



# Strategic Plan Overview 2024 - 2027



# Message From Our Leader

East Bay Agency for Children's (EBAC) 2018–2021 Strategic Plan served as an effective roadmap in guiding the organization to improved fiscal health, strengthened infrastructure, and expanded service offerings. Implementation of this plan was interrupted and extended by the pandemic as our focus shifted to maintaining our organizational viability while working to meet the community's urgent basic needs.

While that plan initially ended in 2021, EBAC's Board of Directors decided to delay the creation of our next strategic plan until we had a better understanding of community and organizational needs in the aftermath of COVID.

EBAC Senior Management worked throughout 2023 to identify critical ways to advance our mission given the current environment. On behalf of EBAC's management and Board of Directors, I am pleased to present achievement highlights from our last Strategic Plan and the priorities in our new 2024–2027 Strategic Plan.



Josh Leonard, CEO

## Mission

East Bay Agency for Children improves the well-being of children, youth and families by reducing the impact of trauma and social inequities.

## Vision

We are committed to building a comprehensive, place-based continuum of accessible, trauma informed and culturally relevant services that build resiliency, aid in recovery, and, where possible, prevent exposure to adverse childhood experiences. We seek to reduce barriers that contribute to disparities in wellness for socioeconomically disadvantaged and racially marginalized families and to create communities where all children and families have supports to reach their full potential.

## Values

We believe in **EQUITY**, that all people should have access to services, supports and opportunities to be successful. We subscribe to the theory of “targeted universalism”, whereby our strategies recognize and are responsive to the unique needs of marginalized children and families. We believe that a culturally and ethnically diverse staff with broad language capacity and roots in the communities we serve is critical to our success.

We approach our work with **HUMILITY**. We are committed to learning and reflection, to being open, curious and responsive in our interactions with one another and in relationship with community partners and those we serve.

We pursue **COLLABORATION**. We aspire to true partnering and leveling the power differences with those we serve. We work with transparency and believe that children and families greatly benefit when engaged in their own care and advocacy. We strive to lead or follow, dependent upon how we can bring optimum value, in working with public systems, policy makers, partner providers, and the private sector in reducing disparities and promoting equity.

We embrace and cultivate **INNOVATION**. We are creative in our approach and boldly take risks to challenge perceived notions of the limitations of those we serve.

We are committed to **EFFECTIVENESS**. Our service models and strategies are evidence-informed and grounded in best practice. We continually work to understand and improve our outcomes through a data-driven culture. We hold ourselves and each other accountable.



# Prior Plan Achievements

EBAC's 2018-2021 Strategic Plan's Six Priorities



1. Increase Access to EBAC Services



2. Improve Effectiveness and Efficiency of EBAC Services



3. Grow Systems' Transformation Practice



4. Improve Facilities



5. Strengthen Fiscal Sustainability



6. Increase Understanding and Support for the Organization and its Goals

# EBAC was successful in achieving most of our 2018–2021 plan's goals, despite the pandemic.

## Notable Achievements



The growth of direct services:

Expansion of summer services to include year-round mental health support available to children and youth and the introduction of summer after school programming

Expansion of Counseling Enriched services into Alameda Unified School District

The addition of new Afterschool sites

The addition of new School-Based Behavioral Health sites

Securing funding to transform our Frick School-Based Health Center into a full Family Resource Center



The transformation of the Therapeutic Nursery School into our EPIC early childhood day treatment program.



The creation of a Training Department serving EBAC staff and the community at large.



The sale of the 3 owned properties (Charleston, Therapeutic Nursery School, and Van Buren) which facilitated the purchase, development, and opening of our new HUB at 2828 Ford Street, Oakland. A capital campaign raised close to \$1 million to support the HUB purchase and build-out.



Over 200% increase in agency net assets.



Robust progress in internal communication and collaboration structures and protocols to leverage EBAC services across all divisions.



# Strengths





# Strengths

**EBAC set its 2024–2027 goals and priorities from a place of strength in many key areas, some of which had been areas of challenges during previous strategic planning processes.**

- 🕒 A strong financial position
- 🕒 A solid infrastructure
  - Sufficient office space
  - A new Electronic Health Record
  - Expanded administrative support departments
  - A highly experienced leadership team that works well together
- 🕒 Diverse funding streams and strong working relationships with a number of different public agency partners
- 🕒 A positive agency culture as demonstrated by being named a Bay Area Top Workplace for 3 consecutive years and consistently positive responses on our annual staff organizational climate survey
- 🕒 Policies and practice that conform with established best practice as certified through CARF accreditation



# Challenges





# Challenges

**EBAC faces internal and external challenges which will need to be addressed as we implement our 2024–2027 plan.**

- Ensuring that we have the workforce necessary to actualize our goals and aspirations.
- Determining how to measure the true effectiveness and impact of our services.
- Creating and operationalizing a long-term vision for our Trauma Transformed program.
- Monitoring and successfully implementing the new, complex and some yet unknown aspects of CalAIM – California’s multi-year initiative to update its MediCAL program which makes up over 50% of EBAC’s funding.
- Adapting to the changing funding landscapes as school districts spend down one-time COVID funds that made them flush and state budget surpluses turn to deficits.



# 2024-2027 Strategic Plan Priorities

## Who To Serve

Continue focusing on Alameda County for EBAC's direct service activities with a "target population" of socio-economically disadvantaged children, youth, and families of color.

## Programs

Codify direct service program curriculums, training, and practice guides, further grounding them in evidence-based or evidence-informed practice to be better able to:

- Effectively train staff
- Scale work when growth opportunities present
- More clearly define desired outcomes and better monitor for quality

## Expansion

Continue to expand programming, both in terms of increasing services offered within all our programs as well as increasing the number of children, youth and families we serve.

## Prevention

Prioritize prevention and early intervention programming to maximize support for families before they are in an acute crisis and for children birth through elementary school age.

## Trauma Transformed

Solidify a vision for Trauma Transformed's future and then create and operationalize a roadmap to achieve that vision.

Strengthen EBAC's own trauma-informed practices within our programs.





## **Quality Improvement**

Invest more heavily in Quality Improvement efforts to advance service outcome evaluation and improvement by solidifying impact metrics for our programs and improving internal processes for data evaluation, client feedback loops, and training.

## **Workforce**

Continue to identify and implement recruitment and retention strategies to keep staff turnover and vacancy rates at or below industry averages, ensuring we have a labor force sufficient in both scale and quality to achieve our organizational goals.

## **Finance**

Continue to grow the agency's revenue base and adapt to external funding changes to ensure on-going financial health, including ensuring the fiscal sustainability of MediCal-funded behavioral health services under CalAIM payment reform.

## **Governance**

Continue to strengthen agency governance through increasing the ethnic diversity of the agency's Board of Directors to better reflect the demographic make-up of Alameda County and EBAC's staff and service population.

# Ways to Engage

## Be an Investor in Children, Youth and Families

Partner with EBAC to invest in programs, services, and other supports that address the critical needs of children, youth and families in Alameda County.

Institutional funders – learn how EBAC can help meet your foundation’s impact goals.  
Contact Cory at [Cory.Ervin-Stewart@EBAC.org](mailto:Cory.Ervin-Stewart@EBAC.org)

Individual donors – learn how EBAC can help meet your personal philanthropic goals.  
Contact Julie at [JWest@EBAC.org](mailto:JWest@EBAC.org)

“I have been involved with EBAC for over 13 years because I truly believe their programs are foundational for the health of our community.”

– Monica Marcone, Donor and Auxiliary Member

## Be a Volunteer

Explore volunteer leadership options as a member of EBAC’s Board of Directors or Auxiliary. Or volunteer your time supporting the kids and staff within a program.

Learn more at [EBAC.org](http://EBAC.org)

“One person believing in these kids can go a long way.”

– Harold Jefferson, 30-year EBAC employee

## Learn & Create Your Own Change

Pick an issue facing the children, youth and families served by EBAC’s programs, such as the childhood mental health crisis, educational barriers, lack of housing, barriers for refugees and immigrants, and poverty. Learn about the causes and solutions. Then commit to making change in your own life and within your own spheres of influence that works towards reducing racism, economic or educational inequities, and other barriers to well-being for those that are marginalized by today’s systems.

“The most cogent point of the training is the re-framing of the question from ‘What is wrong with you?’ to ‘What has happened to you?’ This was my first introduction to the language of trauma training. It was very valuable, and I will try to shift my perspective and practice what I learned today.”

– EBAC training participant



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