



# HEALTH is the New BABUF:

## 2015-2017 STRATEGIC PLAN





**“There is tremendous benefit to working with a Black-led, Black-serving intermediary. There are historic reasons why BABUF was established and the need still exists today. We absolutely value our relationship with BABUF.”**

**— A BABUF Partner**



# LETTER FROM BABUF

On behalf of our Board of Directors, staff and partners, we are pleased to present our 2015-2017 Strategic Plan, *HEALTH is the New BABUF*, for the Bay Area Black United Fund (BABUF). Our plan envisions BABUF as the premier Black-focused, regional intermediary in the Bay Area. With strong organizational and board leadership, this plan sets the stage for the new BABUF to convene, advocate and support community and systems change in four Community Health and Wellness focus areas: Physical and Mental Health, Education, Employment and Violence Elimination.

Why these four areas? Because our vision, supported by the analysis found herein, recognizes that in order for individuals, families and communities to be healthy; a broader, interconnected definition of health must be defined and supported. We see this expansion of the definition of health and wellness as the cornerstone of our community change strategy. But it will take more than just individual and community change: it will also require change in the political, economic, education and social justice systems to redefine public policy and address low infant birth weight, high mortality and low graduation rates, just to name a few issues that plague the Black community. BABUF, as a regional intermediary, will support community capacity building while vigorously advocating for systems change to build a healthier Black community.

*HEALTH is the New BABUF* is a bold plan. The Plan makes the case for aggressive organizational growth led by a very capable staff and an experienced and engaged Board. The Plan represents not only the evolution of BABUF's 36-year history but also the changing Bay Area demographic landscape. It is, in part, because of the changing demographics that this plan is timely for both BABUF and the Bay Area Black community. What it is to be "Black in the Bay" has changed since our inception. We are at the apex of change in the region: the Black community is not as simply defined as it was decades ago. Yet, many of the systemic influences that have affected our communities are no less prevalent.


Our revised mission is to advance and invest in policies, practices, partnerships and organizations supporting the Black community. It will take existing and new partnerships to achieve the change we all seek. As we launch this plan, we are emerging into a landscape of Black leadership in both the public and private sector that is almost unprecedented—it presents a unique opportunity to make lasting systems and community change. It will take institutional and community leadership, collaboration and financial investment from all of us to achieve a healthy Black community. We invite you to share the journey with us.

Finally, we want to acknowledge the Strategic Planning Committee and the entire Board of Directors for their time and energy in leading this strategic planning effort. We could not have done this work without the guidance of Walker and Associates Consulting who synthesized the quantitative and qualitative data in the report. We also want to thank the thought leaders, funders and community-based organization leaders who took the time to share their thoughts about BABUF and their vision for a healthy Black community. This plan was supported by the Kaiser Foundation Hospital Fund for Community Benefits Program and we are grateful for their leadership and partnership. We are the new Bay Area Black United Fund and we are building a healthy Black community!

Sincerely,



**L. J. Jennings**  
BOARD CHAIR



**Duane Poe**  
PRESIDENT AND CHIEF EXECUTIVE OFFICER





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The Bay Area Black United Fund (BABUF), one of 15 Black United Funds around the country, was founded in 1979 by community leaders intent on increasing the self-sufficiency of the San Francisco Bay Area's Black community. For 36 years, BABUF has been an advocate and conduit of support for funneling resources back into Black communities through its Workplace Campaign and delivering its core health-focused programming, such as Critical Mass Health Conductors — a behavioral health modification strategy created by and for the Black community.

However, the road has not always been easy: from 2008-2012, on the heels of the recession, BABUF dealt with financial challenges which brought its flagship community Health Summit to a halt in the midst of preparing for a leadership transition. With transition support from The California Endowment, Kaiser Permanente and The San Francisco Foundation, BABUF began to emerge from this difficult period. In 2013, BABUF took its first major transition step when its Board of Directors engaged in a national search which resulted in the hiring of its current President and Chief Executive Officer, Duane Poe. In January 2014, BABUF took a second transition step recruiting five new board members to strengthen the governance of the organization.

## THE PROCESS

In September of 2014, BABUF embarked upon a collaborative strategic planning process led by a Strategic Planning Committee (SPC) comprised of SPC Chair and Board Vice Chair Robert Phillips, Board Chair L. J. Jennings, President and Chief Executive Officer Duane Poe and Finance Manager Kirk Hogan. To inform this process BABUF used eight techniques:

1. Board and Staff Surveys
2. Funder and Thought Leader Interviews
3. Client and Partner Interviews
4. Competitive Benchmarking
5. Demographic Analysis
6. Staff Ideation Session
7. Staff Logic Modeling Workshop
8. Board Planning Retreat

## THE FINDINGS

This process has positioned BABUF to emerge with a clear assessment of its strengths and weaknesses as well as an understanding of the steps needed to ensure its sustainability and growth. A summary of the key findings are that BABUF:

- Exhibits characteristics of a healthy organization per its internal and external stakeholders
- Has staff and a Board of Directors that are satisfied with their experience with BABUF due to a positive workplace culture, the historical significance of the organization and a strong connection to the work
- Is well-known and highly regarded for two of its signature Health programs (Critical Mass Health Conductors and the Health Summit), although the lack of consistency in executing the Health Summit eroded trust amongst some partners and community members
- Has limited organizational capacity and financial resources that must be enhanced to support growth
- Has external stakeholders that are willing to support BABUF, including encouraging the organization to take on a stronger intermediary and convener role across all nine Bay Area Counties
- Has identified, through competitive benchmarking, critical success factors such as clearly articulating its programs and partnership strategies, developing a base of corporate support, increasing its focus on earned income and improving its marketing and communications efforts
- Has uncovered, through demographic analysis, that, although the Bay Area continues to be home to a large Black population, it is shifting away from urban centers like Oakland toward more suburban areas in Contra Costa and Solano Counties; there have been increases in the Bay Area Black immigrant population and there continues to be significant education, economic, social and health equity issues that must be addressed

Guided by the findings, BABUF articulated a new vision, mission and values and the Board of Directors adopted its HEALTH strategic framework for BABUF to implement over the next three years, requiring an estimated investment of \$2.9 million to build a healthier BABUF in service of a healthier Black community.

## THE DNA: VISION, MISSION & VALUES

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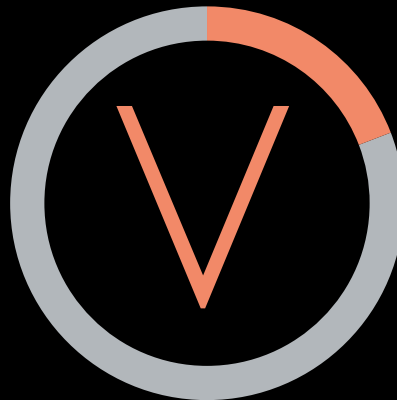
### VISION

BABUF is a recognized leader in an empowered, healthy and thriving Black community.



### MISSION

To advance and invest in policies, practices, partnerships and organizations supporting the Black community.



### VALUES

BABUF pursues its vision and lives out its mission by:

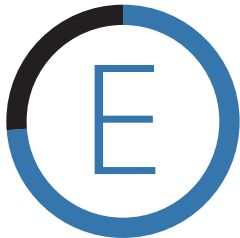
- o Committing to the **COMMUNITY**
- o Pursuing social **EQUITY**
- o Striving for **EXCELLENCE**
- o Displaying bold, visionary **LEADERSHIP**
- o Building strong, strategic **PARTNERSHIPS**
- o Engaging in authentic, respectful **SERVICE**
- o Demonstrating integrity that instills **TRUST**

## STRATEGIES

## HEALTH IS THE NEW BABUF

**Highlight a new, clear and comprehensive business model**

- Create a new model focusing on three core roles: Community Building, Capacity Building and Asset Building
- Redefine Fiscal Services so that there is a tiered menu of services and prices to meet the needs of clients
- Enhance the systems supporting workplace giving and increase awareness of the Workplace Campaign
- Expand research, convening and communications functions

**Enhance programs under the umbrella of Health & Wellness**

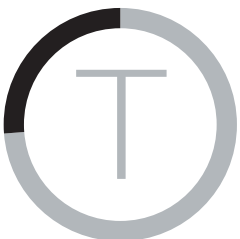
- Strengthen BABUF's impact on Physical and Mental Health Services
- Expand BABUF's Health & Wellness focus to include: Education, Employment and Violence Elimination

**Address the unique needs of specific Black populations through targeted initiatives**

- Partner to conduct research and hold convenings with the following sub-populations of the Bay Area Black community to gain input on vital needs: Young Adults, Black Boys & Men, the Black Family and Black Immigrants
- Play a lead role in promoting and/or implementing targeted initiatives focusing on the identified sub-populations

**Link the organizational structure, experience and capabilities with the requirements of the new business model, program framework and initiative focus**

- Promote BABUF's current Finance Manager to Chief Financial Officer and hire a new Finance Manager or Assistant
- Hire a Director of Human Resources
- Create training and professional development opportunities for staff and the Board of Directors
- Hire a Director of Development and a Contracts/Grants Manager or Consultant
- Hire an Executive Assistant to the President and CEO
- Hire a Vice President of Programs and Operations
- Hire a Director of Communications

**Tailor space and systems to match BABUF's growth**

- Assess and enhance current technology (hardware, software and platforms)
- Conduct a Feasibility Study on creating and providing dedicated office and/or meeting space for Black-Led Organizations (BLOs)
- Assess current office space, as needed, to accommodate new and existing staff

**Heighten financial position to ensure BABUF's sustainability**

- Partner with new and existing foundation supporters to create strategies that will ensure BABUF's sustainability
- Build stronger relationships with the local business community
- Develop viable individual donor strategies targeting new and existing financial supporters
- Increase the number and level of contractual relationships with City and County departments and agencies
- Increase marketing to drive sales of BABUF's "Black in the Bay" merchandise through new channels
- Establish a reserve of at least \$300,000



After the 1965 Watts Riots, a group of community activists created the Brotherhood Crusade to raise funds for rebuilding the community, supporting neighborhood organizations and empowering Watts' residents to improve their socioeconomic status. This effort was the catalyst for the creation of the National Black United Fund (NBUF), which pursues access to work-site charitable payroll deduction plans of the federal government and private employers to funnel funds back into Black communities. NBUF opened up America's workplaces for fundraising by Black organizations and supported the establishment of 15 Black United Funds (BUFs) throughout the country.

The Bay Area Black United Fund (BABUF) was founded in 1979 by Dr. J. Alfred Smith, Sr., Pastor Emeritus of the Allen Temple Baptist Church; Barbara Lee, a community activist turned U.S. Congresswoman and other leaders of the San Francisco Bay Area Black community who grew concerned about reliance on those external to the community to address Black issues. This local chapter focused its efforts on increasing self-sufficiency among Black residents in the Bay Area. In 36 years, BABUF has evolved from advocating and channeling support to organizations seeking to reduce poverty, hunger, and homelessness in the Black community, to becoming a leader in the development of health-focused services and programs that reduce disparities in the nine-county region of the Bay Area.

In 2003, under the leadership of Dr. Woody Carter, BABUF began to refine its mission to focus on wellness. That focus led to the 2005 creation of the Critical Mass Health Conductors program, a behavioral health modification strategy created by and for the Black community to model healthy living. The program began as a bi-annual Health & Wellness Summit — a two-day event combining a conference, free health screenings and a public Health Expo where local community residents received health education, resources and screenings. Today, there are more than 1,000 Critical Mass Health Conductors across Northern California.

In 2008, BABUF found itself grappling with financial difficulties stemming from changes in the funding environment as a result of the Great Recession. BABUF also faced the unenviable challenge of simultaneously planning for a significant leadership transition as it was attempting to launch new initiatives to increase its earned income. As a result, BABUF experienced a five-year period of stagnation and decline. During this time, the widely popular Health Summit became unsustainable while the new initiatives that were pursued failed to generate the necessary income. In response, BABUF's Board of Directors took on the responsibility of leading and managing BABUF through this period with support from The California Endowment, Kaiser Permanente and The San Francisco Foundation.

In 2013, BABUF's Board of Directors conducted a national search resulting in the selection of a new President and Chief Executive Officer: Duane Poe. After almost thirty years of providing services to communities of color as a nonprofit executive and consultant, Duane's connections and experience made him an ideal leader to partner with the Board in ushering BABUF into a new period of stabilization and growth. With fresh staff leadership in place, the Board then focused on re-establishing and clarifying BABUF's governance structure, retaining a core group of board members with a deep understanding of BABUF's history and recruiting new board members representing philanthropy, financial services, the private sector and a broader reach across the nine-county Bay Area.

Today, BABUF has a team of six staff members and a Board of nine Directors who are working together to redefine and reinvigorate BABUF and achieve greater impact on the lives of families in the Bay Area Black community. As this critical juncture of BABUF's organizational development intersects with a time of critical need for the Bay Area Black community, BABUF is creating a deliberate plan for increased strength and growth.

After a year and a half of stabilization, ideation and exploration under new staff and Board leadership, the time for BABUF to engage in a proven and collaborative strategic planning process emerged. BABUF called upon a group of external consultants with strategic planning expertise and a history of service in the Bay Area to lead the organization through a process to help refine its business model and heighten its awareness and impact. BABUF then formed a Strategic Planning Committee (SPC) comprised of Board and staff representatives with the passion and proficiency to manage the process.

On September 16, 2014 the SPC officially kicked off the collaborative strategic planning process summarized below:

- *Commit:* Engage the Strategic Planning Committee and Consultant Team
- *Assess:* Uncover the thoughts and ideas of key constituents and identify best practices
- *Vision:* Reflect on key learnings, outline implications and set the bar for the future
- *Strategize:* Create an actionable three-year plan with goals, outcomes, responsible parties and resource development tactics
- *Implement:* Execute the plan and leverage it to raise awareness and increase support

## ***BABUF's Strategic Planning Committee (SPC)***

- **Kirk Hogan: Finance Manager**
- **L. J. Jennings: Board Chair**
- **Robert Phillips: Board Vice Chair and SPC Chair**
- **Duane Poe: President and CEO**

During this six-month process, the following primary and secondary research was conducted:

1. Board and Staff Surveys
2. Funder and Thought Leader Interviews
3. Client and Partner Interviews
4. Competitive Benchmarking
5. Demographic Analysis
6. Staff Ideation Session
7. Staff Logic Modeling Workshop
8. Board Planning Retreat

These vital components of the strategic planning process sparked the findings and strategies that are the essence of BABUF's 2015-2017 Strategic Plan and ensured that it is rooted in stakeholder input, best practice and collective assessment.

# 11 | ORGANIZATIONAL & LANDSCAPE ASSESSMENT

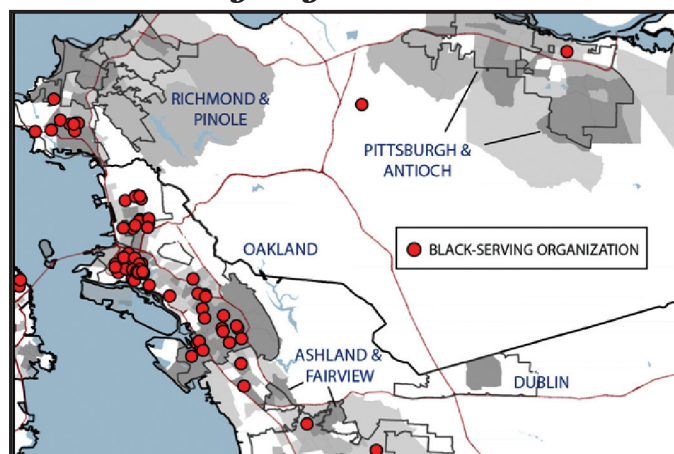
The Organizational & Landscape Assessment includes an Organizational Health Assessment, Stakeholder Interviews, Competitive Benchmarking, Demographic Analysis and SWOT Analysis and provides results that create the basis for improvement from the viewpoint of all key constituents. The research shows that BABUF has emerged from a period of transition after the departure of a long-term leader and is showing signs of stability and growth. BABUF has refreshed its Board and staff and fine-tuned its intermediary role while maintaining its historic culture, values and connections to its constituents. The Organizational & Landscape Assessment found that BABUF:

- Exhibits characteristics of a healthy organization per its internal and external stakeholders
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## DEMOGRAPHIC ANALYSIS

According to the 2010 Census, a total of 481,361 Blacks make up 6.7% of the nine-county Bay Area population. Alameda, Contra Costa and Solano Counties have the largest share of Black residents and account for nearly three-quarters of all Blacks living in the Bay Area.<sup>1</sup> Historically, Bay Area urban cities and cultural centers, such as Oakland, have housed the most significant portion of the Black population; however, between 2000 and 2010, nearly 33,000 Blacks left Oakland, in part, due to the appeal of larger, more affordable homes and the desire for safer communities with better schools. Suburban and rural cities with new subdivisions, such as Antioch and Brentwood, received an influx of Black residents, making Contra Costa County the fastest-growing in the Bay Area on both an absolute and percentage basis.<sup>2</sup> The map of Bay Area Black Population Density & Black-Serving Organization Hubs, created by Urban Strategies Council, illustrates that nonprofit service hubs remain in key urban areas potentially leaving many of the emerging high-density Black areas underserved. It should be noted that well-established Black communities also exist in areas such as Marin City and East Palo Alto. Exacerbating these trends is the fact that 30% of the Bay Area population is now foreign born immigrants.<sup>3</sup> The budding African immigrant community has unique needs and seeks a broader sense of community with the native-born Bay Area Black population. It is critical for BABUF to deepen its ties and widen its impact in communities throughout the Bay Area as the Black population changes and shifts.

### **Bay Area Black Population Density & Black-Serving Organization Hubs**



1 Lopez, Frank. "By the Numbers: Black Flight in the S.F. Bay Area." *Autumn Awakening*, Vol. 18, No. 2— 2011.

2 Glantz, Aaron. "What the Census Says about the Bay Area: Contra Costa County grows the fastest, while Oakland shrinks and San Francisco becomes more Asian." *The Bay Citizen*. March 8, 2011.

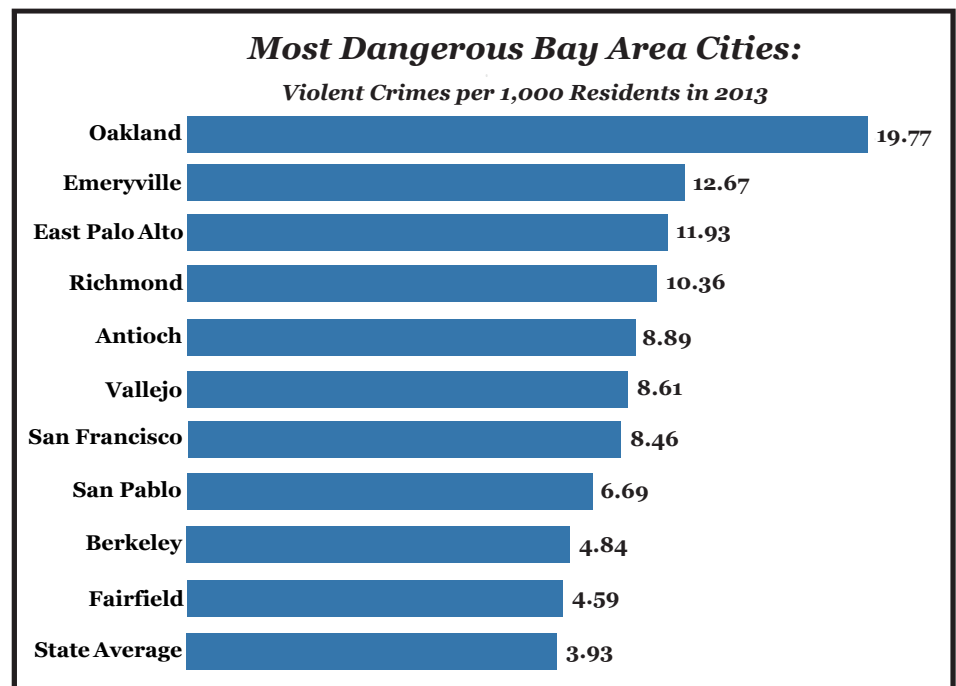
3 U.S. Census Bureau American Community Survey. 2006-2010.

Educationally, many disparities exist for Black children and youth. In the Bay Area, only 24% of Black male youth have 3<sup>rd</sup> grade reading proficiency as compared to 81% of White male youth; a phenomenon that continues to contribute to the school-to-prison pipeline where Black men without a high school diploma or equivalent are more likely to be found in prison than working a regular job.<sup>4</sup> These challenges are not unique to Black boys and men; nationally, starting as early as preschool, Black girls are more likely to be suspended and less likely to graduate from high school than all other girls.<sup>5</sup> Much closer to home, in the Oakland Unified School District, 87% of White elementary students scored at the proficient level or above in reading compared to only 41% of Black students and, although Black girls are more likely to complete the required coursework for college acceptance, less than half of Black students graduate from high school.<sup>6</sup> Dynamics such as these illustrate that the playing field is not level for Black children and youth from the very start.

Economically, the median household income for Bay Area Blacks was \$48,000 with the lowest median household incomes in San Francisco (\$29,000) and Alameda (\$38,000) Counties, and the highest median household incomes in Solano (\$60,000) and Sonoma (\$58,000) Counties.<sup>7</sup> It is important to note that, according to 2013 U.S. Census Bureau of Labor Statistics data analyzed by the Economic Policy Institute, the Bay Area Black unemployment rate is 19% as compared to 6% across all races. This finding means that Blacks are unemployed at more than three times the rate of workers of other races.<sup>8</sup> This disparity is compounded by the fact that there are fewer Black-owned businesses that would be more likely to employ Black workers. According to the U.S. Bureau of the Census' 2007 Economic Census Survey of Business Owners, only 4% of firms in the San Francisco-Oakland-Fremont Metropolitan Statistical Area are Black-owned, which is lower than that of Asian and Hispanic populations in this area or in other regions across the nation.

Socially, Blacks in the Bay Area tend to live in cities that experience significantly higher crime rates than other areas. For example, according to the Federal Bureau of Investigation's 2013 violent crime data (including murders, rapes, assaults and robberies), Oakland's per-capita crime rate is the highest in the state (19.77).

Although that rate is declining, it is still five times the California average.<sup>9</sup> In San Francisco, violent crime increased 20% between 2012 and 2013.<sup>10</sup> Many of the more dangerous parts of the Bay Area are also plagued by tension with the police due to racial profiling. In 2010, 65% of male youth in Alameda County's Juvenile Hall were Black and, despite being only 29% of Oakland's population, Black youth, on average, made up 74% of juvenile arrests in Oakland every year from 2006-2012.<sup>11</sup> Socioeconomics have a large impact on crime in Black communities and holistic resources and interventions are needed to create safer Black communities.



4 United Way of the Bay Area. *Men and Boys of Color: Why It Matters in the Bay Area*, 2014.

5 Hunt, Jazelle. "The Silent Wars of African American Girls," *Blackvoiceneeds.com*. April 28, 2014.

6 Oakland Fund for Children and Youth. *Oakland Youth Indicator Report*, March 16, 2012.

7 Lopez, Frank. "By the Numbers: Black Flight in the S.F. Bay Area." *Autumn Awakening*, Vol. 18, No. 2— 2011.

8 Roberts, Chris. "Report: Black unemployment in Bay Area more than three times the average," *The San Francisco Examiner*. March 6, 2015.

9 Rainey, Libby. "What are the Bay Area's 10 safest - and most dangerous - communities?" *SFGate*. November 11, 2014.

10 Van Romburgh, Marlize. "Oakland remains Bay Area's crime capital, but violence in S.F. is rising," *San Francisco Business Times*. November 12, 2014.

11 United Way of the Bay Area. *Men and Boys of Color: Why It Matters in the Bay Area*, 2014.

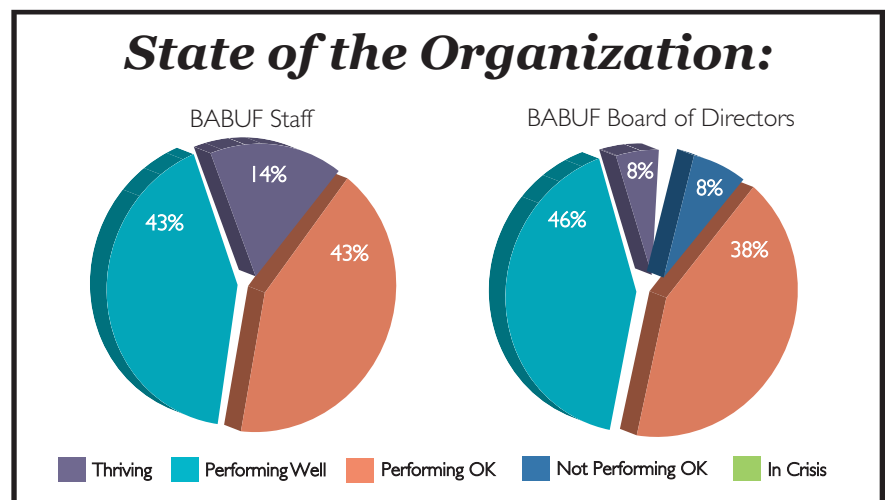


Physically, there is a direct correlation between income levels and health outcomes. According to a report by the Bay Area Health Inequities Initiative, on average, a child who is born and resides in a census tract with more than 30% of individuals living in poverty can expect to live seven years less than a child born in a census tract with fewer than 10 percent of people living in poverty. Bay Area adults living below 200% of the federal poverty level (FPL) have a higher percentage of diagnosed diabetes, high blood pressure, and psychological distress compared to those living above 200% FPL. Bay Area children living below 300% FPL are more likely to experience abnormal child development, and Bay Area teens living below 300% FPL are more likely to have poor dental health.<sup>12</sup> It is also notable that Alameda County has the highest asthma hospitalization rate for children aged zero to five in California, with rates nearly two to three times higher than in neighboring Bay Area counties; and, in Oakland, the highest asthma hospitalization rates are for Black males and Black females.<sup>13</sup>

In a 2013 study identifying the best metropolitan areas in the country for Black people to live in based on opportunity as defined by critical factors — homeownership, entrepreneurship, median household income and demographic trends — San Francisco/Oakland was ranked 48th out of 52. In San Francisco/Oakland, the share of self-employment is 7%, home ownership is 31% and the median household income is \$40,152. In lower scoring areas such as San Francisco/Oakland, Black homeownership rates were 10 to 15 percentage points lower and self-employment was close to half of what was seen in higher-ranked areas. For example, housing prices in cities like Atlanta and Houston, relative to incomes, are 50% less than those in the Bay Area.<sup>14</sup> Much work remains to be done to retain the Bay Area Black community and ensure that it is thriving educationally, economically, socially and physically.

## ORGANIZATIONAL HEALTH ASSESSMENT

An Organizational Health Assessment provides a real-time snapshot of an organization's performance and teases out components of that organization's morale, culture and effectiveness while uncovering ideas for future growth. Despite historical challenges which impacted morale, BABUF has re-emerged from a period of transition with 100% of staff and 85% of the Board being "satisfied" or "very satisfied" with their experience working for BABUF or serving on BABUF's Board of Directors. Both groups feel that the organization is "performing well."



Further, they expressed great confidence in BABUF's future, highlighting its historical significance and the excitement and promise of new leadership and direction; and the Board is now well-balanced in terms of tenure embodying both historical perspectives and fresh ideas.

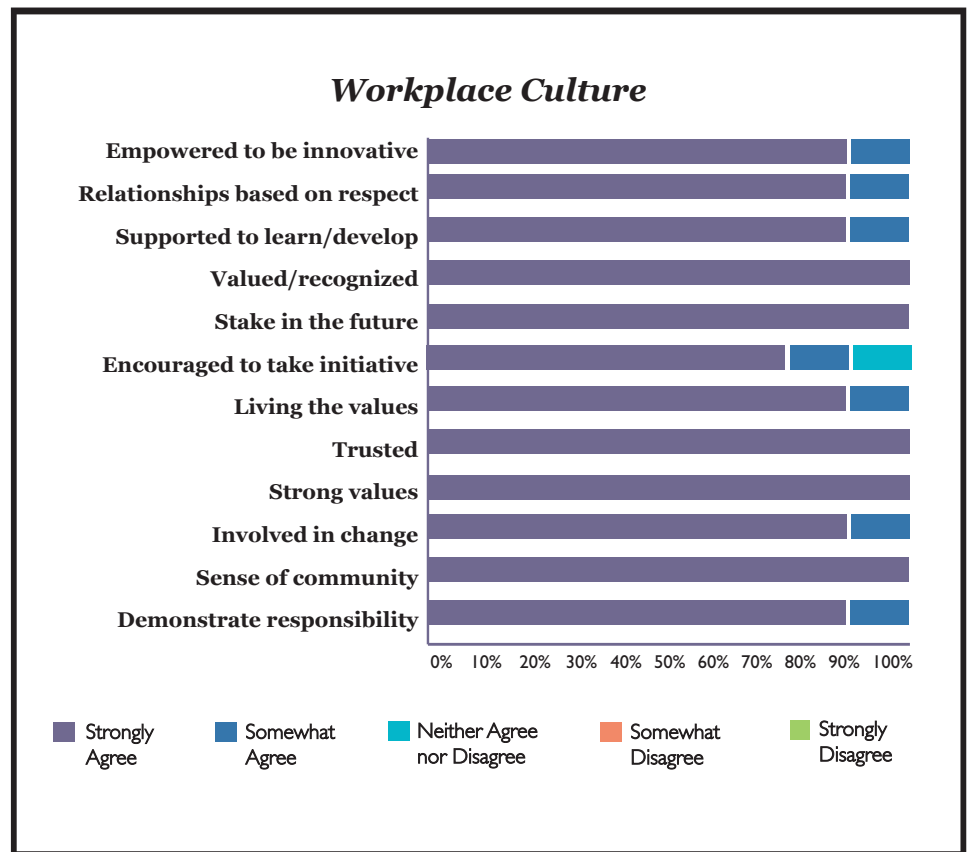
<sup>12</sup> Bay Area Health Inequities Initiative. *The Minimum Wage and Health: A Bay Area Analysis*. October 2014.

<sup>13</sup> Oakland Fund for Children and Youth. *Oakland Youth Indicator Report*, March 16, 2012.

<sup>14</sup> Kotkin, Joel. "The Cities Where African-Americans Are Doing The Best Economically." *Forbes*. January 15, 2015.

BABUF's staff has a personal connection to their work and describes an excellent workplace culture in which they feel valued, trusted and nurtured by a sense of community. Staff identified the following areas as those offering opportunities to take BABUF to the next level: additional staff, stable multi-year funding, more training and development and stronger marketing tools.

BABUF's Board of Directors view BABUF as an effective convener and intermediary organization with premier health programming that is on a growth trajectory. The Board also noted that BABUF must diversify its funding and strengthen its staff, image and partnerships while the Board will continue to increase its dedication and engagement.



## STAKEHOLDER INTERVIEWS

One-on-one interviews were conducted with a representative sample of current and potential funders, partners, thought leaders and clients. Prevalent themes uncovered during these interviews include:

- *Fresh Leadership*: There is great excitement about BABUF's experienced CEO and revitalized Board
- *Impact in Health*: There is high regard for Health Conductors and the Health Summit
- *Premier Intermediary*: There is a strong desire to see BABUF focus more on its roles as an intermediary and convener
- *Pressing Concerns*: There is great concern about the sustainability of Black-Led Organizations (BLOs) and the lack of systems and connections within the shifting Black population
- *Geographic Focus*: There is a call for BABUF to increase its services beyond its concentration on Alameda, Contra Costa and San Francisco Counties, including the need to develop a greater presence in other parts of the Bay Area, such as Silicon Valley, East Palo Alto and Marin City
- *Support for BABUF*: There is a genuine willingness to support BABUF in building its capacity so that it can better serve the Bay Area Black community

**“Our organization needs BABUF to be a regular convener: identifying and sharing resources, making connections, facilitating relationships and ensuring that our people, organizations and issues remain visible.”**  
— A BABUF Client

## COMPETITIVE BENCHMARKING

The SPC selected six organizations of different sizes (budgets ranging from \$500,000 to \$5,000,000 with staffs of up to 50), missions, structures and locations to serve as competitive benchmarks for BABUF and to uncover ideas and best practices. Those organizations included the Black United Fund of Oregon, the Hispanic Foundation of Silicon Valley, CompassPoint Nonprofit Services, Brotherhood Crusade, POISE Foundation and Bay Area Blacks in Philanthropy (BABIP). Successful strategies discovered among the benchmark organizations include annual grant programs; corporate sponsorships, contributions and endowment provision of dedicated space and resources for nonprofits; earned income through fee-for-service contracts and/or rental income; marketing campaigns that leverage celebrity support and video content; and clearly-defined partnership strategies.

BABUF will leverage these best practices to enhance its resources, efficiency, reach and impact achieving staged growth in support of the Bay Area Black community.

## SWOT ANALYSIS

BABUF's Organizational & Landscape Assessment culminated in a SWOT Analysis – that is, an assessment that identified the following Strengths to be leveraged, Weaknesses to address, Opportunities for growth and Threats to mitigate:

### Strengths:

- Respected new leadership
- Positive workplace culture & committed staff
- History of field leadership & accomplishments (e.g. Health Summit)
- Innovative Health Conductors Program

### Threats:

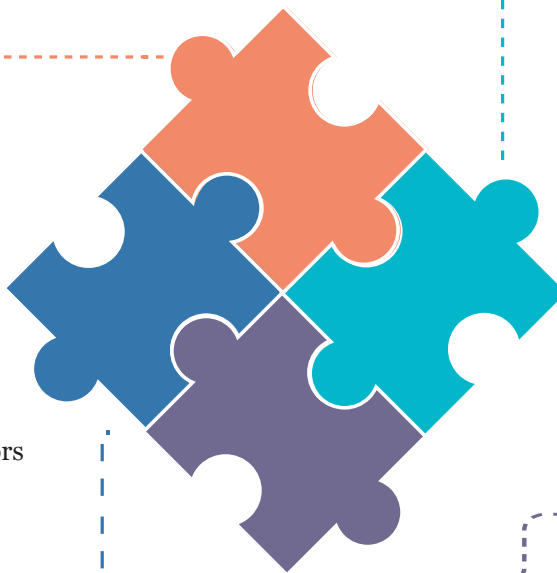
- Competition for scarce resources
- Securing sustainable resources to support growth over time

### Weaknesses:

- Limited funding & infrastructure
- Low awareness in the community, especially beyond Alameda County
- Need to rebuild trust/ reestablish consistent community presence

### Opportunities:

- Clarify BABUF's role
- Grow the organization & its reach
- BLO capacity building
- Establish & leverage strategic partnerships
- Health & Black Boys & Men movement building



# BABUF'S DNA: VISION, MISSION & VALUES

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Just as DNA provides the genetic footprint that constitutes living beings, so too does an organization's vision, mission and values make up its heart, mind and soul. That organizational DNA provides the instructions and parameters that are replicated employee to employee and can be seen in the way an organization conducts its business. Recognizing the important role these fundamental building blocks play in keeping an organization vibrant, BABUF leveraged this strategic planning process to refine its mission, and to formally articulate both the vision for the organization and the community it serves and the values that are its guiding principles and the basis of its culture:



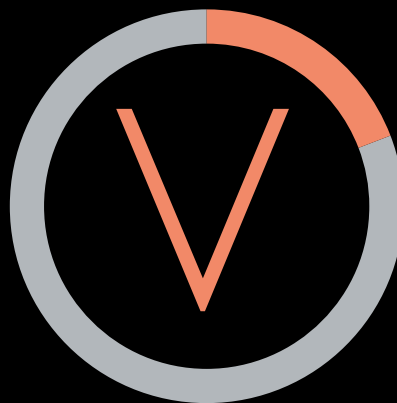
## VISION

BABUF is a recognized leader in an empowered, healthy and thriving Black community.



## MISSION

To advance and invest in policies, practices, partnerships and organizations supporting the Black community.



## VALUES

BABUF pursues its vision and lives out its mission by:

- o Committing to the **COMMUNITY**
- o Pursuing social **EQUITY**
- o Striving for **EXCELLENCE**
- o Displaying bold, visionary **LEADERSHIP**
- o Building strong, strategic **PARTNERSHIPS**
- o Engaging in authentic, respectful **SERVICE**
- o Demonstrating integrity that instills **TRUST**



## 2015-2017 STRATEGIC PRIORITIES

In order to strengthen the organization so that it can live fully into its mission, vision and values and better serve the Bay Area Black Community, BABUF will implement the following strategies over the next three years:

**H****E**

**Highlight a new, clear and comprehensive business model**

**A**

**Enhance programs under the umbrella of Health & Wellness**

**L**

**Address the unique needs of specific Black populations through targeted initiatives**

**T**

**Link the organizational structure, experience and capabilities with the requirements of the new business model, program framework and initiative focus**

**H**

**Tailor space and systems to match BABUF's growth**

**Heighten financial position to ensure BABUF's sustainability**

Highlight a new, clear and comprehensive business model

Objectives	Desired Outcomes	Responsible Parties	Completed By
Create a new model focusing on three core roles: Community Building, Capacity Building and Asset Building	<p>BABUF's role as a regional intermediary is evident and compelling, with a focus on:</p> <ul style="list-style-type: none"> <li>Community Building via partnerships, convenings and focused, direct services promoting social equity</li> <li>Capacity Building via technical assistance and back office support to Black-Led Organizations</li> <li>Asset Building via re-granting and Workplace Campaign to build the financial assets of organizations supporting low and moderate income communities</li> </ul>	President and CEO, Board of Directors & Communications Staff	4th Quarter, 2015
Refine Fiscal Services so that there is a tiered menu of services and prices to meet the needs of clients	Current and potential new clients will have a clearer understanding of BABUF's offerings, will add services and have increased trust and satisfaction leading to referrals	President and CEO, CFO & Finance Assistant	4th Quarter, 2015
Enhance the systems supporting workplace giving and increase awareness of the Workplace Campaign	BABUF will increase its Workplace Campaign member agencies and more workplace donations will go to organizations supporting the Black community	Workplace Campaign Manager, CFO & Communications Staff	2nd Quarter, 2016
Expand research, convening and communications functions	BAFUF raises awareness of social equity issues and solutions via annual conferences, publications and social media	President and CEO & Program & Communications Staff	4th Quarter, 2016

## Enhance programs under the umbrella of Health & Wellness

Objectives	Desired Outcomes	Responsible Parties	Completed By
Strengthen BABUF's impact on Physical and Mental Health Services	BABUF broadens the reach and deepens the effectiveness of Health programming: <ul style="list-style-type: none"> <li>• Critical Mass Health Conductors</li> <li>• Health Leadership Forum</li> <li>• Alameda County Behavioral Health Care Services Agency African American Steering Committee</li> <li>• Narrative Change Campaign</li> </ul>	President and CEO, Board of Directors & Communications Staff	2nd Quarter, 2015
Expand BABUF's Health & Wellness focus to include: Education, Employment and Violence Elimination	BABUF establishes strategic partnerships, convenings, public campaigns, research papers and/or re-granting programs to address key issues and promote solutions around Education, Employment and Violence Elimination	President and CEO, Board of Directors, Program & Communications Staff & Strategic Partners	4th Quarter, 2015

Address the unique needs of specific Black populations through targeted initiatives

Objectives	Desired Outcomes	Responsible Parties	Completed By
<p>Partner to conduct research and hold convenings with the following sub-populations of the Bay Area Black community to gain input on vital needs:</p> <ul style="list-style-type: none"> <li>• Young Adults</li> <li>• Black Boys &amp; Men</li> <li>• The Black Family</li> <li>• Black Immigrants</li> </ul>	<p>BABUF will serve as a conduit for ensuring that the community has a strong voice in the development and implementation of targeted initiatives</p>	<p>President and CEO &amp; Program Staff</p>	<p>4th Quarter, 2015</p>
<p>Play a lead role in promoting and/or implementing targeted initiatives focusing on the identified sub-populations</p>	<p>The following targeted initiatives, among others, will improve the lives of the identified sub-populations:</p> <ul style="list-style-type: none"> <li>• Health Conductors X – a new, preventative focus on the physical health of young adults ages 18-30</li> <li>• Boys &amp; Men of Color Alliance – Coordination of the process for community input</li> <li>• Other initiatives to be developed with partners and community representatives</li> </ul>	<p>President and CEO &amp; Program &amp; Communications Staff</p>	<p>2nd Quarter, 2016</p>



Link the organizational structure, experience and capabilities with the requirements of the new business model, program framework and initiative focus

Objectives	Desired Outcomes	Responsible Parties	Completed By
Promote BABUF's current Finance Manager (0.5 FTE) to Chief Financial Officer (1.0 FTE) and hire a new Finance Manager or Assistant (0.5 FTE)	BABUF will have the dedicated resources and capacity to ensure that it remains financially sound and can better assist more organizations via fiscal management services	President and CEO & CFO	4th Quarter, 2015
Hire a Director of Human Resources (1.0 FTE)	BABUF will have the internal HR expertise to maintain its positive workplace culture; lead recruiting efforts; support compensation, benefits and professional development; and provide support and technical assistance to BLOs	President and CEO	4th Quarter, 2015
Create training and professional development opportunities for staff and the Board of Directors	Staff and Board skills are refreshed and enhanced in targeted ways supporting their work and BABUF's team and outputs are strengthened	President and CEO, Board of Directors & Director of Human Resources	4th Quarter, 2015
Hire a Director of Development (1.0 FTE) and a Contracts/Grants Manager (0.5 FTE) or Consultant	BABUF will have the ability to apply for and secure new funding and contract opportunities; diversify its income; and aid in organizational sustainability and growth for BABUF and other Bay Area BLOs	President and CEO & Directors of Human Resources & Development	1st Quarter, 2016
Hire an Executive Assistant to the President and CEO (1.0 FTE)	BABUF's President and CEO will be fully supported administratively, logistically and on special projects; and internal and external constituents will have a dedicated liaison to ensure smooth operations	President and CEO & Director of Human Resources	1st Quarter, 2016
Hire a Vice President of Programs and Operations (1.0 FTE)	BABUF's programs and operations will be aligned in a strategic direction, with program planning supported by robust evaluation to ensure community benefits	President and CEO & Director of Human Resources	4th Quarter, 2016
Hire a Director of Communications (1.0 FTE)	BABUF's internal and external communications, brand and materials will be enhanced via key messages, community and media relations and more	President and CEO & Director of Human Resources	2nd Quarter, 2017

## Tailor space and systems to match BABUF's growth

Objectives	Desired Outcomes	Responsible Parties	Completed By
Assess and enhance current technology (hardware, software and platforms)	BABUF will have state-of-the-art technology, enabling seamless program and initiative management, evaluation and communications	President and CEO & Vice President of Programs and Operations	4th Quarter, 2016
Conduct a Feasibility Study on creating and providing dedicated office and/or meeting space for Black-Led Organizations (BLOs)	BABUF will have a clear understanding of the demand, required specifications and cost for supportive space which will create a platform for securing funding	CFO, Vice President of Programs and Operations & Program Staff	4th Quarter, 2016
Assess current office space, as needed, to accommodate new and existing staff	BABUF's staff will have ample and inviting work space to maximize productivity	President and CEO	2nd Quarter, 2017

## Heighten financial position to ensure BABUF's sustainability

Objectives	Desired Outcomes	Responsible Parties	Completed By
Partner with new and existing foundation supporters to create strategies that will ensure BABUF's sustainability	BABUF will have multi-year support from foundations allowing for execution of this 2015-2017 Strategic Plan	President and CEO & Board of Directors	4th Quarter, 2015
Build stronger relationships with the local business community	BABUF will have members of the business community as key partners in its efforts to diversify funding	President and CEO, Board of Directors & Director of Development	2nd Quarter, 2016
Develop viable individual donor strategies targeting new and existing financial supporters	BABUF will have an accurate, up-to-date donor database, and will develop key messaging to attract and sustain donors and more diversified funding	Director of Development	2nd Quarter, 2016
Increase the number and level of contractual relationships with City and County departments and agencies	BABUF will strengthen its existing contractual relationships, and establish new ones, with City and County departments and agencies	Vice President of Programs and Operations, Director of Development & Contracts/Grants Manager	3rd Quarter, 2016
Increase marketing to drive sales of BABUF's "Black in the Bay" merchandise through new channels	BABUF will increase its earned income, diversifying revenue streams, while promoting pride and connection amongst the Bay Area Black community	Vice President of Programs and Operations & Director of Communications	4th Quarter, 2016
Establish a reserve of at least \$300,000	BABUF will have an operating reserve of at least \$300,000 in unrestricted net assets	Chief Financial Officer	2nd Quarter, 2017

With the execution of this 2015-2017 Strategic Plan, BABUF will grow, nearly doubling its budget to approximately \$1.2M by 2017. In order to achieve this growth, BABUF will need broad, multi-year core support to undergird its expansion so that it can better serve the Bay Area Black community. The resources required to deliver against this plan are estimated to be \$2.9M\*, over three years:

Estimated 2015-2017 Strategic Plan Resource Requirements	Strategic Plan Goals	Amount Needed to Support Goals
<b>Salaries &amp; Benefits</b>	<ul style="list-style-type: none"> <li>Chief Financial Officer (1.0 FTE)</li> <li>Finance Manager or Assistant (0.5 FTE)</li> <li>Director of Human Resources (1.0 FTE)</li> <li>Director of Development (1.0 FTE), Contracts/Grants Manager (0.5 FTE) or Consultant</li> <li>Executive Assistant to the President and CEO (1.0 FTE)</li> <li>Vice President of Programs and Operations (1.0 FTE)</li> <li>Director of Communications (1.0 FTE)</li> </ul>	\$1.8M
<b>Programs &amp; Operations</b>	<ul style="list-style-type: none"> <li>Research &amp; Convenings</li> <li>Programs &amp; Initiatives</li> <li>Technology Assessment &amp; Upgrades</li> <li>Office Expansion</li> </ul>	\$1.1M
<b>TOTAL:</b>		<b>\$2.9M</b>

\*This amount does not include pass through funds for re-granting to Bay Area BLOs.

BABUF has also identified the following key risks and mitigation strategies associated with the 2015-2017 Strategic Plan implementation:

Risks	Mitigation Strategies
<b>Funding decline from current funders</b>	Increase awareness about BABUF's role and capacity as well as the needs and opportunities for BABUF to help sustain the work of Bay Area BLOs
<b>Inability to secure substantial new funding, donations and/or contracts</b>	Make special appeals to individual donors, activate stronger Board fundraising and put more resources into building "Black in the Bay" merchandise sales
<b>Difficultly attracting needed talent within the desired timeframe</b>	Leverage highly skilled contract consultants and/or part-time workers to fill any gaps until the right person(s) can be hired
<b>Over-extension/mission-creep</b>	Limit BABUF's direct services by leveraging partnerships and making referrals for work not directly related to BABUF's mission and model



BABUF is an organization that has played a critical role in supporting the Bay Area Black community for 36 years. As the landscape and needs of this community change and inequities deepen, it is now more critical than ever that BABUF become stronger and stand taller to address the health and wellness issues affecting the Black population. Those issues are broadly defined to include key community success factors: Physical and Mental Health, Education, Employment and Violence Elimination. In order to expand its role as a regional intermediary and convener supporting the Black community and the organizations that serve them, BABUF must first shore up its own internal structure with the backing of foundations, corporations, City and County government, nonprofit partners and community leaders. With broad support, BABUF can and will:

**“BABUF fills an important niche – representing the authentic voice of its stakeholders and serving as a vehicle for providing resources and capacity building support to frontline service providers.”**

*— A BABUF Funder*



**Highlight a new, clear and comprehensive business model**



**Enhance programs under the umbrella of Health & Wellness**



**Address the unique needs of specific Black populations through targeted initiatives**



**Link the organizational structure, experience and capabilities with the requirements of the new business model, program framework and initiative focus**



**Tailor space and systems to match BABUF's growth**



**Heighten financial position to ensure BABUF's sustainability**

These strategies were devised collaboratively, leveraging BABUF's internal and external stakeholders, competitive benchmarking and landscape analysis to ensure that BABUF's future direction is rooted in community needs as well as in funder and partner expectations. BABUF is prepared to step into the gap – advocating, convening and serving to advance and invest in policies, practices, partnerships and organizations supporting the Black community. With greater partnership and collaboration, by the end of 2017, HEALTH will be the new BABUF and the Bay Area Black community will be better for it; feeling more empowered, being healthier and beginning to thrive.

**“BABUF has grown over the past year with a clear focus and agenda in place. The organization is on the right track.”**

*— A BABUF Board Member*

## BABUF'S BOARD, STAFF, STRATEGIC PLANNING COMMITTEE & CONSULTANT TEAM

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### ***Board of Directors***

**L. J. Jennings, Chair**  
REO Specialist/Instructor  
Pyramid Real Estate & Investments

**Robert Phillips, Vice Chair**  
Director of Health Programs  
Sierra Health Foundation

**Donna M. Hankins, Treasurer**  
Donna M. Hankins & Associates

**Alys C. Herring, Secretary**  
Consultant Analyst  
San Mateo Department of Public Health

**Keith M. Spears**  
Managing Director  
Transom Capital Group

**Tamara L. Moore**  
Principal  
The WIT Group

**Bernida M. Reagan, Esquire**  
Director of Community & Client Relations  
Merriwether & Williams

**Julius Robinson**  
Executive Vice President  
Community Reinvestment Act  
Union Bank

**Duane Poe**  
President and Chief Executive Officer  
Bay Area Black United Fund

### ***Staff***

**Duane Poe**  
President and Chief Executive Officer  
Bay Area Black United Fund

**Kirk Hogan**  
Finance Manager

**Linda Dails**  
Finance Assistant & Office Manager

**Frank Clayton**  
Program Manager

**Rezene Ahferom**  
Communications Manager

**Hamza Alarbesh**  
ACA Outreach Manager

**Melody Powers\***  
Workplace Campaign Manager

*\*Contract Position*

### ***Strategic Planning Committee***

**Robert Phillips, Chair**

**L. J. Jennings**

**Duane Poe**

**Kirk Hogan**

### ***Strategic Planning Consultant Team***

Walker and Associates  
Consulting, LLC

**Constance J. Walker**  
President

**Jeannine N. Walker**  
Vice President,  
Marketing & Communications

Special thanks to BABUF's Board, Staff, Clients, Partners and Funders who took the time to participate in the development of this Strategic Plan which would not have been possible without the support of the Kaiser Foundation Hospital Fund for Community Benefits Program.

**"I'm looking forward to a better BABUF. As we add staff and improve our ability to impact the community we'll position ourselves as a leading organization."**

***— A BABUF Staff Member***



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