



Bay Area
Community Resources

STRATEGIC PLAN

2025-2029

INTRODUCTION

BACR has a proud history of providing high quality services to Bay Area communities for over four decades. Over this time, we've grown from a small organization serving a few North Bay schools to a large non-profit with a workforce of over 2000 dedicated staff, providing a wide range of services throughout the San Francisco Bay Area and the state. We are the largest provider of expanded learning services in Northern California schools and are a critical systems partner in implementing Governor Newsom's AmeriCorps service program. During the COVID pandemic, our teams stepped up and were actually able to increase our offerings to serve communities in need.

More recently, we've had key leadership changes with our beloved CEO (Marty Weinstein) and Chief Program Officer (Don Blasky) retiring after almost 40 years of service each! With their successors in place, it was the ideal time to craft a new strategic plan.

This forward-facing report is the culmination of an extended planning effort that involved hundreds of staff, Board members, clients and partners coming together to help chart a course for our future. Early in the process, we realized two fundamental questions required thoughtful comprehensive answers: "Who are we, and what do we stand for?" The result of this questioning is a refreshed and revitalized Mission Statement, as well as the creation of Guiding Principles. These have been critical in helping us ground and guide the construction of this strategic plan, and will be invaluable as we move forward.

We're excited to share this Strategic Plan as a roadmap for the next four years. We're particularly proud of the plan as it represents a unified equity-focused approach across the agency - not something very easy to do with an organization as diverse as BACR!

Moving into implementation, the Strategic Plan will also serve as a guide for our annual planning efforts. We'll add metrics and deliverables on a year-by-year basis to ensure that we hold ourselves accountable. There's a lot of work ahead, but we're embracing it. Thank you for being part of BACR's success to date, and please join us as we head into the future!



MISSION

We work in the heart of our communities to foster generational change.

Our refreshed Mission Statement honors our longtime commitment to community while highlighting the heart, the source of our strength. It also looks to the future with hope for lasting change. The statement captures the throughline of all of our Industries and programs, and we wanted it to be simple and memorable. We believe everything we do has an impact both today and for future generations and we're proud to have it be part of our reason for being.

GUIDING PRINCIPLES

Deeply-held beliefs that define who we are and how we work. They influence our thinking, decisions, actions, and interactions.

1

Generational Change (Our North Star)

We believe meaningful and sustainable social change requires a gradual transformation of attitudes, behaviors, and societal norms as each generation succeeds the other.

2

People-Centered

We believe our greatest impact on the well-being of individuals and communities happens when we put people at the center.

3

Self-Determination

We believe our communities thrive when people are equipped and empowered to determine their own future.

4

Collaborative Partnership

We believe collaborative alliances of all kinds are essential for confronting and resolving the complex and daunting social challenges of today.

5

Internal Connection And Alignment

We believe that coordinating and collaborating across our diverse programs, teams and operations elevates the quality, effectiveness and unity of our organization.

STRATEGY OVERVIEW

The chart below represents a high-level overview of our strategy. We began with data gathering, conducting surveys, interviews and focus groups with staff, clients and partners to get a clear-eyed look at our performance and the landscape. We took these findings and distilled them into a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. From here, we were able to identify five Strategic Focus Areas and seven Strategic Goals within those. The Strategy Narratives integrate those goals into a succinct two-part strategy, all in service of our four-year vision.

Throughout the process, we attempted to center Diversity, Equity, Inclusion, and Belonging, in order to become a more inclusive workplace and a more equitable steward of public services. We believe that approaching everything we do with a DEIB lens is critical as we look toward a brighter future.



STRATEGIC FOCUS AREAS

1

SYSTEMS AND INFRASTRUCTURE

Goal 1: Ensure consistent, high-quality communications and workflow processes to enable staff to work more efficiently and collaboratively across the organization.

Goal 2: Advance a people-centered digital transformation agenda that enhances, modernizes, and aligns how we work.

2

FINANCIAL SUSTAINABILITY

Goal 3: Increase organizational funding streams to strengthen our financial standing and advance organizational stability and capacity.

3

STAFF WELLNESS AND DEVELOPMENT

Goal 4: Fortify our person-centered culture of wellness and belonging to ensure BACR employees thrive professionally and personally.

4

PROGRAM IMPACT AND QUALITY

Goal 5: Develop and commit to a disciplined approach to growth that promotes deliberate, innovative, and fiscally responsible programs.

Goal 6: Amplify our focus on quality and measurement to ensure greater impact and accountability.

5

EXTERNAL PRESENCE

Goal 7: Elevate our brand and external presence to increase our influence and impact.



SYSTEMS AND INFRASTRUCTURE

GOAL 1

Ensure consistent, high-quality communications and workflow processes to enable staff to work more efficiently and collaboratively across the organization.

CONTEXT

Although we have operated successfully within our respective Industries over the years, there is now a growing need to work more seamlessly across them. With a more deliberate focus on creating shared processes for communication and workflow that can be used in every Industry, we aim to improve our organizational capacity for more impactful and effective communication, coordination, and collaboration.

OUTCOMES

- Staff report being more empowered, engaged and connected by enhanced communication systems and structures.
- Increased system utilization.
- Staff are thriving with clear and sustainable roles, responsibilities and workflows.
- Increased job satisfaction and workplace efficiency.

TACTICS

- Develop and implement a BACR communication approach that is clear, inclusive, and encourages participation.
- Identify and institutionalize ideal workflows through standard operating procedures.
- Clarify roles, responsibilities, and core competencies that lead to greater effectiveness and smoother collaboration across BACR.



DIVERSITY, EQUITY, INCLUSION & BELONGING CONSIDERATIONS

- Utilize multiple languages in communications to promote inclusion and belonging.
- Take into account timing of communications and meetings to accommodate varied employee schedules.
- Customize communications to accommodate different learning styles, language, and abilities.
- Teach and practice sensitivity to diverse learning styles and language processing differences.

SYSTEMS AND INFRASTRUCTURE

GOAL 2

Advance a people-centered digital transformation agenda that enhances, modernizes, and aligns how we work

CONTEXT

As BACR has grown, our technology platforms have been expanded and updated to facilitate critical aspects of day-to-day operations. This organic growth has at times resulted in a wide variety of platforms and applications across Industries and programs that have been difficult to manage. Given the increasing size and breadth of the agency, we must ensure that all digital tools and systems are coordinated, efficient, accessible and properly utilized across the organization.

OUTCOMES

- Digital platforms are responsive to current and emerging needs and accomplish the tasks for which they were created.
- Platforms are right-sized and coordinated.
- Industry collaboration and productivity is encouraged, supported, and increased by better use of up-to-date technology and data.



TACTICS

- Assess platforms for effectiveness and relevance to optimize transformation.
- Develop and implement tech platforms that are responsive to our disparate needs, while also including effective standardized approaches.
- Promote use of platforms and train staff properly for maximum utilization and effectiveness.

DIVERSITY, EQUITY, INCLUSION & BELONGING CONSIDERATIONS

- Address the digital divide as an equity issue - some groups do not have the same access or skill level as others.
- Ensure accessible on-ramps of learning exist for those impacted by the digital divide.
- Promote equity of voices that are heard and amplified.
- Factor end-users' lived experience in assessing skill sets, needs and access to technology.



FINANCIAL SUSTAINABILITY

GOAL 3

Increase organizational funding streams to strengthen our financial standing and advance organizational stability and capacity.

CONTEXT

Most of our current funding sources are contract-based. Though significant and relatively reliable, dependence on these restricted funding streams limits agency capacity to expand and enhance our work in sustainable ways. True costs are not always built into contracts, so it is incumbent upon us to bring in substantial funding through additional avenues, including an emphasis on unrestricted sources that enable much greater flexibility and capacity-building.

OUTCOMES

- Sufficient funding to run quality programs.
- Capacity built to take on new challenges and make more impact.
- Improved cash flow, reduced reliance on line of credit, and ample reserves.
- Increased discretionary funding through multiple streams.
- Smooth organizational functioning through greater financial security.

TACTICS

- Create and implement a development/fundraising strategy that prioritizes discretionary and unrestricted funds, non-governmental grants, private giving, and long-term strategies with major funders.
- Increase cash flow by obtaining advances and favorable contracts, improving invoicing and collection processes.
- Create and implement processes to greenlight/sunset programs, utilizing key agency criteria (including financial impact).



DIVERSITY, EQUITY, INCLUSION & BELONGING CONSIDERATIONS

- Align criteria for selecting funding (and distributing funds) with our people-centered guiding principle.
- Balance equity trade-offs when deciding to become a contract-led agency vs. supporting a partner to lead
- Align employment packages with all dimensions of diversity.
- Develop generational financial change for staff with retirement accounts and other long-term financial options.



STAFF WELLNESS AND DEVELOPMENT

GOAL 4

Fortify our person-centered culture of wellness and belonging to ensure BACR employees thrive professionally and personally.

CONTEXT

The culture of BACR is widely viewed by employees as a major asset of their work experience. Our strong person-centered approach is often cited by staff as the reason they stay for many years. Yet more is needed to enable employees to stay highly engaged, fulfilled and motivated. Because the work at BACR is centered on confronting difficult social issues, we need to ensure that employees have the support and resources they need to be the best they can be every day.

OUTCOMES

- Staff report being happy, productive, and rewarded.
- BACR has a community reputation as an exemplary employer and a highly-rated place to work.
- Professional development is widely used for professional growth and improvement.
- Employees describe a sense of inclusivity, belonging, caring and agency in the workplace.

TACTICS

- Identify and elevate the key assets of our culture and integrate them explicitly into our policies, procedures, and practices.
- Create and deliver a comprehensive customized training and professional development program accessible to all staff.
- Provide all employees with a total compensation package that considers wellness and funding constraints.



DIVERSITY, EQUITY, INCLUSION & BELONGING CONSIDERATIONS

- Develop an explicit DEIB strategy addressing the spectrum of the employee experience.
- Actively acknowledge and support the whole person.
- Check for equity in total compensation packages.
- Ensure professional development opportunities are culturally relevant and widely accessible.



PROGRAM IMPACT AND QUALITY

GOAL 5

Develop and commit to a disciplined approach to growth that promotes deliberate, innovative, and fiscally responsible programs.

CONTEXT

BACR has grown significantly over recent years and has benefitted from being entrepreneurial and opportunistic. Responding to emerging needs, adapting to new domains, and taking on new initiatives has become normative. Yet this pace of rapid expansion has inevitably put pressure on existing teams and structures, revealing the need to prioritize careful and methodical decision-making processes as new opportunities arise.

OUTCOMES

- A well-articulated decision-making process for growth that includes clear criteria while still remaining flexible and nimble.
- An intentional balance of financial considerations, staff capacity and client-focused outcomes.
- BACR is positioned and prepared for strong growth if/when opportunities arise.
- Infrastructure grows in accordance with program growth.



TACTICS

- Develop strategy and processes for agency, growth, innovation, and impact.
- Create and apply decision-making matrix (with clear criteria) for greenlighting and sunseting programs.

DIVERSITY, EQUITY, INCLUSION & BELONGING CONSIDERATIONS

- Listen to incorporate staff, client and community voices in “smart growth” decisions
- Share power by increasing transparency and communication around decisions, initiatives, and policies.
- Facilitate culturally-appropriate data collection and, methods.
- Collect demographic data to ensure equity in outcomes.

PROGRAM IMPACT AND QUALITY

GOAL 6

Amplify our focus on quality and measurement to ensure greater impact and accountability

CONTEXT

BACR collects an enormous amount of data, but because of the size, scope and diversity of all that we do, it has been challenging to effectively use this data to improve our program quality. It is now becoming critical to align data collection and analysis practices across the agency, for the purposes of guiding our continual improvement as well as attracting and sustaining ongoing funding.

OUTCOMES

- Every program uses clearly-defined indicators of success and other methods of measurement and accountability to promote program fidelity and accountability.
- Program outcomes are valued as much as or more than program outputs.
- Performance management at staff and program levels creates a more complete picture of what contributes to successful outcomes and what occurs when outcomes are not achieved.
- Cross-program goals and success indicators are widespread, inviting more program collaboration.



TACTICS

- Identify and utilize key outcomes and metrics for program improvement.
- Develop staff ability to deliver quality programming through engagement, coaching, and training.
- Create and institutionalize robust performance management processes.

DIVERSITY, EQUITY, INCLUSION & BELONGING CONSIDERATIONS

- Include non-traditional metrics to ensure we are capturing the nuances of those we serve and the innovative approaches we employ.
- Create measurement tools with sensitivity to first languages, inclusive language, and cultural nuance.
- Provide multi-modal learning opportunities to respond to various learning styles.



EXTERNAL PRESENCE

GOAL 7

Elevate our brand and external presence to increase our influence and impact.

CONTEXT

BACR's growth has been organic and relatively quiet. We have had a largely unspoken ethos around operating in the background, being embedded in the community without a need for the spotlight. This has enabled us to adapt to the needs of each of our communities without fanfare. Yet as we have grown to become a major player in various sectors, it is important that we also embrace the responsibilities and opportunities that come with our size and influence. It is time for us BACR to lean into our position in the external community and leverage our contribution and status.

OUTCOMES

- The BACR name, brand and identity are widely-respected and known, synonymous with high-quality programming and sector leadership.
- BACR brand is a source of pride for all employees.
- BACR is seen as a critical thought-partner and leader in regional and state conversations around policy and funding.
- Existing funding is sustained.

TACTICS

- Implement a brand refresh that unifies all parts of the agency and modernizes our look and feel. Carefully examine and appropriately refine all aspects of how we want to represent ourselves externally as well as within our organization (e.g. websites, terminology, name, logo, communication tools).
- Support Senior leaders to take on external leadership roles (advocacy, advisory, Board, etc. roles) with implications for larger sector and/or geographic impact.



DIVERSITY, EQUITY, INCLUSION & BELONGING CONSIDERATIONS

- Ensure the voices of BACR constituencies are heard at high levels.
- Support our women leaders and leaders of color to represent BACR at the highest levels.
- Ensure future branding conveys a sense of belonging to all staff.
- Support and uplift other non-profits in strengthening communities.

ACKNOWLEDGMENTS

Many people have put countless hours into creating this Strategic Plan and it's impossible to thank everyone. However, a few people deserve special mention. Over the past year, our Senior Leadership Team embraced this enormous task with enthusiasm and put in the serious hours, thought and heart into every component. Our Board of Directors (and Chair Lissa Franklin in particular) asked the big-picture questions and their "Tiger Team" (Bryan Breckenridge, Rob Ness and Reyna Hamilton) were tireless in their role as Board representatives. A whole host of external partners and supporters (you know who you are!) gave us their feedback - both complimentary and constructive - which was critical in keeping the plan grounded. And finally, deep appreciation to David Barkan (David Barkan Consulting) for his unflappable and thoughtful guidance, facilitation and insights throughout the process.

