



SSYC
South Street Youth Center

Serving Youth: Catalyzing a Network of Youth Centers in Jamaica Plain

2016-2019 Strategic Plan for the South Street Youth Center

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Participatory Planner: Carlos Espinoza-Toro, Urban Sustainability Consultant of CJET Consulting and his aid, Lucia Arthur-Paratley



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EXECUTIVE SUMMARY

The South Street Youth Center

The South Street Youth Center (The Center) is located in the South Street Development of the Boston Housing Authority in Jamaica Plain, MA. Focusing on out-of-school time for the youth residents of South Street, the Center currently serves approximately 60 1st-12th grade students daily. Staffed by a Program Coordinator, Assistant Program Coordinator, volunteers, and youth leaders, the Center relies on diverse financial, in-kind, and collaborative support from area hospitals, foundations, banks, businesses, and other community organizations.

What does this report contain?

This report offers a snapshot of the Center and the steps we must take to accomplish our goals over the next three years. Included in this report are overarching ideas that ground the work that the Center accomplishes. With this strategic plan we are moving forward, in conjunction with our many partners, to accomplish the tasks, big and small, required to accomplish our goals.

How was this report developed?

With funding from the Boston Foundation, we engaged the services of a consultant who guided us through a participatory planning process. From July of 2015 to January of 2016 this plan came to fruition through meetings, workshops, interviews, and a synthesis conducted by the consultant. See [Section F: Strategic Planning Process](#).

What is the mission of the Center?

The mission of the Center is to be a community asset to young residents of the South Street Development and their families by providing a year-round, safe, educational, and engaging space that helps young residents develop the self-confidence, resiliency, and academic skills to participate and lead in their schools, workplaces, and communities. See [Section B: Mission](#).

What is the vision of the Center?

We, the parents, volunteers, and staff, see all children of South Street as our own and our children are grounded in general skills to stay in, and finish, high school, go to college or trade school, and get a job that fits their career aspirations.

By 2019, our children will have a Big Menu of choices and develop entrepreneurial and leadership skills; parents will volunteer, attend special events, and enroll their children in the summer program because they trust the Center with their children; operational capacity, including volunteers, staff, and funding, will be built sustainably; the physical layout will have been improved.

Ultimately, we see the Center as part of a neighborhood network of other centers that serve youth. Jamaica Plain has many isolated efforts at serving the neighborhood’s youth, from other centers, to schools, to religious organizations, to clinics. Instead of operating as isolated entities we envision a network that connects the nodes

that care for, and empower, Jamaica Plain’s youth so that we can support youth, coordinate and expand our resources collaboratively, enable youth to develop public housing policies and implement best practices for programs and volunteers. See [Section C: Vision](#) and the [Neighborhood Vision Diagram](#).

What are the values of the Center?

We believe that it takes a village to raise a child; every child has something to offer; exposing our children to ideas, learning resources and life experiences that otherwise they would not be exposed to, is critical to address how our children are affected by economic inequality and racism; parent involvement should be supported; discipline should be instilled; building advocacy power against privatization is critical for the survival of South Street, and the Center. See [Section D: Values](#).

What do we want to accomplish?

The Goals of the SSYC are:

- **Goal 1: Establish Fundraising Priorities** to focus on funding that supports sustainable growth of the staff and amount of stipend per child.
- **Goal 2: Develop Fundraising Protocols** to ensure fundraising efforts are performed in a coordinated and efficient manner.
- **Goal 3: Expand Fundraising Strategy** to increase the amount of financial resources received from institutional funders, foundations and individual donors.
- **Goal 4: Fine-Tune Current Programs** to focus our energies in making our current programs better and more efficient.
- **Goal 5: Increase Youth Involvement**, primarily to ensure that South Street Development youth not registered at the Center can benefit from youth programs and activities offered outside of the Center.
- **Goal 6: Increase Parent Involvement** in a manner that uses parents’ time efficiently and enables parents to lead activities based on their personal and career passions.
- **Goal 7: Fine-Tune Volunteer Capacity** to ensure volunteers have effective supervision.
- **Goal 8: Improve the Process of Requesting, Collecting, and Synthesizing Feedback** to gain critical insights into the performance of each the Center’s programs and administrative functions.
- **Goal 9: Expand Programming** to include a mentoring program that creates a steady pipeline of mentors ready to work with youth.
- **Goal 10: Improve Facilities** to accommodate a greater variety of activities taking place simultaneously for youth of different ages and genders.

See [Section E: Goals](#).

How will we accomplish these goals?

The plan lays out a series of short term strategies and tasks for each goal. These short term assignments lend themselves to long term objectives that, though they extend beyond the three year time frame, will enable the Center to achieve all ten goals. Please see [Section H: Strategies and Actions Steps](#) more detail.

A. INTRODUCTION

What is the current status of the South Street Youth Center?

The Center currently:

- **Serves 35-50 youth in grades 1-12 per day**, youth who live in the South Street Development of the Boston Housing Authority in Jamaica Plain, MA. From August 2014-August 2015 115 unique youth participated in the Center.
- **Focuses on youth programs during out-of-school time.** These programs include:
 - an After-School Program that offers homework help, physically strenuous play, a healthy snack, and time spent writing and creating;
 - a teen program that has been rebranded as the South Street Clubhouse which teaches entrepreneurial, health, and resiliency;
 - and the Youth Leadership Program each summer for middle and high school youth to gain digital media skills, self-confidence, responsibility, discipline, and resiliency through employment at the Center
- **Is served by volunteers and parents** who provide mentorship, teach lessons, and work “behind the scenes” to ensure that the Center persists and improves. From August 2014-August 2015 20 volunteers worked with the center, providing homework help and mentorship.
- **Employs a Program Coordinator, an Assistant Program Coordinator, and as many as 8 youth** to run the activities at the Center. The Program Coordinator works full time and the Assistant Program Coordinator works part time. To see the current structure of staffing at the Center, please refer to the diagram of the [Organizational Structure of SSYC](#) in section G.
- **Is governed by a group of volunteers** who represent a dedicated group of stakeholders strongly committed to the Center’s mission.
 - Stakeholders with the highest level of involvement oversee the Center. To see the current structure please refer to the diagram of the [Governance Structure of SSYC](#) in section G. To see the list of stakeholders please see [Appendix E: List of Stakeholders](#).
 - The organizational structure of the Center is composed by members of the Steering Committee, Finance Group, Staff and Volunteers. These members operate as members of the Overarching Group for Fundraising Coordination. To see the current structure please refer to the diagram of the [Organizational Structure of SSYC](#) in section G.
- **Is sustained by supporting partners who provide financial, in-kind, and collaborative support.** These supporting partners include Brigham & Women’s Hospital, Children’s Hospital, Partners Hospital, Eastern Bank, the Paul and Edith Babson Foundation, the September 20th Fund, The Boston Foundation, the Boston Housing Authority, Boston Summer Fun, Friends of South Street, Tree of Life/Arbol de Vida, Southern Jamaica Plain Health Center, the Tenant Task Force and Boston Tenants Coalition, Roslindale Food Bank, West Roxbury Friends, Whole Foods, Stop & Shop, elected officials, churches, local artists, social justice advocates, and members of the Boston Police Department.

- **Has an annual budget of approximately \$235,000.**
 - This sum includes a rent cost of \$105,000, which is funded by the Boston Housing Authority. The remaining \$130,000 is fundraised to cover the operational costs of the Center, such as staff time, stipends, materials and trips.
 - The largest funding allocations:
 - Salaries grew from 53% to 65%.
 - Stipends for Youth grew from 10% to 14%
 - Simultaneously, grants have grown steadily, however, donations have declined.
 - Grants grew from 53% to 65%.
 - Donations declined from 24% to 13%.
 - It is noteworthy to point out that almost 80% of the Grants represent institutional funding from Brigham and Women’s, Children’s, and Partners Hospitals
 - See [Appendix A: Income Sources and Expenses from 2013 through 2015](#).

Why did we need a Strategic Planning Process?

We face challenges, outlined in the Deborah Munroe Noonan Memorial Fund grant proposal. First and foremost, the youth we serve face extreme poverty and significant educational deficits. Second, the Center’s physical space is limited and needs updating. Third, the Center faces fiscal challenges; despite ongoing financial support from the three hospitals mentioned above, other funding sources are less stable and our efforts are not efficient or well-coordinated.

We needed a plan. Building a three year plan would allow us to streamline our requests for funding and apply for multi-year grants. We needed to clarify our organizational relationships and governance structure to ensure that, going forward, stakeholders would know who should make decisions. Putting the Center on more solid financial footing and empowering stakeholders as advocates will position the Center well for improving its physical space. Ultimately, these efforts enable the programming to continue and improve, which, though not a solution to extreme poverty and educational deficits, forms part of the solution. To accomplish any of this, we needed a roadmap and agreement among the stakeholders about the path forward. We decided that the plan should be built in a participatory way, including as many voices as possible so that we could build consensus.

The Participatory Planning Process

With funding from the Boston Foundation, we engaged the services of a bilingual consultant, Carlos Espinoza-Toro, who guided us through a participatory planning process. From July of 2015 to January of 2016 this plan came to fruition through meetings, workshops, interviews, and a synthesis conducted by the consultant.

This process helps ground the Center’s community in our strengths and catalyze the Center towards a stronger future. This process was not intended to answer every question or make every decision for the next three years. Instead, this plan provides relevant and reachable objectives, a robust fundraising strategy and a clear structure so that we, the stakeholders, can work over the next three years to achieve the goals we have articulated. Please see [Section F: Strategic Planning Process](#) for more information and a visual representation of the process.

What is our Neighborhood-Wide Vision?

Our larger, neighborhood-wide vision is to build a network of centers that serve the youth of Jamaica Plain. Working in collaboration with all youth organizations in Jamaica Plain to access financial, and other, resources in a coordinated manner such that the resources can be efficiently used for the benefit of all the youth in Jamaica Plain. This idea is based, in part, on the “Promise Neighborhoods” concept that was popularized through the Harlem Children’s Zone, full-service schools, and the Obama Administration’s grant program of the same name. As the Harlem Children’s Zone makes clear, the purpose of such a network in Jamaica Plain would be to “serve an entire neighborhood comprehensively... [to] transform the physical and social environments that impact the children’s development...create a pipeline of support...build community among residents, institutions, and stakeholders...evaluate program outcomes and create a feedback loop that cycles data back to management.”

This network will enable the youth-serving organizations of Jamaica Plain to:

- Access financial resources collaboratively.
- Enable Youth to develop public housing policies.
- Implement best practices for program development.
- Implement standards for volunteer and mentorship readiness.
- Share technical assistance, such as fiscal agents and consultants.

Please see [Section C: Vision](#) and the [Neighborhood Wide Vision Diagram](#) for more information and a visual representation of the network idea.

B. MISSION

Why do we exist? The Center exists:

- **To be a community asset** to young residents of South Street, their families, and volunteers living in the surrounding homes, and beyond.

What, at the most basic level, do we do? As a community asset, the Center:

- **Provides a safe, educational and engaging space** during out-of-school time for young residents, parents, volunteers and staff.
- **Offers yearlong core programs and activities** that expose young residents to ideas, learning resources and life experiences that otherwise they would not be exposed to. Helping develop young residents’ self-confidence and channeling their resiliency into activities that expand their academic and career opportunities. Provides consistent homework assistance during the school year. Engages children in creative activities and strenuous physical play. Teaches youth graphic design, photography, video and film production as well as business design and marketing. Provides youth academic support, athletic activities and college and career counseling. Involves youth in leadership skills trainings. Enrolls children in summer camps. Organizes trips to destinations outside of Boston.
- **Helps young residents develop skills to participate and lead** in their schools, workplaces, and communities. Instilling discipline. Ensuring appropriate behavior among young residents, teaching appropriate workplace habits, and demonstrating respect for parents, volunteers and staff.

- **Involves parents, volunteers and staff in enhancing the learning experience** of young residents.

C. VISION

What is the impact of our work? Our work centers on young people:

- **We, the parents, volunteers, and staff, see all children of South Street as our own.** We are all involved in enhancing their learning experience and expanding their academic and career opportunities. We encourage our children to have high aspirations, to dream without limitations. We advocate for the equity in their assets, such as the Center, recreation spaces, and green spaces.
- **Our children are grounded in general skills to stay in, and finish, high school,** go to college or trade school, and get a job that fits their career aspirations. Our children establish long-lasting relationships with volunteers living in the surrounding homes, and beyond. Our children are civically activated and good neighbors. They have a self-confident and channel their resiliency into activities that help them overcome personal and systemic barriers.
- **We work in collaboration with all the youth organizations in Jamaica Plain** to access financial, and other, resources in a coordinated manner so that resources can be efficiently used for the benefit of all the youth in Jamaica Plain. Below please find a visual representation of this network idea on page 7.

Where do we want to be in 2019? In 2019, we want to have a Center where:

- **Our children have a Big Menu of choices.** Our core programs expose our children to new ideas about art, science and nature, and all available learning resources at their disposal. Our activities expose our children to life experiences that otherwise they would not be exposed to, such as trips to New York City, to museums and national parks, staying at hotels, eating at restaurants.
- **Our children develop entrepreneurial skills,** such as business development and management, and appropriate workplace habits. Under proper adult supervision, our children lead youth activities within the Center, and participate in the governance of the Center as their time permits. Our children have consistent homework assistance.
- **Parents trust the Center with the children,** and volunteer at the Center as their time permits. Parents teach activities they care about that make them happy, like cooking, dance and sports. They attend special events, like the holiday and end of the year parties. They take full advantage of summer camp opportunities. They provide ongoing, direct feedback about the Center’s operations.
- **Operational capacity is built sustainably.** The Center involves as many volunteers as can be properly trained and supervised by the Steering Committee and/or the staff. The staff grows and/or is retained according to secured funding. Funding prioritizes children’s needs, such as snacks, materials and trip expenses.

- **The physical layout has been improved.** The Center has a soft space for children to tumble and roll around, relieving stress; an art-making space that includes storage units that make materials visible and accessible; a bigger kitchen; and larger windows.

D. VALUES

What do we believe in? We believe:

- **It takes a village to raise a child.** It is important for volunteers living in the surrounding homes and beyond to see the South Street children as their own. Positive interactions among children and volunteers break down the structural barriers of racism and classism and reduce social isolation.
- **Every child has something to offer.** It is important for our children to be given opportunities to lead youth activities within the Center, and be rewarded financially for their success in leading such activities.
- **Exposing our children to ideas, learning resources and life experiences** that otherwise they would not be exposed to, is critical to address how our children are affected by economic inequality and racism.
- **Parent involvement should be supported.** It is important to support parents that invest time in getting involved with the Center’s activities and events. Conducting activities that address parents’ needs, such as sex education conversations.
- **Discipline should be instilled.** It is important for the staff to instill discipline at the Center, and for this practice to be fully supported by the parents and volunteers. Ensuring appropriate behavior among children, teaching appropriate workplace habits, and demonstrating respect for parents, volunteers, and staff.
- **Building advocacy power is critical for the survival of South Street,** and the Center, in the neighborhood of Jamaica Plain. It is important that parents, volunteers and staff block efforts to privatize South Street. Push City and state governance to support policies that promote long-term investment in South Street, via community stabilization and other equity producing policy, to keep low-income people of color in Jamaica Plain.

E. GOALS

What do we want to accomplish? We want to:

Goal 1: Establish Fundraising Priorities for the school year and the summer to focus on funding that supports sustainable growth of the staff and amount of stipend per child. We want to build upon this growth to serve all youth residents of South Street Development, and to contribute to the catalyzing of a network of Centers that serve youth in Jamaica Plain.

In July 24th, 2015 we agreed to fund a program coordinator all-year round and to fund a part-time assistant as needed.

Goal 2: Develop Fundraising Protocols to ensure fundraising efforts are performed in a coordinated and efficient manner; with well-established roles of the members of the fundraising team, roles of the Friends and other stakeholders who wish to help with fundraising, and the role of the Program Coordinator as part of the fundraising team.

In August 31st, 2015 we developed fundraising protocols to govern Overall Coordination of Fundraising Efforts, Approval of Fundraising Priorities, Grant Writing and Reporting, Role of the Program Coordinator. See [Appendix C: Fundraising Protocols](#)

Goal 3: Expand Fundraising Strategy to increase the amount of financial resources received from institutional funders, foundations and individual donors. We also want to explore accessing financial resources from the City of Boston, banks, local businesses, the State of Massachusetts, community crowdsourcing efforts, and corporations. Beyond 2019, we want to work in collaboration with all the Centers that serve youth in Jamaica Plain to access these, and other, financial resources in a coordinated manner such that the resources can be efficiently used for the benefit of all the youth in Jamaica Plain

Goal 4: Fine-Tune Current Programs to focus our energies in making our current programs better and more efficient. Better allocating adult supervision and using report cards and test scores as accountability tools to create easy to use and track indicators of success. Beyond 2019, we want to share best practices around fine-tuning our current programs as a contribution to a best practices database developed in collaboration with all the Centers that serve youth in Jamaica Plain.

Goal 5: Increase Youth Involvement, primarily to ensure that South Street Development youth, not registered at the Center, can benefit from youth programs and activities offered outside of the Center. Beyond 2019, we want to play a role in enabling all youth not registered at any of the Centers that serve youth in Jamaica Plain, to benefit from all youth programs in the City of Boston, and to have access to the facilities of all these Centers.

Goal 6: Increase Parent Involvement in a manner that uses parents’ time efficiently and enables parents to lead activities, based on their personal and career passions. Beyond 2019, we want parents to have access to adult programs tailored for their needs, and developed and implemented in collaboration with all the Centers that serve youth in Jamaica Plain.

Goal 7: Fine-Tune Volunteer Capacity to ensure volunteers have effective supervision. Beyond 2019, we want to connect volunteers to training programs to enable them to work with youth, and we want these volunteers to be accessible through a database developed and implemented in collaboration with all the Centers that serve youth in Jamaica Plain.

Goal 8: Improve the Process of Requesting, Collecting, and Synthesizing Feedback to gain critical insights into the performance of each the Center’s programs and administrative functions. Beyond 2019, we want to catalyze collaboration among all the Centers that serve youth in Jamaica Plain for the development of a collective database of feedback that enables all Centers to gain critical insights into their programs and operations.

Goal 9: Expand Programming to include a mentoring program that creates a steady pipeline of mentors capacitated to work with youth. Beyond 2019, we want these mentors to be accessible through a database developed and implemented in collaboration with all the Centers that serve youth in Jamaica Plain.

Goal 10: Improve Facilities to accommodate a greater variety of activities taking place simultaneously for youth of different ages and gender. Beyond 2019, we want to accommodate a higher number of youth at the Center.

F. STRATEGIC PLANNING PROCESS

Carlos Espinoza-Toro was brought on board to help ground the Center’s community in our strengths and catalyze the Center towards a stronger future. Using a participatory planning process, he gathered information over six months. He began working with the Center on July 2nd, 2015 in a kick off meeting. This meeting resulted in a list of key informants and an interview questionnaire that was then used to conduct interviews with a wide array of stakeholders. Concurrently with these interviews, he held a Fundraising and Organizational Structure Meeting. On August 31st he presented the Midterm Report. From there, while continuing to interview stakeholders, he held four workshops including one that specifically focused on the voices of the youth.

The results of these workshops, in combination with the interviews, meetings, and midterm report synthesis, form the basis of evidence on which this strategic plan has been built. This process was not intended to answer every question or make every decision for the next three years. Instead, this plan provides critical grounding and structure so that we, the stakeholders, can work over the next three years to achieve the goals we articulated. Each element of the plan connects to evidence gathered through these efforts, as is made clear through the following diagram.

The first diagram below illustrates in chronological order how stakeholders’ contributions were included at every step of the strategic planning process. The red arrows indicate how the results of each event and the Midterm Report informed subsequent events in a cumulative process toward the development of the Strategic Plan document.

G. ORGANIZATIONAL STRUCTURE OF SSYC

What is the Governance Structure?

The Center is governed by a group of volunteers who represent a dedicated group of stakeholders strongly committed to the Center’s mission. Stakeholders with the highest level of involvement oversee the Center. To see the list of stakeholders please see [Appendix E: List of Stakeholders](#).

The second diagram below depicts the seven types of governance structures, and the people who operate them. These structures operate on volunteer capacity with the exception of the Staff. These volunteers represent a dedicated group of stakeholders strongly committed to the Center’s mission. They are listed vertically based on their level of involvement, from a maximum of five structures to a minimum of one. The ‘Friends’ of the Center, a group of volunteers who conduct activities such as mentoring and crafting are indicated by an (F) after their names. Even though not a formal governance structure, the Friends is an influential group. The Overarching Group for Fundraising Coordination was established at the beginning of Phase 1 of the strategic planning process to streamline overall fundraising coordination efforts among all governance structures. An ad hoc Core Planning Team was established during Phase 2 of the strategic planning process to take the planning process to completion, and carry out the implementation plan. It is noteworthy to mention that both these structures are operated by the stakeholders – Ortiz, Burford, Noce and Stallings – with the highest level of involvement. These stakeholders also play a critical role in the day-to-day operations of the Center, as illustrated on the ‘Organizational Structure’ diagram on the right.

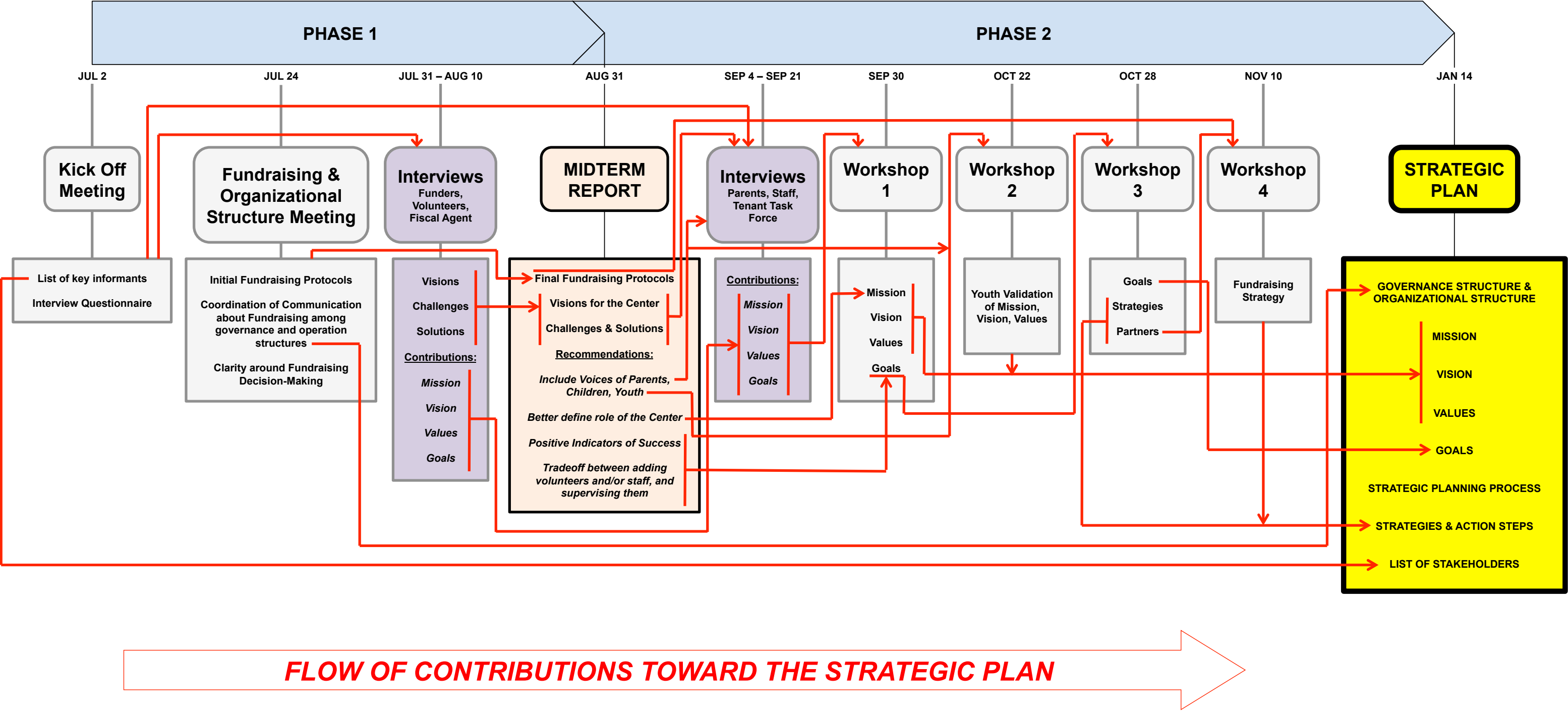
What is the Organizational Structure?

The Center employs a Program Coordinator, an Assistant Program Coordinator, and as many as 8 youth to run the activities at the Center. The Program Coordinator works full time and the Assistant Program Coordinator works part time.

The second diagram below depicts the organizational structure, composed by members of the Steering Committee, Finance Group, Staff and Volunteers. These members also operate as members of the Overarching Group for Fundraising Coordination and the ad hoc Core Planning Team. Starting from the top of the hierarchy, Ortiz and Noce supervise Stallings, who supervises and works with an assistant and volunteers to implement the Centers’ programs and activities. Burford coordinates grant writing and reporting with Ortiz, Noce, Burford and Stallings.

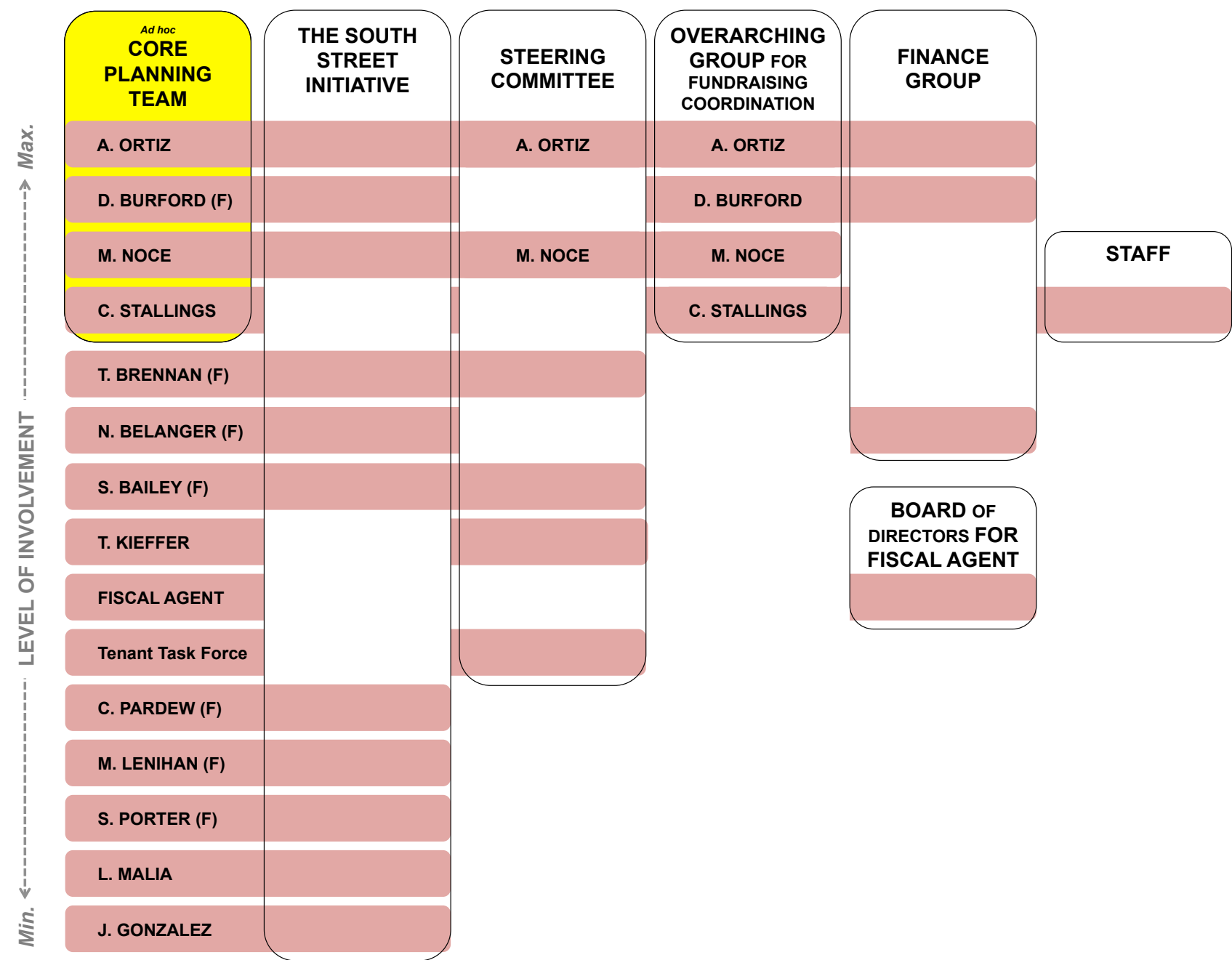
TIMELINE OF THE STRATEGIC PLANNING PROCESS

The diagram below illustrates in chronological order how stakeholders' contributions were included at every step of the strategic planning process. The red arrows indicate how the results of each event and the Midterm Report informed subsequent events in a cumulative process toward the development of the Strategic Plan document.



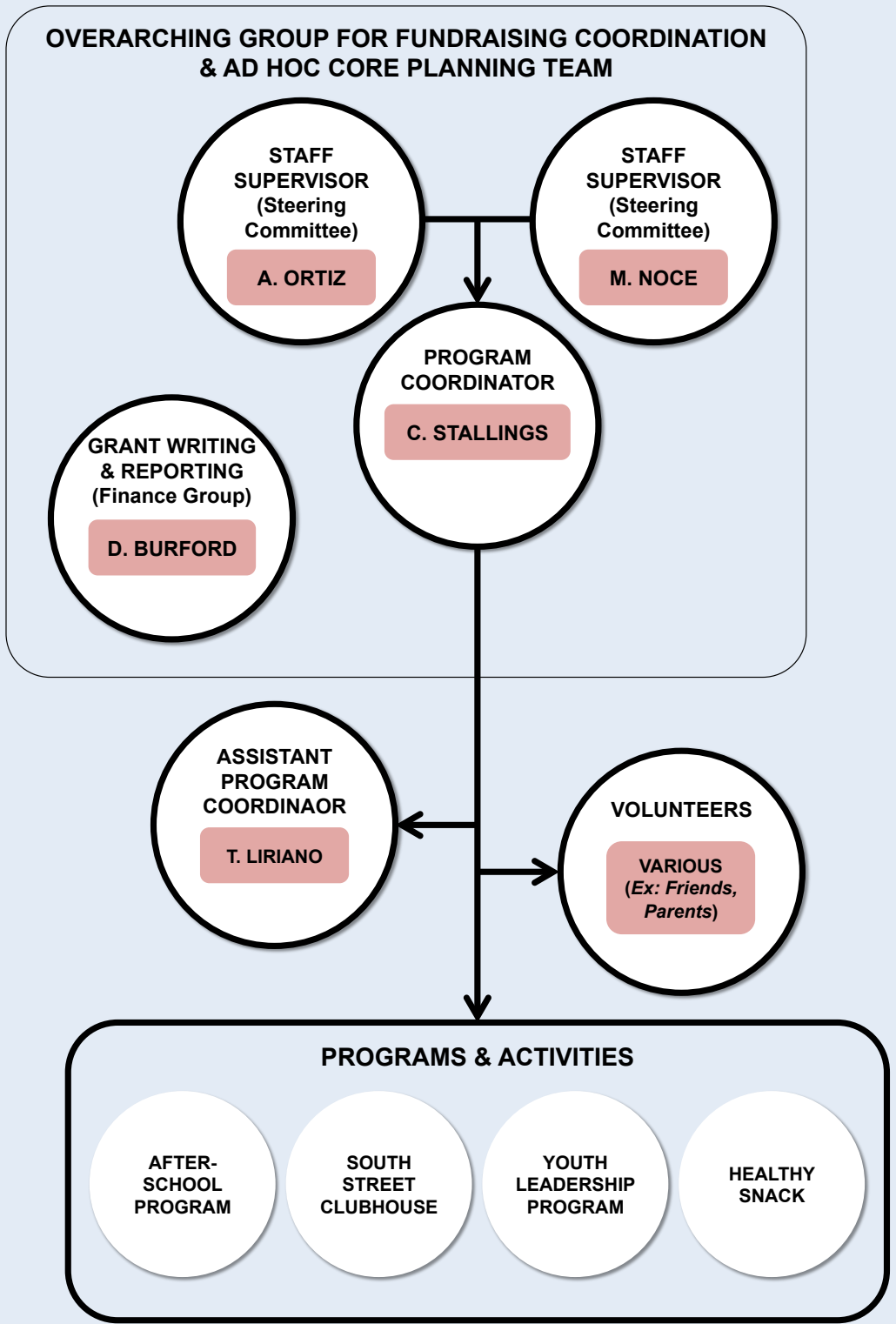
GOVERNANCE STRUCTURES

The diagram below depicts the seven types of governance structures, and the people who operate them. These structures operate on volunteer capacity with the exception of the Staff. These volunteers represent a dedicated group of stakeholders strongly committed to the Center’s mission. They are listed vertically based on their level of involvement, from a maximum of five structures to a minimum of one. The ‘Friends’ of the Center, a group of volunteers who conduct activities such as mentoring and crafting are indicated by an (F) after their names. Even though not a formal governance structure, the Friends is an influential group. The Overarching Group for Fundraising Coordination was established at the beginning of Phase 1 of the strategic planning process to streamline overall fundraising coordination efforts among all governance structures. An ad hoc Core Planning Team was established during Phase 2 of the strategic planning process to take the planning process to completion, and carry out the implementation plan. It is noteworthy to mention that both these structures are operated by the stakeholders – Ortiz, Burford, Noce and Stallings – with the highest level of involvement. These stakeholders also play a critical role in the day-to-day operations of the Center, as illustrated on the ‘Organizational Structure’ diagram on the right.



ORGANIZATIONAL STRUCTURE

The diagram below depicts the organizational structure, composed by members of the Steering Committee, Finance Group, Staff and Volunteers. These members also operate as members of the Overarching Group for Fundraising Coordination and the ad hoc Core Planning Team. Starting from the top of the hierarchy, Ortiz and Noce supervise Stallings, who supervises and works with an assistant and volunteers to implement the Centers’ programs and activities. Burford coordinates grant writing and reporting with Ortiz, Noce, and Stallings.



NEIGHBORHOOD-WIDE VISION: CATALYZING A NETWORK OF CENTERS THAT SERVE YOUTH IN JAMAICA PLAIN

Working in collaboration with all Centers that serve youth in Jamaica Plain to access financial, and other, resources in a coordinated manner such that the resources can be efficiently used for the benefit of all the youth in Jamaica Plain.

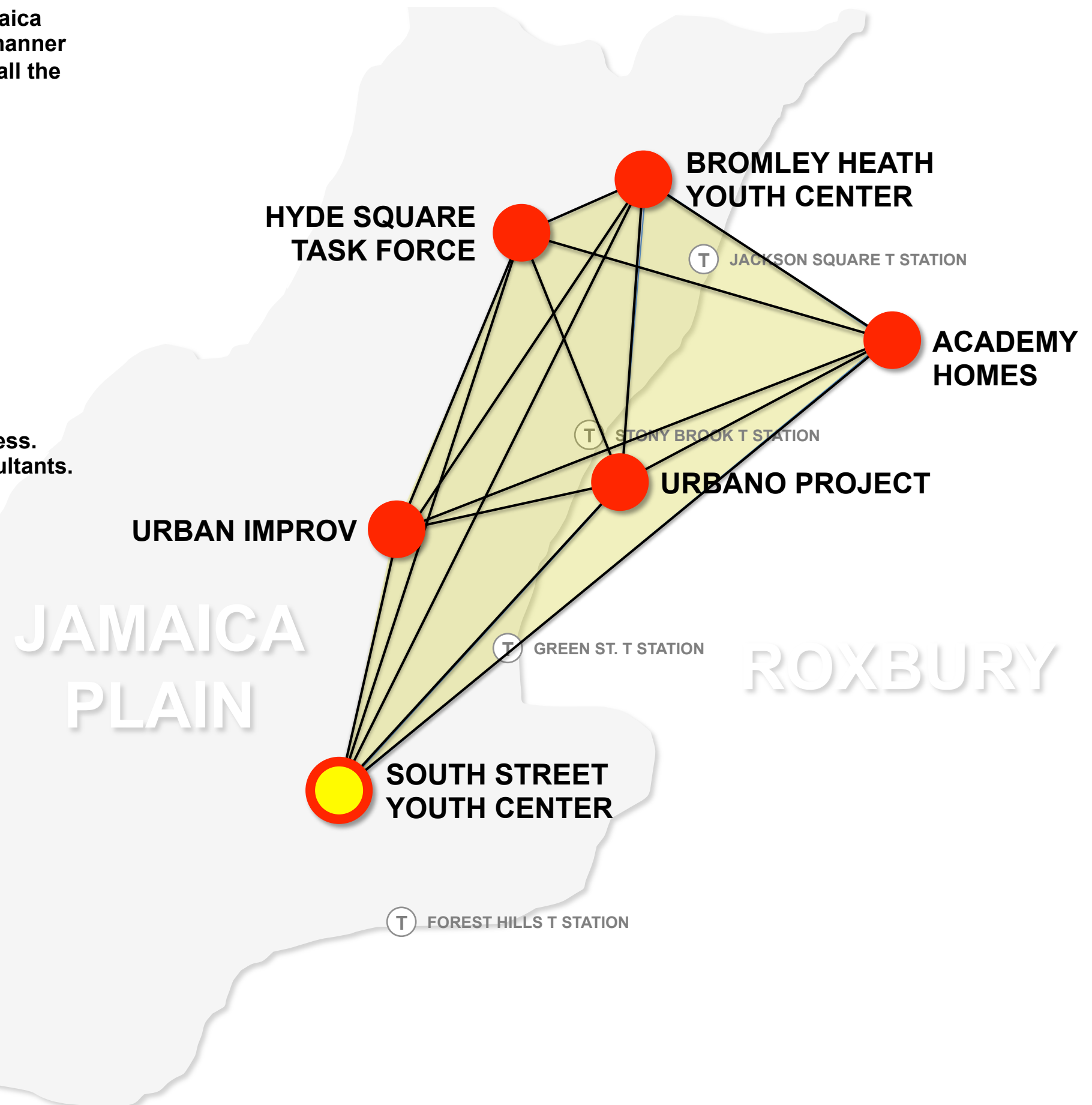
- Accessing financial resources collaboratively:
 - Institutional
 - Foundations
 - City of Boston
 - Banks
 - Local Businesses
 - State of Massachusetts
 - Community Crowdsourcing
 - Corporations
- Enabling Youth to develop public housing policies.
- Implementing best practices for program development.
- Implementing standards for volunteer and mentorship readiness.
- Sharing technical assistance, such as fiscal agents and consultants.

THE “PROMISE NEIGHBORHOODS” CONCEPT

Creating a network of collaboration among all youth organizations in Jamaica Plain could be based in part on the work done around “Promise Neighborhoods,” a program through the Obama Administration’s Department of Education. This program funded communities that were coalescing around the model of the Harlem Children’s Zone and full-service schools. Though the Obama Administration mostly funded the expansion of established programs, several important insights can be drawn from these models.

The five core principles listed in the organization’s Executive Summary embodies the theory of change:

- Serve an entire neighborhood comprehensively and at scale to affect the culture of a community and transform the physical and social environments that impact the children’s development
- Create a pipeline of support. Develop excellent, accessible programs and schools and link them to one another.
- Build community among residents, institutions, and stakeholders.
- Evaluate program outcomes and create a feedback loop that cycles data back to management.
- Cultivate a culture of success rooted in passion, accountability, leadership, and teamwork.



H. STRATEGIES & ACTION STEPS

How will we actually accomplish our work?

To accomplish each goal, both short and long term goals must be achieved, with the help of the partners listed in each section. Where not otherwise indicated, CJET Consulting recommends that the Core Planning Team, deputized during the planning process, delegate roles. Deadlines refer to the achievement of the short term steps. The Core Planning Team must consider and determine how to engage various partners in order to accomplish these short term tasks. Please refer to [Appendix B: Leveraging Organizational Relationships](#) for list of partners with whom we will accomplish these goals. The long term objectives will be supported by accomplishing the short term strategies and tasks but will also require separate, additional efforts as time progresses.

Goal 1: Establish Fundraising Priorities	
Short Term Strategies & Tasks	1) Conduct a Fundraising and Organizational Structure meeting. Update: Conducted on July 24th, 2015. (Responsible: Steering Committee) a) Agree on fundraising priorities for the school-year and the summer.
Partners	Southern Jamaica Plain Health Center, Tree of Life/Arbol de Vida
Completed By	Accomplished July 24th, 2015 (See Appendix C: Fundraising Protocols)
Long Term Objective	<ul style="list-style-type: none">Sustainable growth of the number of staff.Sustainable growth of the stipend per youth.

Goal 2: Develop Fundraising Protocols	
Short Term Strategies & Tasks	1) Conduct a Fundraising and Organizational Structure meeting. Update: Conducted on July 24th, 2015. (Responsible: Steering Committee) a) Align Finance, Steering Committee, Friends and Center staff to effectively collaborate on fundraising strategy: i) Develop fundraising protocols to ensure fundraising efforts are performed in a coordinated and efficient manner. ii) Roles of the member of the fundraising team. iii) Role of the Friends and other outside partners who wish to help with fundraising. iv) Role of Corey as part of the fundraising team.
Partners	Southern Jamaica Plain Health Center, Tree of Life/Arbol de Vida
Completed By	Accomplished August 31st, 2015 (Midterm report) (See Appendix C: Fundraising Protocols)
Long Term Objective	<ul style="list-style-type: none">Working in collaboration with all youth organizations in Jamaica Plain to access financial, and other, resources in a coordinated manner such that the resources can be efficiently used for the benefit of all the youth in Jamaica Plain.Accessing financial resources collaboratively.

Goal 3: Expand Fundraising Strategy	
Short Term Strategies & Tasks	<div>1) Increase institutional funding.<div>a) Secure additional funding from Children’s Hospital. 2015-2016 funding amount is \$10,000. (Responsible: Margaret Noce)<div>i) Research funds that focus on long-term investment on youth.<div>ii) Target Community Benefits Agreement funds.</div></div>b) Research ‘music and youth’ grants provided (by foundations) to universities, such as Berklee, Northeastern, Lesley, and MIT. Approach the university as an ‘on the ground’ partner for the grant.<div>i) Connect with MIT Media Lab’s Mitchel Resnick to identify fundraising and partnership opportunities. (Responsible: Corey Stallings)</div></div>c) Research ‘music and youth’ grants provided (by foundations) to large youth development organizations, such as Hyde Square Task Force and Sociedad Latina.<div>d) Raise funds through BHA to improve facility.</div></div>

2) Increase the total amount of foundation grants.

a) Connect with [Biogen Foundation](#) to identify grants that focus on Science Technology Engineering and Math (STEM) and entrepreneurship.

b) Connect with the [Lenny Zakim Fund](#) to identify grants that focus on improving literacy, alleviating poverty and ending youth violence. (Responsible: Doris Burford)

c) Connect with the [Hyams Foundation](#) to identify grants that focus on racial justice around youth development. (Responsible: Abigail Ortiz)

d) Connect with the United Way of [Massachusetts Bay and Merrimack Valley](#) to identify grants that focus on [supporting youth in school](#). (Responsible: Tricia Brennan)

e) Connect with [Linda Martinez](#) to identify grants that focus on community-based participatory research around youth development. (Responsible: Abigail Ortiz)

3) Continue fundraising through activities.

a) Conduct an Open House on Thursday January 14th, 2016 to attract new donors and introduce the Strategic Plan. (Responsible: Corey Stallings)

4) Explore corporate partnerships.

a) Connect with Apple to identify [Volunteer Grant Programs](#) that pay volunteers to provide capacity at youth development centers. (Responsible: Corey Stallings)

5) Explore partnership with Bromley Health Youth Committee and Academy Homes II to apply for institutional funding in a coordinated manner.

See complete list of resources in [Appendix D: Fundraising Resources by Organization Type](#).

Goal 4: Fine-Tune Current Programs	
Short Term Strategies & Tasks	<div>1) Use report cards and test scores (if available) to enhance homework help.<div>a) Parents share their children’s report card with Program Coordinator. b) Program Coordinator enhances homework help to address areas of concern. For instance, if algebra is an area of concern, the Program Coordinator will communicate to the homework helper to emphasize on the algebra area of the homework.</div></div> <div>2) Develop indicators of success focusing on youth achievements per program.<div>a) The Program Coordinator and the Coordinator Assistant track achievements daily. These achievements may include attendance, finishing homework, grades, and number of activities led, among others. b) The results of the daily tracking are made into indicators of success. c) A synthesis of the results of the daily tracking are added to the Vision statement, and highlighted in the home page of the website.</div></div> <div>3) Increase adult supervision during times in which the Center hosts the largest amounts of youth.<div>a) Hire a Program Coordinator Assistant to support the Program Coordinator.<div>i) Update: Tanairi Liriano was hired as Program Assistant Coordinator in October 2015</div></div></div>
Partners	Urban Improv, Bromley-Heath Youth Committee, Boston Police Department, Tree of Life/Arbol de Vida, Academy Homes I, Academy Homes II, Alumni
Completed By	End of 2016
Long Term Objective	<div><div><div>• Develop the South Street Clubhouse, as stated in the Noonan grant.</div><div>• Offer opportunities for youth to develop professional skills they can use in the future, when they leave the Center.</div><div>• Provide an entrepreneurial focus, and through this focus, we will instill discipline and creativity.</div><div>• Develop long term positive indicators of success. These could include rates of high school graduation, college matriculation, college completion, and employment status.</div></div></div>

Goal 5: Increase Youth Involvement	
<i>Short Term Strategies & Tasks</i>	<ol style="list-style-type: none"> 1) Propose ways in which South Street Development youth, not registered at the Center, can benefit from youth programs and activities offered outside of the Center. <ol style="list-style-type: none"> a) Create a list of youth programs and activities offered outside of the Center. b) Reach out to youth, not registered at the Center, to provide the list of youth programs and activities offered outside of the Center. c) Track the enrollment of youth, not registered at the Center, in programs and activities outside of the Center. 2) Use best practices to streamline the youth recruitment process. <ol style="list-style-type: none"> a) Identify major challenges to the efficiency of the youth recruitment process. b) Create best practices to overcome challenges to the efficiency of the youth recruitment process. One of these best practices may include increasing the number of recruiting days for phone calls and door-to-door outreach, from one day per week to two days per week. c) Use 35% of youth registered per semester as an indicator of recruitment success. The current number of youth registered is 30, which equals 23%. 3) Schedule different activities interspersed across semesters to raise youth motivation to come to the Center. <ol style="list-style-type: none"> a) Highlight the different activities across semesters in the <i>Annual Calendar</i> of programs, activities and events.
<i>Partners</i>	Boston Housing Authority, Friends, Alumni, Bromley-Heath, Youth Committee, Southern Jamaica Plain Health Center, Boston Police Department, Tree of Life/Arbol de Vida, Academy Homes I, Academy Homes II, Curtis Hall
<i>Completed By</i>	End of 2016
<i>Long Term Objective</i>	<ul style="list-style-type: none"> • Accommodate a higher number of youth at the Center. • Grow our staff and volunteers to offer programs and activities at additional hours, such as weekend hours (see Goal 6 and Goal 7) • Open up the facilities for use by partners that want to bring additional youth programs and activities. • Create an Alumni Network to keep track of alumni stories and achievement, and to invite alumni to community events at the Center.
Goal 6: Increase Parent Involvement	
<i>Short Term Strategies & Tasks</i>	<ol style="list-style-type: none"> 1) Make sure all parents sign a commitment to get involved in at least one activity per semester. <ol style="list-style-type: none"> a) Highlight the different activities across semesters in the <i>Annual Calendar</i> of programs, activities and events. 2) Keep parents informed on ways to get involved through a Calendar of programs, activities, events, and volunteer opportunities. <ol style="list-style-type: none"> a) Program Coordinator should create an <i>Annual Calendar</i> of programs, activities and events. b) Disseminate hard copies of the calendar during door-to-door youth recruitment outreach, and during Center hours. Encourage parents and volunteers to take hard copies during Center hours. Encourage youth to bring a hardcopy of the calendar to their parents. <ol style="list-style-type: none"> i) Disseminate calendar on the Center’s website. Send a digital copy of the calendar to all Center stakeholders.
<i>Partners</i>	Alumni, Boston Tenant Coalition
<i>Completed By</i>	End of 2017
<i>Long Term Objective</i>	<ul style="list-style-type: none"> • Reward actively involved parents with tailored adult programs, such as computer classes and dinner discussions. • Offer these parents resources to conduct sexual education conversations with their children at the Center. • Coordinate the development of these reward programs with decision-making around staff growth.

Goal 7: Fine-Tune Volunteer Capacity	
<i>Short Term Strategies & Tasks</i>	<ol style="list-style-type: none">1) Ensure volunteers have effective supervision.<ol style="list-style-type: none">a) Staff supervisors set the <i>optimal number of volunteers</i> the staff can appropriately supervise during a given time – daily, weekly, or per semester. The staff supervisor obtains the information needed to set this number from interviews with staff and long-time volunteers.2) Connect volunteers to training programs on coaching, mentoring and tutoring youth.<ol style="list-style-type: none">a) Create a list of training programs on coaching, mentoring and tutoring youth, offered outside of the Center.3) Provide feedback to improve volunteer knowledge and experience in coaching, mentoring and tutoring youth.<ol style="list-style-type: none">a) Create a <i>checklist</i> for volunteer supervision and evaluation. Link the content of this checklist to a <i>contact list</i> that tracks activities performed and number of hours per activity.4) Increase the number of volunteers with knowledge and experience in coaching, mentoring and tutoring youth.<ol style="list-style-type: none">a) Program Coordinator updates the <i>Ideal Volunteer Profile</i> in collaboration with the person responsible for using this profile during volunteer recruitment.
<i>Partners</i>	Friends, Southern Jamaica Plain Health Center
<i>Completed By</i>	End of 2018
<i>Long Term Objective</i>	<ul style="list-style-type: none">• Develop a training program to enhance volunteer engagement across youth centers located in public housing in Jamaica Plain.• This training program will enable volunteers to effectively conduct one-on-one and group activities, and provide feedback on how to enhance programs and activities.• The training program will also contain a set of protocols for recruitment of volunteers.• Ultimately, this training program will enable volunteers to engage with youth in a more consistent manner, becoming a stable presence in the lives of the children.
Goal 8: Improve the Process of Requesting, Collecting, and Synthesizing Feedback	
<i>Short Term Strategies & Tasks</i>	<ol style="list-style-type: none">1) Develop a methodology for requesting, collecting and synthesizing feedback from youth, parents and volunteers.<ol style="list-style-type: none">a) Partner with an academic institution that provides research capacity to the adaptation of a current methodology or the development of new methodology.2) Develop a methodology for requesting, collecting, and synthesizing youth outcomes, as satisfaction is not sufficient for evaluating the Center<ol style="list-style-type: none">a) This aligns with Goal 4, Step 2: “Develop indicators of success focusing on youth achievements per program,” which should be connected to Goal 8, Step 1: “Develop a methodology for requesting, collecting and synthesizing feedback from youth, parents and volunteers,” so that the evaluative support from an academic institution includes community feedback and short-term results.
<i>Partners</i>	Friends, Alumni, Children’s Hospital, Southern Jamaica Plain Health Center
<i>Completed By</i>	End of 2017
<i>Long Term Objective</i>	<ul style="list-style-type: none">• Maintain a database of feedback that provides critical insights into each function of the Center.• Work in partnership with an academic institution to make this maintenance sustainable. For instance, a student helps create the database and teaches staff how to monitor results and turn them into insights to enhance program development.• Develop long term feedback methods from alumni. In combination with the long term indicators in Goal 4, alumni should be polled for feedback, providing valuable information on how SSYC programming prepares youth for young adulthood.

Goal 9: Expand Programming	
<i>Short Term Strategies & Tasks</i>	1) Develop a mentoring program. <ul style="list-style-type: none"> a) Partner with organizations like Mass Mentoring Partnership to develop a pilot that efficiently engages the staff. b) Evaluate pilot and establish a mentoring program.
<i>Partners</i>	Alumni, Tree of Life/Arbol de Vida
<i>Completed By</i>	End of 2018
<i>Long Term Objective</i>	<ul style="list-style-type: none"> • Develop institutional partnerships, to adapt citywide established programs to increase the number of programs conducted in the Center. • Carefully consider staff development and staff size growth.

Goal 10: Improve Facilities	
<i>Short Term Strategies & Tasks</i>	1) Refurbish the bathroom. <ul style="list-style-type: none"> a) Create a list of repairs and additions. b) Meet with BHA officer to request refurbishment. c) Meet with BHA officer to gain clarity about the potential privatization of South Street Development by 2020.
<i>Partners</i>	Boston Housing Authority, State Representative Liz Malia, Friends, Alumni, Brigham & Women’s Hospital, Boston Police Department
<i>Completed By</i>	End of 2018
<i>Long Term Objective</i>	<ul style="list-style-type: none"> • If there are no plans for privatizing South Street Development, our objective will be to raise \$100,000 through a capital improvement campaign to refurbish the physical space of the Center, including the corridor adjacent to the Center. Some of these improvements may include furnishing space dividers, furniture and soft pads to create discrete spaces for each ongoing activity, and a soft space for children to tumble and roll around, relieving stress. Creating an art-making space with storage units to make materials visible and accessible, and install larger windows. • If South Street will be privatized within five years, we will explore buying the building in partnership with our stakeholders, partner institutions, and developers whose practice is aligned with our values.

I. APPENDICES

Appendix A: Income Sources and Expenses from 2013 through 2015

	FY 2013		FY 2014		FY 2015	
Sources of Income, without reimbursements	2013	(%) of 2013 Income	2014	(%) of 2014 Income	2015	(%) of 2015 Income
Grants	\$92,112.00	77%	\$97,164.00	81%	\$127,535.97	90%
Donations	\$27,131.00	23%	\$22,269.14	19%	\$14,597.67	10%
Largest Funding Allocations	2013	(%) of 2013 Expenses	2014	(%) of 2014 Expenses	2015	(%) of 2015 Expenses
Salaries	\$61,034.73	53%	\$65,355.48	53%	\$74,506.92	55%
Stipends for Youth	\$11,047.00	10%	\$14,452.00	12%	\$19,173.65	14%
Fiscal Agent Fees	\$11,953.00	10%	\$12,079.00	10%	\$13,049.00	10%
Annual Expenses, without rent	\$114,514.80	100%	\$124,264.37	100%	\$135,083.10	100%

Appendix B: Leveraging Organizational Relationships: Map of Organizations with respect to Goals and Resources

Who can help us achieve our goals? Who bring resources to the Center?

Organization	Helps reach Goals. Provide Resources
Boston Housing Authority	5, 10
Roslindale Food Bank	Resource: Food
State Rep. Liz Malia	3, 10
West Roxbury Friends of Rosie’s Place	Resource: Camps
Urban Improv	4
Friends	3, 5, 7, 8, 10; Resource: Volunteers
Alums	5, 6, 8, 9
Brigham & Women’s	10
Children’s Hospital	8
Bromley-Heath Youth Committee	4, 3, 5
Partners Healthcare	Source: Funding
Southern Jamaica Plain Health Center	5, 8, 7 ; Source: Neighborhood Vision and Framework
First Baptist Church	Resource: Space
Boston Tenants Coalition	6
District E-13 of the Boston Police Department	4, 5, 10
Tree of Life	3, 4, 5, 9
Academy Homes I	3, 4, 5
Academy Homes II	3, 4, 5
Curtis Hall	3, 5; Connection with State Rep. Liz Malia and Chief Felix Arroyo; Resource: Space, Hiring, Camps
Eliot School	3

Appendix C: Fundraising Protocols

Overall Coordination of Fundraising Efforts

- The Overarching Group for Fundraising Coordination, composed of Abigail Ortiz, Doris Burford, Corey Stallings and Margaret Noce:
 - Coordinates all internal communications regarding fundraising, among the Steering and Finance committees, the Friends and staff.
 - Coordinates all internal communications regarding information needed to write grants.
 - Discerns which grants the center goes for.
 - Acts as a hub for all new fundraising opportunities. Anyone can connect potential funders with the Overarching Group for Fundraising Coordination.
 - Creates and maintains a Dropbox account to store and share digital versions of grants, budgets, thank you letters, minutes, among others.

Approval of Fundraising Priorities

- The Steering Committee approves fundraising priorities (ex: approves more staffing hours during school year)
- The Finance Committee debates fundraising priorities, taking into consideration Master Wish List of equipment and other materials.
- The Finance Committee meets with the Steering Committee in January to decide how big the summer program should be, considering staff and equipment.

Grant Writing and Reporting

- Doris writes most grant applications.
- Doris can research for new fundraising opportunities.
- Abigail and Doris write all grant reports.
- Abigail and Doris can request relevant information, such as program activities, objectives and impact from the Program Coordinator.

Role of the Program Coordinator

- Can research for new fundraising opportunities and write some grants, as long as these efforts are coordinated with the Overarching Group for Fundraising Coordination, Steering Committee and Finance Group.
- Can apply for unrestricted funds without the authorization of the Overarching Group for Fundraising Coordination, Steering Committee and Finance Group.
- Creates and maintains a Master Wish List identifying funding needs for the programs, such as equipment and other materials, and coordinates this list with the Finance Committee.
- Develops and maintains relationships with current funders and potential funders.
- Organizes visits for current funders and potential funders.
- Generates ideas for new programs, including partners and funding, and request ideas from various types of members of the Center.

Appendix D: Fundraising Resources by Organization Type

Type of Resource	Type of Organization	Name of Organization
Adopt-A-Site	Institutional	Adobe, Best Buy
Community Benefits Agreement	Institutional	Brigham & Women's
Community Benefits Agreement	Institutional	Partners
Community-Based Participatory Research	Institutional	(Institution's Name)
Donation	Local Business	City Feed
Donation	Local Business	Real Estate Agencies
Donation	Institutional	Local Churches
Donation	Institutional	Universities
Donation	Activities	Yard Sale
Donation	Activities	Holiday Appeal
Donation	Activities	Private Donor
Donation or Investment	Crowdsourcing	Kickstarter
Grant	Foundations	Noonan
Grant	Foundations	Hyams
Grant	Foundations	United Way
Grant	Foundations	Robert Wood Johnson Foundation
Grant	Foundations	Lenny Zakim Fund
Grant	Corporation	Adobe
Grant	Corporation	Best Buy
Grant	State of Massachusetts	MassHousing
Grant	State of Massachusetts	MA Department of Public Safety
Grant	City of Boston	Boston Housing Authority
Grant	City of Boston	Department of Youth Engagement & Employment
Grant	City of Boston	Boston Public Health Commission
Grant	Institutional	Chidren's Hospital
Grant	Banks	Rockland Bank
Grant	Banks	Eastern Bank

Appendix E: LIST OF STAKEHOLDERS

	PHASE 1 of Participation		Ph. 1 / Ph. 2	PHASE 2 of Participation				GOVERNANCE STRUCTURES					ROLES									
Name	Jul 2: Kick Off Meeting	Jul 24: Fundraising & Organizational Structure Meeting	Jul 31 - Sep 21: Interviews	Sep 30: Workshop 1 - Mission, Vision, Values, Goals	Oct 22: Workshop 2 - Youth Feedback	Oct 28: Workshop 3 - Goals, Strategies, Partners	Nov 10: Workshop 4 - Fundraising Strategy	Steering Committee	The South Street Initiative	Staff	Board of Directors for fiscal agent, Community Service Care, Inc	Overarching Group for Fundraising Coordination	Youth	Friends (Volunteers)	Tenants Task Force	Parent	Elected Officials	Volunteer	Fiscal Agent	Financial Partner	Finance Group	Level of Involvement
Abigail Ortiz	1	1	1	1		1	1	1	1			1						1			1	11
Doris Burford	1	1	1	1		1	1		1			1		1				1			1	11
Margaret Noce		1	1	1		1	1	1	1			1						1				9
Corey Stallings	1	1	1	1		1	1			1		1										8
Tricia Brennan	1	1	1				1	1	1					1				1				8
Nicole Belanger	1	1	1						1					1				1			1	7
Sandy Bailey	1		1	1				1	1					1				1				7
Tom Kieffer	1	1		1				1										1				5
Alison Yoos		1	1								1								1			4
Lucy Cornier	1		1					1							1							4
Altagracia de Rossi			1	1												1		1				4
Camille Gonzalez			1	1												1		1				4
Christy Pardew			1						1					1				1				4
Mary Lenihan			1						1					1				1				4
Perla Roche			1	1												1		1				4
Susan Porter			1						1					1				1				4
Michelle Keenan			1															1		1		3
Yohaira Quiles			1													1		1				3
Youth a					1								1									2
Youth b					1								1									2
Jasmine Corona			1															1				2
Youth c					1								1									2
John Riordan			1																	1		2
Liz Malia									1								1					2
Youth d					1								1									2
Youth e					1								1									2
Youth f					1								1									2
Youth g					1								1									2
Youth h					1								1									2
Youth i					1								1									2
Alex Robinson													1									1
Bielka Liriano													1									1
Ivan Richiez													1									1
Juan Gonzalez									1													1
Involvement per: Event, Governance Structure, Role	8	8	19	9	9	4	5	6	11	1	1	4	12	7	1	4	1	16	1	2	3	