

BOOKER T. WASHINGTON

COMMUNITY SERVICE CENTER



2016-2019 STRATEGIC PLAN

An Uncommon Path Toward Excellence

"Excellence is to do a common thing in an uncommon way."

- Booker T. Washington

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INTRODUCTION

Booker T. Washington Community Service Center (BTWCSC) is one of the longest standing Black-led anchor institutions in the Bay Area. For nearly a century, BTWCSC has been an important community hub in San Francisco's Western Edition. Founded in 1919 and incorporated in 1923, BTWCSC was born of The Victory Club, an agency for Black soldiers that provided community social supports during World War I. BTWCSC was also one of few community organizations that cared for the possessions of Japanese internees and provided shelter upon their return after World War II. Often fighting against opposition, BTWCSC created an intergenerational, multicultural legacy that resonates across the city with strong testimony from families who have participated in BTWCSC's programs over decades.

Today, BTWCSC focuses on the development of hundreds of school-aged youth and young adults annually. Programming is targeted for Kindergarten through 5th graders, 6th through 8th, and 9th through 12th. There is also an emerging focus on Transitional Age Youth (TAY; vulnerable, at-risk youth, ages 16 to 24, who are in transition from state custody or foster care). Hallmark programs include the high-demand *Summer Day Camp* (9 weeks, including field trips), the vital *After School Program* (featuring homework assistance, tutoring, mentoring, arts and recreation) and supportive community programs including: a *Bike Club*, *Senior Club*, *Food Pantry* and *Technology Skills Program*. BTWCSC provides all of this, and more, in a nurturing safe haven that parents trust and youth and young adults enjoy. BTWCSC's staff and volunteers are truly an extension of the families served.

The next chapter in BTWCSC's story promises to be more impactful than ever with a new \$35 million, mixed-use facility scheduled for completion in May of 2017. The new center will allow BTWCSC to increase the number of people served by 56% and provide a broader continuum of responsive academic, career, mental health, recreational and social services for children, youth, adults and seniors. The state-of-the-art facility will have two distinct components:

- ***Expanded Community Center:*** The 9,000 square feet community center will be two stories and will house an after school and teen center, childcare services, a mind and body health center, a gymnasium, a media lab, a computer and career lab and a community garden.
- ***Affordable Housing for TAY:*** The housing will stand five stories featuring 50 units; property management and service provider offices; a community room; laundry facilities; a roof deck and partial subgrade parking.

The facility was designed by award-winning architectural firm *Brand and Allen* and will be managed in partnership with full-service affordable housing firm, *The John Stewart Company*. Partnerships with qualified providers – including *Chibi Chan Preschool* (provides childcare for children 2 to 5); *First Place for Youth* (helps youth gain the skills to live independently and succeed); and *Youth Radio* (engages youth in journalism, media technology and production) – will be paramount to the center's success.

This timely strategic plan, and the inclusive process that preceded it, has allowed BTWCSC to identify key goals, strategies and outcomes that must be achieved to position BTWCSC for success in its new facility. BTWCSC will need community support to raise the additional \$250,000 required to complete the new center which is destined to bring all communities together to *learn, share, grow and prosper*.

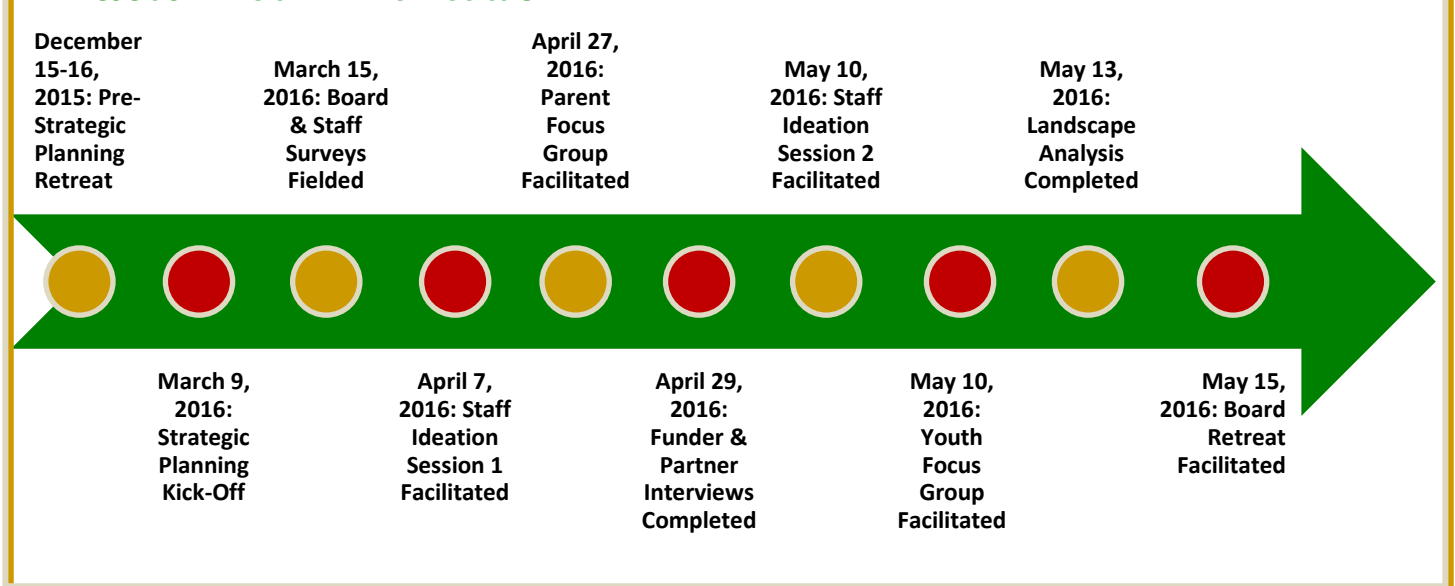
METHODOLOGY

The road to this strategic plan began in December of 2015 with pre-strategic planning retreats for key partners, the Board of Directors and staff facilitated by Karen Perkins and Arnold Perkins. After laying the groundwork for the process to begin, BTWCSC brought in strategic management consultants Constance Walker and Jeannine Walker of Walker and Associates Consulting and formed a Strategic Planning Committee to guide them through a comprehensive strategic planning process creatively engaging all key stakeholders:

BTWCSC'S STRATEGIC PLANNING COMMITTEE:

- Patricia Scott, Executive Director
- Jerry Trotter, Director of Programs
- Laurence Griffin, Board President
- Carlos Reed, Board Vice President
- Phillip Stone, Board Treasurer
- Stephanie Tomao, Board Member

BTWCSC'S STRATEGIC PLANNING PROCESS OVERVIEW



ORGANIZATIONAL HEALTH

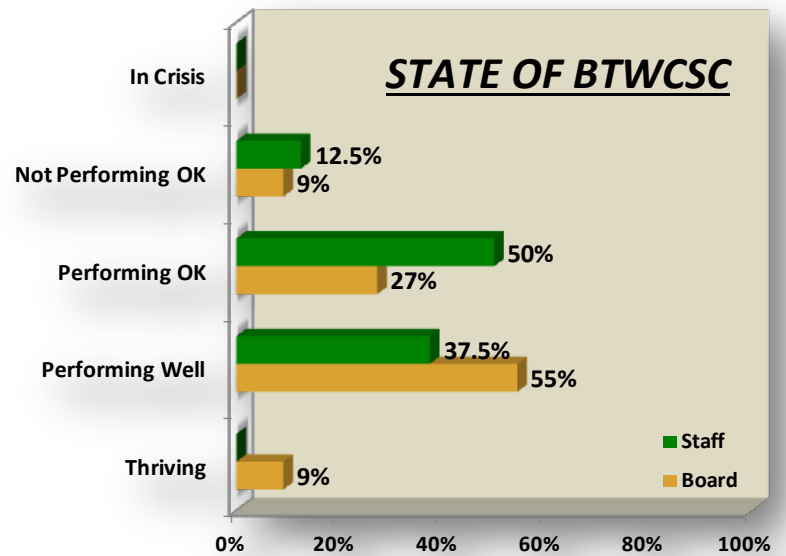
Before planning for the future, it was important to understand the current state of BTWCSC from the vantage point of key stakeholders and to uncover their ideas for how BTWCSC can enhance its operations and impact. BTWCSC's 360° Organizational Health Assessment included a survey of the Board of Directors and staff, facilitated focus groups with youth and parents and interviews with partners, volunteers and funders. A summary of key findings follows:

BOARD AND STAFF SURVEYS

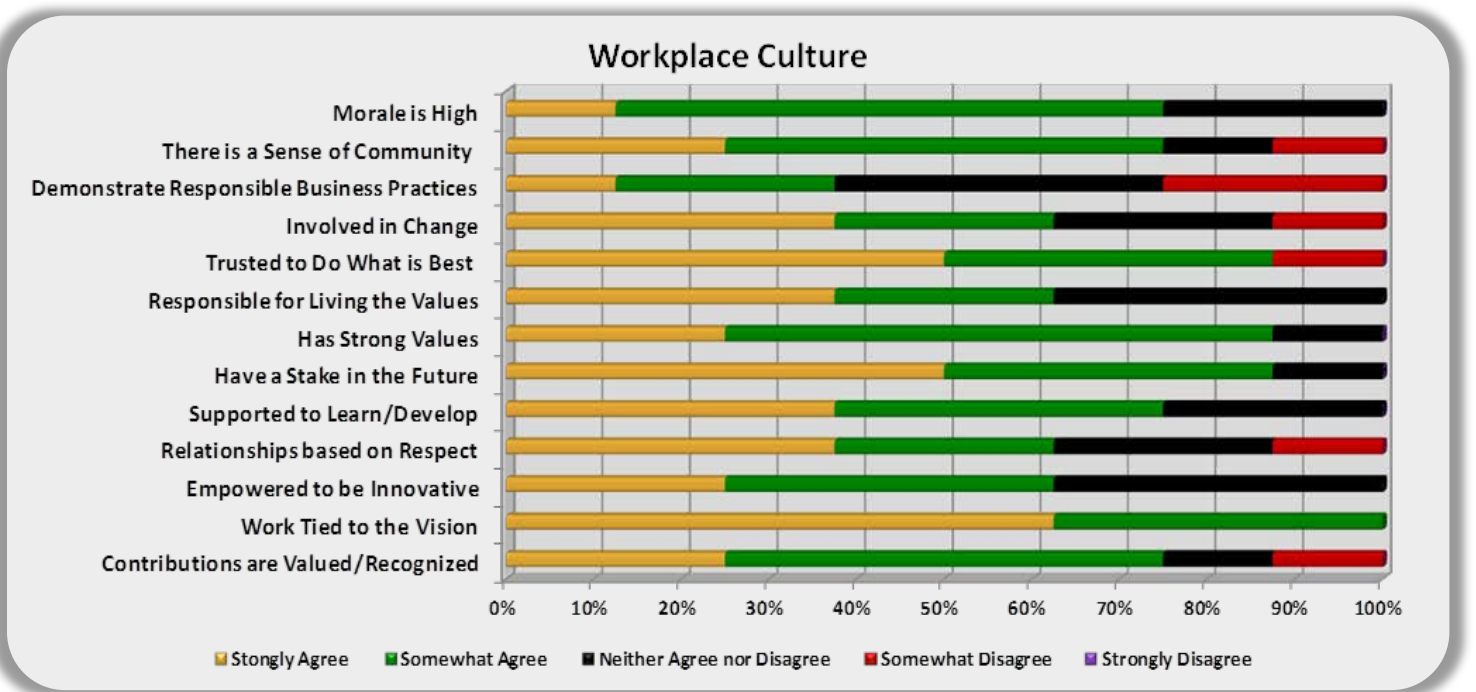
BTWCSC's survey results revealed an organization that is generally healthy; balanced, in terms of tenure; held in high regard and excited and anxious about transitioning to a new facility. Staff does feel the strain of limited resources and the drain of emotional work with resilient youth and young adults, many of whom are vulnerable and have experienced trauma. Satisfaction working for and serving on the Board of BTWCSC still remains strong: 88% of the Board and 75% of staff are "satisfied" or "very satisfied" with their experiences driven by the knowledge that BTWCSC provides critical services for low-income families in a safe space and has significant community impact although they recognize that thorough evaluation and communication of outcomes are areas of needed improvement.

More staff sees the current state of BTWCSC as “performing OK” while the majority of the Board views BTWCSC as “performing well” yet both groups are “very confident” in the future of the organization given BTWCSC’s legacy of victory and the promise of the new center. Growth is considered “slow” due to the constraints of the temporary location.

The Board is concerned that a lot falls on the shoulders of the long-term Executive Director calling for a succession plan to be put in place strengthening and preparing the organization for her planned departure in 2018, a year after the new center opens.



Staff described a workplace culture where work is tied to the vision, they have a stake in the future and they are trusted. Morale could be enhanced with stronger investment in staff’s development via salary, benefits, training and promotion opportunities. Finally, both Board and staff agree that, in order for BTWCSC to get to the next level of impact, more focus should be placed on outreach, mentoring and mental health services, new funding sources, staffing and development and dedicated operational management for the new center will be needed.



PARENT AND YOUTH FOCUS GROUPS

Hearing directly from the parents and youth of BTWCSC was a crucial step. Facilitated discussions with a representative sample of six parents – including long-term parents with multiple children, a grandparent and an adoptive parent, all with children ranging in age from 6-22 and attending five San Francisco schools – and eight youth – ranging in age from 15-19, including a mix of races and cultures, attending four schools and being part of

BTWCSC from two to ten years. Participants in both groups honestly and productively discussed their needs, the strengths of BTWCSC and ideas for future growth and improvement. Key reflections and recommendations include:

Outlook on the Community

- Families have been in the community for generations & are connected & supportive of one another
- Community resources exist but are not well promoted, supported politically or resourced
- Safety is a primary concern

Outlook on BTWCSC

- Legacy of professional service in a safe place that develops self-esteem & feels like a 2nd home/extended family
- Tutoring, homework, college prep & arts are most vital & liked
- Need more parent participation, communication, retention of quality staff, transportation & lower costs

Ideas for Growth

- Become *the* center that connects people & resources
- More staff, stipends, tutorial, college prep, sports & arts plus practical training (e.g. coding), job opportunities & group/online fundraising
- Adult classes in credit repair/finance, homeownership, & anger management

STAKEHOLDER INTERVIEWS

A representative sample of key partners, funders and volunteers were interviewed so that they could candidly share thoughts and recommendations on the way forward for BTWCSC. Key observations and recommendations included:

- **Broader External Role:** BTWCSC is an anchor organization that should expand its partnership model and serve as a citywide hub to refer and connect individuals and families with services (e.g. mental health, employment training, etc.) provided by other organizations
- **Enhanced Internal Capacity:** The Executive Director should be free to leverage existing and build new political and funding relationships making succession planning and recruitment, development and retention of culturally appropriate and highly-professional staff top priorities so that the expanded services and partnerships that will come with the new center can be properly managed
- **Balancing Act:** BTWCSC must carefully balance its historical focus on Kindergarten through 12th grade school children, youth and young adults with its emerging role in providing housing and supportive services to TAY
- **Diversified Funding:** BTWCSC must build its capacity to secure more corporate, foundation and individual donor support so that it is not overly dependent on public support/government contracts
- **Expanded Volunteer Base:** BTWCSC should intentionally develop its volunteer base through outreach, screening, orientation, training and appreciation to assist with service delivery and increase individual donors

LANDSCAPE ANALYSIS

- **DEMOGRAPHIC SCAN:**
 - In San Francisco, gentrification and displacement has led to a declining Black population (-24%) while Latino and Asian populations have grown significantly (US Census & Bureau of Labor Statistics, 2010)
 - Citywide, the 5-17 population is -13% while 18-64 is increasing and, in the Western Addition, 35% of the population is 18-34, supporting BTWCSC's new focus on TAY (Ibid)
 - According to Transitional Age Youth San Francisco (a Department of Children, Youth & Their Families-led resource), up to 9,000 TAY in San Francisco are out of school, out of work and in need of coordinated services (Minnesota Population Center, 2010); over 1,900 homeless youth and young

adults are under 25 years old (San Francisco Homeless Point-in-Time Count and Survey, 2013); and 25% of the homeless population is children and youth under 25 years old (Ibid)

- The Education Trust-West’s 2013 California District Report Cards show that support is needed beyond schools to thrive – SFSUD received a D- for its service of Latino, African American and low-income students and an F for the large achievement gap between students of color and white students
- Crime and poverty remain major concerns across the city and in the Western Addition with citywide burglaries and theft increasing by almost 50% (FBI “Crime in the United States,” 2014) and 14% living in poverty in the Western Addition (San Francisco Planning Department, 2011)

- **COMPETITIVE BENCHMARKING:**

- Staff identified four youth-serving organizations that both collaborate and compete with BTWCSC for awareness, resources and youth in San Francisco and assessed their resources, impact, programs and initiatives to glean promising practices
- Promising practices identified in the competitive scan include purposefully communicating impact, recruiting donors, connecting and leveraging social media campaigns; securing and leveraging the support of city offices and political figures; having state-of-the-art facilities and equipment and keeping costs and fees low to be attractive to and affordable for more families

BTWCSC’s S.W.O.T. takes into consideration key findings across the Organizational Health and Landscape Analysis:

<p>◇ Part of the heritage of the Western Addition with a longstanding tradition of providing hope & care</p> <p>◇ Dedicated attention to children & youth that leads to results</p> <p>◇ A safe place for academic & social support</p> <p>◇ One of few nonprofits that owns its space</p> <p style="font-size: 48px; text-align: center;">S</p> <p style="text-align: center; font-weight: bold; font-size: 24px;">STRENGTHS</p> 	<p>◇ In transition/a temporary location pending relocation to the new center</p> <p>◇ Limited staff capacity</p> <p>◇ No endowment & small liquid reserves</p> <p>◇ Limited alumni engagement</p> <p style="font-size: 48px; text-align: center;">W</p> <p style="text-align: center; font-weight: bold; font-size: 24px;">WEAKNESSES</p> 	<p>◇ Deliver new programs & services in the new center</p> <p>◇ Increase the number/reach of children, youth & families served</p> <p>◇ Better quantify & share impact</p> <p>◇ Attract more volunteers, partners & funders to support growth</p> <p style="font-size: 48px; text-align: center;">O</p> <p style="text-align: center; font-weight: bold; font-size: 24px;">OPPORTUNITIES</p> 	<p>◇ Gentrification & displacement leading to a declining Black population</p> <p>◇ New housing taking away focus on K-8 programs</p> <p>◇ Increasing competition for resources & program participants</p> <p>◇ Tenuous political relationships & support</p> <p style="font-size: 48px; text-align: center;">T</p> <p style="text-align: center; font-weight: bold; font-size: 24px;">THREATS</p> 
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VISION, MISSION & VALUES

BTWCSC's Vision, Mission and Values were refreshed by staff and Board to frame the culture, work and decisions:

Vision: Our promising community of children, youth and families will surpass their circumstances becoming proud, educated, healthy, contributing adults.

Mission: We support a vibrant community offering services and programs that cultivate positive social, educational, economic and health outcomes for the low-income children, youth and families we serve.

Values: In all that we do, we promote...

- Family
- Professionalism
- Integrity
- Respect
- Education
- Compassion
- Inclusion
- Excellence
- Culture



2016-2019 STRATEGIES

Key goals and strategies serving as the cornerstone of BTWCSC's 2016-2019 Strategic Plan are:

GOAL: ENHANCE BTWCSC'S REVENUE BY IDENTIFYING EARNED INCOME OPPORTUNITIES LEVERAGING THE NEW COMMUNITY CENTER

STRATEGY	OUTCOMES	RESPONSIBILITY	COMPLETED
Brainstorm, catalog, assess & prioritize project-based earned income opportunities for the new center such as space rental, parking & vending machines	Key revenue generators with ease of entry, low capital requirements, earning potential & training opportunities for youth are developed	Executive Director, Director of Programs & Board Committee	Q3 2016
Launch selected project-based earned income initiative(s)	The needed expertise, staff time, space & equipment are secured/allocated & new income supports BTWCSC's programs & operations	Deputy Director	Q2 2017 – Ongoing
Conduct a Feasibility Analysis on 2-3 youth-focused social enterprise concepts	BTWCSC will make an informed decision about which enterprise, if any, will be viable, impactful & attract support	Deputy Director & Consultant	Q2 2018
Launch selected social enterprise	The needed expertise, staff, space & equipment are secured/allocated; youth have jobs/training & new income results in BTWCSC's increased financial security	Deputy Director & Support Staff	Q2 2019 – Ongoing

GOAL: DIVERSIFY BTWCSC'S REVENUE BY INCREASING RESOURCE DEVELOPMENT CAPACITY & PROACTIVELY DEEPENING EXISTING & BUILDING NEW RELATIONSHIPS

STRATEGY	OUTCOMES	RESPONSIBILITY	COMPLETED
Hire a proven, skilled & driven Director of Development	The talent is in place to create & implement development strategies	Executive Director	Q4 2016
Develop an annual Resource Development Plan for Executive Director & Board Approval	A plan to diversity resources via foundation, government & individual contributions is in place & monitored	Director of Development	Q1 2017 – Ongoing
Research & apply for grant & contract opportunities & launch an annual fundraising campaign attracting donors	New funds to support implementation of BTWCSC's Strategic Plan & continued programs & operations are secured	Director of Development	Q1 2017 – Ongoing
Conduct Hard Hat Tours of the new center with current funders & a targeted list of potential new funders	Awareness of & excitement for the new center is increased & prospects for support are affirmed or generated	Director of Development	Q2 2017
Host a Grand Opening event for the new center with tours including Board, staff, partners, funders, volunteers, alumni, politicians & community members	Awareness of & excitement for the new center is increased; prospects for support are affirmed/generated & all of San Francisco feels welcome in & acclimated with the new center – its facilities & policies – & the programs & services offered by BTWCSC & its partners	Executive Director, Deputy Director, Director of Development, Marketing Consultant & Board Committee	Q2 2017
Follow-up with Tour participants & Grand Opening attendees to secure investment	New funds for BTWCSC's center, programs & operations are secured	Director of Development	Q2 2018
Plan a 100 th Anniversary Celebration & fundraising event where the out-going Executive Director, community leaders, volunteers & supporters will be honored; BTWCSC's rich legacy will be highlighted & BTWCSC's new Executive Director will be formally introduced	BTWCSC's legacy is honored & preserved; supporters are recognized & feel valued; the new Executive Director's vision for the future is shared & funds are raised for BTWCSC's programs & operations	Executive Director, Deputy Director, Director of Development, Marketing Consultant & Board Committee	Q2 2019

GOAL: DEFINE BTWCSC AS CITYWIDE LEVERAGING THE NEW CENTER & STRATEGIC PARTNERSHIPS

STRATEGY	OUTCOMES	RESPONSIBILITY	COMPLETED
Strengthen existing & establish new citywide partnerships formalized with Partnership Agreements or Memorandums of Understandings	BTWCSC will expand its services through partner service provision in the new Center, referrals & volunteers with partners including Chibi Chan, First Place for Youth, Youth Radio & the University of San Francisco	Director of Programs & Board Subcommittee	Q4 2016
Identify & recruit new Board members to reflect expanded service area & community partnerships	New community, corporate &/or government representatives with San-Francisco-based experience and connections are added to the Board	Board Subcommittee	Q4 2016
Update website & marketing materials to reflect citywide service & impact	BTWCSC will be externally positioned as citywide increasing community awareness	Marketing Consultant	Q1 2017
Widely promote the new center's community space, gymnasium & innovative programs	The new center's value will be maximized as a citywide asset increasing the number of children, youth & families served	Staff, Board, Volunteers & Partners	Q2 2017 – Ongoing

GOAL: IMPROVE INFRASTRUCTURE & OPERATIONS TO PREPARE FOR GROWTH IN THE NEW COMMUNITY CENTER & EXECUTIVE TRANSITION

STRATEGY	OUTCOMES	RESPONSIBILITY	COMPLETED
Develop/revise BTWCSC's job descriptions, salaries, benefits & training opportunities to align with the needs of the new center & make new assignments, as needed	BTWCSC is fully prepared to manage the new center & its programs on day one	Executive Director & Board Executive Committee	Q4 2016
Recruit or promote a highly-qualified nonprofit leader with management, program & development experience to serve as BTWCSC's Deputy Director	BTWCSC will further develop its bench strength & ensure that the organization is prepared for an executive transition	Executive Director	Q1 2017
Invest in an enhanced transportation system & equipment for the safety & convenience of school-aged participants	BTWCSC arranges or provides safe, reliable, cost-effective & efficient transportation from schools to the center	Deputy Director & Director of Programs	Q2 2017
Hire an experienced, organized & flexible Facilities Manager for the new center	The new center is well-managed with efficient communication, scheduling, facilities use, maintenance & security	Executive Director & Deputy Director	Q2 2017
Hire a part-time Parent & Volunteer Coordinator to establish, manage & grow BTWCSC's volunteer network	BTWCSC has a point person to recruit, train, assign, monitor & acknowledge all volunteers	Deputy Director & Director of Programs	Q2 2017
Retain a trusted, competent 3 rd party HR service provider with nonprofit expertise	BTWCSC increases its capacity to recruit, orient, manage, develop & retain talent	Executive Director & Deputy Director	Q1 2018
Recruit & onboard an experienced, connected & compassionate new Executive Director	BTWCSC has the right person in place to enhance its service legacy & he/she is oriented by the Board & outgoing leader	Board & Search/Transition Consultant	Q1 2019

GOAL: EFFECTIVELY MANAGE, MAINTAIN & SECURE THE NEW COMMUNITY CENTER

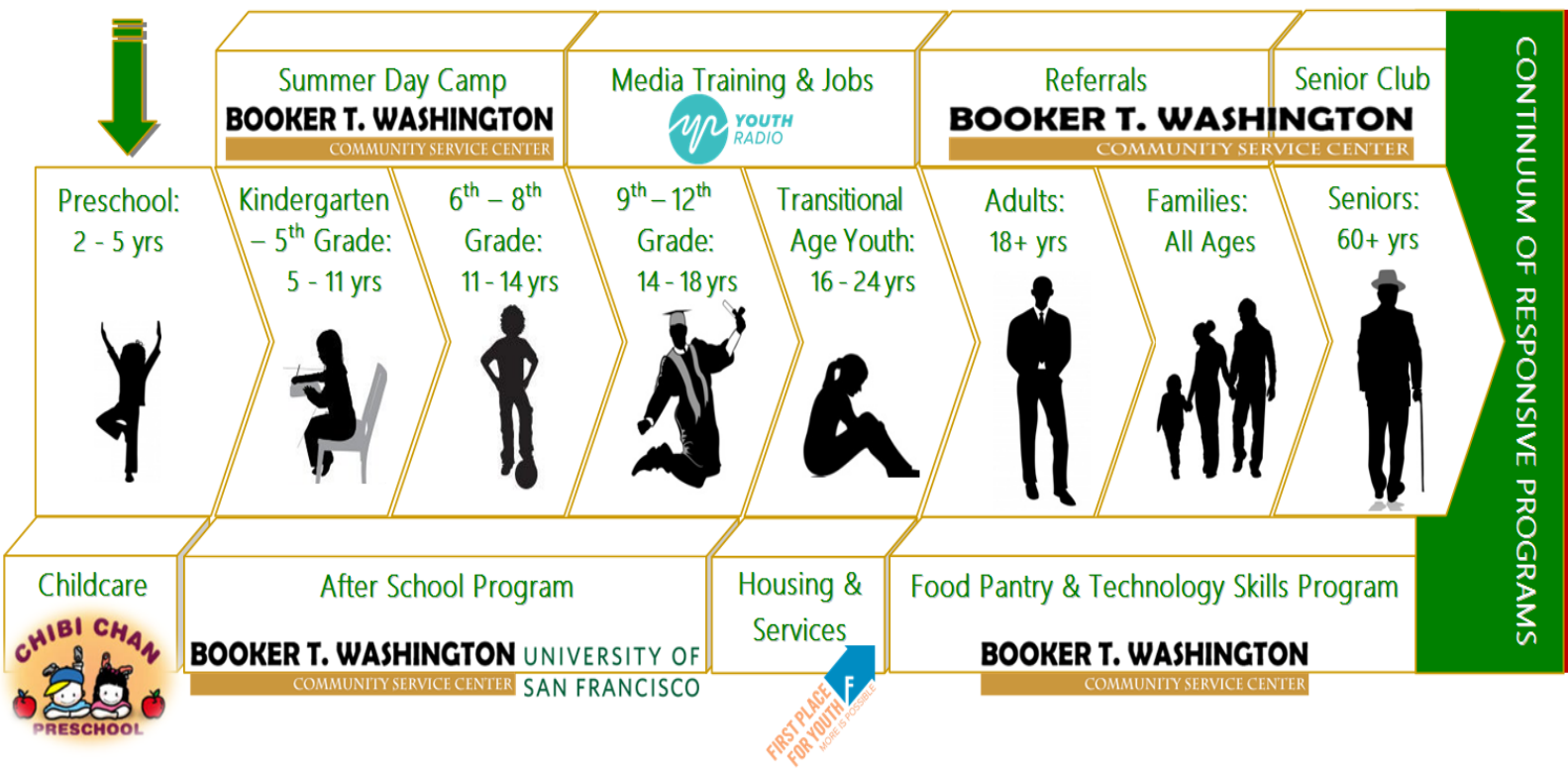
STRATEGY	OUTCOMES	RESPONSIBILITY	COMPLETED
Provide project management & oversight for the construction of the new Center	The new center is completed on-time & in compliance with the vision, design plans & regulatory codes	Executive Director & Board	Q2 2017
Contract with experienced firms to provide maintenance & security services	Agreements are in place outlining the expectations & responsibilities of the maintenance & security providers	Executive Director, Deputy Director & The John Stewart Company	Q2 2017
Manage the approved maintenance & security companies	Clear oversight & accountability exists to ensure providers fulfill the terms of their agreements & the new facility is well-maintained & secure at all times	Facilities Manager & The John Stewart Company	Q2 2017 – Ongoing

GOAL: IMPROVE BTWCSC'S BRAND MESSAGE, PRESENCE & IMAGE

STRATEGY	OUTCOMES	RESPONSIBILITY	COMPLETED
Develop an Elevator Pitch with key points about BTWCSC's legacy, programs, impact & strategic plan & train Board, staff & volunteers on its use	BTWCSC's Board, staff & volunteers have the tools to confidently express a consistent organizational message to potential supporters	Executive Director & Consultants	Q3 2016
Select a Marketing Consultant to recommend & support BTWCSC's marketing & communications campaigns	BTWCSC has the extended capacity & expertise on-tap to deliver ongoing & new marketing strategies	Deputy Director & Director of Development	Q1 2017
Create & maintain an "information hub" in the new center where BTWCSC's children, youth & families can obtain up-to-date information on center activities as well as other community resources & events	BTWCSC's children, youth & families are well-informed about relevant & vital programming & opportunities	Administrative Assistant & Parent & Volunteer Coordinator	Q2 2017 – Ongoing
Enhance BTWCSC's website via creative, impact-oriented & up-to-date content	BTWCSC's online communications are refreshed, motivational & impactful	Staff & Marketing Consultant	Q2 2017 – Ongoing
Develop compelling, consistent & complementary posts across BTWCSC's social media accounts	BTWCSC maintains interesting, current & consistent communications across mediums	Marketing Consultant	Q2 2017 – Ongoing
Redesign BTWCSC's website including launching a new Blog with weekly posts	BTWCSC's website, like its new center, is cutting edge & BTWCSC is viewed as a field-building thought leader	Marketing Consultant	Q1 2019
Produce a promotional video chronicling BTWCSC's 100-year legacy, sharing the future direction & featuring stakeholder testimonials	BTWCSC has a dynamic vehicle capturing its legacy & future to be premiered at the 100 th Anniversary Celebration & leveraged online to garner support	Marketing Consultant & Videographer/ Producer	Q2 2019

GOAL: INCREASE IMPACT & REACH THROUGH A BROADER CONTINUUM OF RESPONSIVE PROGRAMS

STRATEGY	OUTCOMES	RESPONSIBILITY	COMPLETED
Enhance the After School Program by providing additional homework help, tutoring, mentoring & college preparatory services via a collaborative community-university partnership with the University of San Francisco & other community partners & volunteers	Children & youth receive more personal academic & social support; have greater access to role models & build positive relationships leading to better school performance & social skills; greater likelihood of college acceptance; & greater awareness of scholarship & internship opportunities	Director of Programs; After School Academic Coaches & Program Assistants & Youth, Middle School & High School Program Managers	Q3 2016 – Ongoing
Provide, facilitate or refer new programs & services responsive to the needs of San Francisco’s children, youth & families	Trusted partners will provide complimentary services in the new center; the number served at BTWCSC will increase by 56%; access & referrals to other trusted agencies will increase & more children, youth & families will benefit from a broader continuum of responsive services	Deputy Director, Director of Programs & Partners	Q2 2017 – Ongoing
Enhance the Summer Day Camp by providing additional cultural art & recreational sports activities & events & promoting it citywide to recruit new participants	Participants will have greater cultural awareness, appreciation & pride; better emotional & physical fitness & healing & have more fun	Director of Programs & Youth, Middle School & High School Program Managers	Q3 2017 – Ongoing



RESOURCE DEVELOPMENT STRATEGIES

To cover the core operating costs associated with implementing this strategic plan over the next three years, BTWCSC must raise a total of \$1,325,000 from federal and local agencies, corporations and individual donors. This amount includes the \$250,000 balance of funds required to complete the construction of the new building. While this will not be an easy task in today's competitive funding environment, BTWCSC's current funders recognize the need to build BTWCSC's capacity and plan for executive transition. Their support will be leveraged with grants and contributions from new supporters solicited via cultivation and outreach, donor appeals and fundraising events. BTWCSC must emphasize its track record, experience and growth trajectory and make the case that the organization's mission-critical services to low-income children, youth and families are vital to the Western Addition and the city at large.

2016-2019 Resource Requirements	Cost-Driving Strategies	Estimated Cost
Salary & Benefits for New Staff	Deputy Director Director of Development Facilities Manager Part-Time Parent & Volunteer Coordinator	\$875,000
Consulting Fees & Contracts	Marketing Consulting Human Resources Service Provider Social Enterprise Feasibility Analysis Executive Search & Transition Consultant Event Management & Support	\$200,000
Capital Costs	Complete Construction of the New Center	\$250,000
TOTAL:		\$1,325,000/3 yrs



CONCLUSION

As Booker T. Washington eloquently asserted, “excellence is to do a common thing in an uncommon way.” BTWCSC is more than a community center: it is a community anchor institution and treasure that has served on the front-line impacting generations of San Franciscans across all races and ethnicities. BTWCSC’s service is uncommonly intergenerational, multicultural, dedicated and personal. BTWCSC’s vision of a state-of-the-art Western Addition facility with comprehensive, collaborative community services and a social enterprise creating jobs for youth is an uncommonly bold, dream come true for BTWCSC and the community it serves. BTWCSC strives for excellence, one of its core values, and will continue to do so over the next three years as it strives to meet and exceed its goals.

BTWCSC’S 2016-2019 GOALS:

- ENHANCE BTWCSC’S REVENUE BY IDENTIFYING EARNED INCOME OPPORTUNITIES LEVERAGING THE NEW COMMUNITY CENTER
- DIVERSIFY BTWCSC’S REVENUE BY INCREASING DEVELOPMENT CAPACITY & PROACTIVELY DEEPENING EXISTING & BUILDING NEW RELATIONSHIPS
- DEFINE BTWCSC AS CITYWIDE LEVERAGING THE NEW CENTER & STRATEGIC PARTNERSHIPS
- IMPROVE INFRASTRUCTURE & OPERATIONS TO PREPARE FOR GROWTH IN THE NEW COMMUNITY CENTER & EXECUTIVE TRANSITION
- EFFECTIVELY MANAGE, MAINTAIN & SECURE THE NEW COMMUNITY CENTER
- IMPROVE BTWCSC’S BRAND MESSAGE, PRESENCE & IMAGE
- INCREASE IMPACT & REACH THROUGH A BROADER CONTINUUM OF RESPONSIVE PROGRAMS

To execute this plan with excellence and vigor, BTWCSC will need uncommon levels of multi-year investment: the kind that goes beyond one-time grants and contracts to include spreading the word to attract other donors, volunteering and making even the smallest individual donations -- all to ensure that BTWCSC’s low-income children, youth and families become uncommonly proud, educated, healthy and contributing San Franciscans.

ACKNOWLEDGEMENTS

BTWCSC is grateful for the candid participation and generous support of the INSERT PLAN FUNDER(S), Strategic Planning Committee, Board of Directors, staff, parents, youth, partners, volunteers and consultants who were part of this fruitful planning process.



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