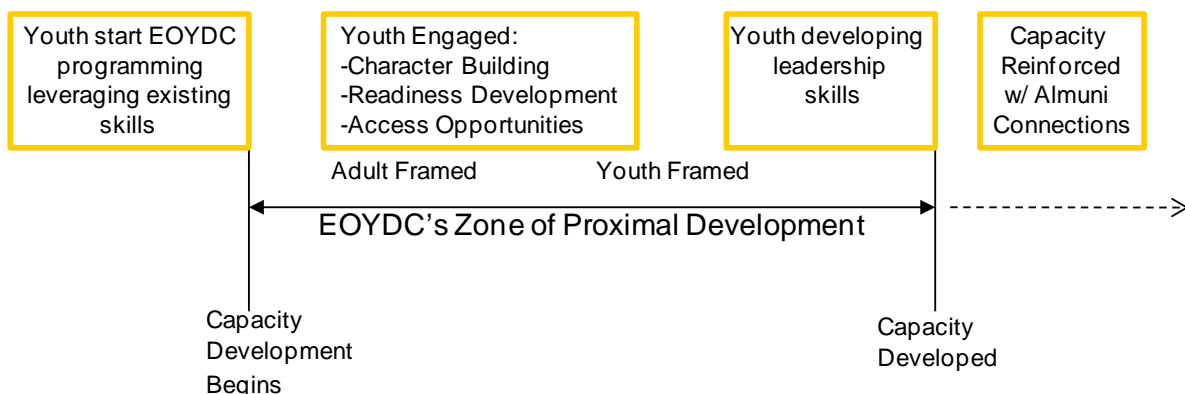
Managing Staff

- » Expect the full participation and dedication of professional staff to deliver a holistic, diverse program that is designed to change lives.
- » Represent and model the Six

EOYDC's Curriculum Approach:

EOYDC espouses Vygotsky's Zone of Proximal Development theory. Vygotsky (1978) maintained that the child follows the adult's example and gradually develops the ability to do certain tasks without help or assistance. He called the difference between what a child can do with help and what he or she can do without guidance the "zone of proximal development" (ZPD). <http://www.ncrel.org/sdrs/areas/issues/students/learning/lr1zpd.htm>

EOYDC's adaptation of ZPD is as follows:



iii. EOYDC's LOGIC MODEL

Strategies	Outcomes	Goals	Mission
A. Classroom Instruction	1. Increased opportunities for participants to practice leadership development skills	I. Youth/young adults are dynamic leaders.	EOYDC develops the social and leadership capacities of East Oakland youth and young adults (ages 6 – 23) so that they are prepared for employment, higher education, and leadership opportunities.
B. Leadership Development Training	2. Increased skill level of the foundation of leadership in the workplace (C)		
C. Subject Matter Expert Presentations	3. Increased confidence and self-expectation of youth/young adults		
D. Interest and Need-based Workshops	4. Increased number of participants served, engaged and retained (C, G, L)		
E. Content-specific Training sessions	5. Increased knowledge of health & wellness issues among participants (C, D, E)		
F. Individual Assessment	6. More youth/young adults are college ready (E)	II. Youth/young adults are prepared for post secondary education and employment.	
G. Computer-based classes and projects*	7. Increased level of job readiness, including attitude and attire among participants	III. Youth/young adults obtain and maintain gainful employment.	
H. Progress Report Review	8. Increased employment for youth/young adults	IV. Youth/young adults are computer literate and utilize computers toward academic achievement and employability.	
I. Registration Process	9. More youth/young adults are technologically savvy	V. Youth transition by grade levels in their education.	
J. Incentives	10. Increased level of support and engagement for youth/young adults' academic achievement	VI. Youth/young adults develop strong interpersonal relationships to promote a healthy community of responsible citizens.	
K. Group Projects	11. Increased sustained contact with participants (M)	VII. Youth/young adults contribute to and experience a culture of respect and openness.	
L. In-House Inter-Departmental Referrals*	12. Increased trusting relationships between adults staff and participants	VIII. Participants and visitors receive appropriate and respectful customer service.	
M. Participant Follow-up	13. Improved multi-generational relationships and bonding among males	IX. Youth/young adults actively prevent violence and promote peace in the community.	
N. Use of Character Pillars*	14. Increased sense of accountability among participants (H)	X. Participants access connections to opportunities, services and information.	
O. Concept repetitions whether academic or life skills	15. Increased character building and moral development among participants	XI. Youth and their families experience an environment of creative expression.	
P. Staff Development Program	16. EOYDC staff know and understand youth (F, R)	XII. EOYDC alumni co-create a fiscally sound organization.	
Q. Interventions	17. Improved practice of positive communication and interaction among participants and staff		
R. Onsite Security	18. More youth/young adults make healthy choices		
S. EOYDC Website	19. More youth have tools and support for channeling anger		
T. Digitally-generated collateral material & media	20. A safe, motivating, relaxed and fun environment		
U. Collecting & Distributing Community Information*	21. Increased the number of people (particularly teens) who are aware of EOYDC offerings		
V. School Site Visits	22. More youth/young adults are exposed to different environments		
W. Youth Outreach	23. Increased sense of cohesiveness and morale among participants and staff		
X. Field Trips*	24. More resourceful and financially supportive alumni network		
Y. Recognition*			
Z. Fundraisers*			

Strategy	Definition
A. Classroom Instruction	Formal lessons that include an instructor or teacher. Lessons are conducted on the EOYDC campus.
B. Leadership Development Training	A series of instructions both on and off campus that...
C. Subject Matter Expert Presentations	Individuals with content expertise who conduct presentations to the youth and young adult participants for the EOYDC
D. Interest and Need-based Workshops	A series of education-based instruction that increases participants awareness or understanding of a specific subject or topic based need on a participant's need or interest.
E. Content-specific Training sessions	A lesson that is conducted either on or off campus. These lessons are geared toward academic achievement, employment, social-emotional health, and wellbeing. Includes health symposiums
F. Individual Assessment	An evaluation of youth and young adult participants. Participants are measured on...
G. Computer-based classes and projects*	Hands-on lessons, individual and group projects geared toward advancing knowledge of computers and computer-related activities
H. Progress Report Review	A routine review of youth participants school progress. The review looks at progress reports, report cards, and other available school data to assess academic progress and citizenship.
I. Registration Process	Process for entering the information of all participant-age visitors
J. Incentives	A thing that motivates participants to do well academically, to achieve and retain employment, and to actively participate in EOYDC programming. Incentives include tickets to sporting events, cash, etc. Designated staff members distribute the incentives.
K. Group Projects	Focus Groups...
L. In-House Inter-Departmental Referrals*	Process and tools to inform staff about all participants
M. Participant Follow-up	A phone call and or email to youth and young adult participants and/or their guardians. The follow-up is intended to inquire about participant progress and to share information about new offerings, events, etc.
N. Use of Character Pillars*	Structured, purposeful integration of character pillars within classroom instruction, leadership development and upon which staff are developed
O. Concept repetitions whether academic or life skills	Positive messaging that includes strategies for learning, i.e. "You teach people how to treat you", "Be the change you want to see," etc.
P. Interventions	Process and tools to mitigate crises and other issues that participants face. E.g., skits (form of drama therapy), advocacy
Q. Onsite Security	Tools and staff that serve to secure the EOYDC campus and occupants
R. Staff Development Program	A formal program by which staff are trained and assessed. The program ensures that staff have appropriate and knowledge to carry out duties. Program components include: communication, project and program management, youth development, etc.
S. EOYDC Website	EOYDC's online presence. The website is a gateway to the organization where interested individuals can learn about, engage with and donate to EOYDC.
T. Digitally-generated collateral materials (and media)	Pamphlets, brochures, email blasts and other marketing material to promote the EOYDC
U. Collecting & Distributing Community Information*	EOYDC admin collect and post information regarding community events and opportunities that can support or be of interest to participants and staff.
V. School Site Visits	EOYDC seasonal presentations to youth at Oakland Unified District schools
W. Youth Outreach	Participants and adult staff canvas the neighborhood, attend or host community events and fairs to promote EOYDC participation.
X. Field Trips*	Off-campus outings for youth and young adults. Examples include: college tours, wilderness exploration, etc.
Y. Recognition*	Designated events to mark the achievement of youth and staff
Z. Fundraisers*	Events and activities geared toward raising money for the EOYDC

Call to Action

EOYDC is at a historical crossroads. Looking back, EOYDC has a distinguished history and proud legacy of community service as evidenced by:

- ◆ *More than thirty years of experience* serving at-risk youth in the City of Oakland with demonstrated consistency, effectiveness and impact.
- ◆ Establishment of *a unique youth development model* which can be replicated in other parts of the region and country.
- ◆ *Relevant programs* which build its youth into socially responsible leaders and connect them to unparalleled opportunities in the academic, entertainment, athletic and business fields.
- ◆ Earning the *trust of the community* and being a good steward of the public and private resources invested in the organization.

Looking forward, EOYDC aims to strategically build its capacity, extend its reach and broaden its impact by:

- ◆ **Leveraging its strengths and filling gaps in programming**
- ◆ **Expanding staff and improving operations**
- ◆ **Advancing the ongoing capacity campaign**
- ◆ **Driving outreach and fund development results**

EOYDC issues this call to action for the entire community to support us during this transitional growth period as we refresh our program offerings and expand our physical campus to serve a more diverse population, modernize our marketing and communications strategies to share our story and inspire others and engage in a variety of field-building activities to replicate our youth leadership and social development model across the nation.

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EOYDC would like to thank the following parties for making this Strategic Plan a reality:

The California Endowment – Building Healthy Communities East Oakland

EOYDC's Board, Trustees and Staff

EOYDC's Partners and Funders

EOYDC's Youth, Young Adults and Parents

Special thanks also to the team at Walker and Associates Consulting:

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