

## Opportunities for a Better Tomorrow / Five Year Plan

OBT recently completed a new strategic plan, which will guide our organization's activities for the next five years. We contracted KrasnePlows, a NYC-based consulting firm that has worked with foundations and nonprofit leaders across the programmatic spectrum since 2003. Through competitive landscape and gap analysis research of publicly available data, client outcome data review, and interviews and surveys conducted with OBT staff, board, and external stakeholders, the firm supplied OBT's Strategic Planning Committee with key findings and recommendations of organizational needs/opportunities, by which the strategic plan was developed. Key goals outlined in the plan include

- To increase the number of youth served to 2,000 by the year 2020
- To explore options for short-term and long-term growth, including local, regional, and national
- To support organizational infrastructure to accommodate growth including talent management and capacity building

**In order to accomplish the above goals, OBT will:**

**1. Commission an independent third party evaluation of our core youth job training program:** The goals of commissioning a third party evaluator is to

- a. Maximize effectiveness in our service delivery to our current population of youth through the independent assessment of our youth job training program, and implementation of program augmentation to address any identified needs
- b. Provide OBT with external proof of the effectiveness of our program in serving disconnected youth to present to potential funders and stakeholders when seeking funds to expand our services.
- c. Establish a blueprint by which to model staff development and talent management to facilitate program replication in new neighborhoods.

**2. Research new avenues for growth locally, regionally, and nationally:** OBT will research new avenues for growth and develop a business plan to achieve our goal to serve 2,000 youth by the year 2020. This will include

- a. Maximizing our current capacity to serve more youth, through programs such as expansion of the Web and Coding Program to introduce area high school students to careers in the IT and Innovation job sectors, exploring options for after-hours programs for additional support to youth, bolstering our College Access Program to help more youth enroll in college, etc.
- b. Developing new partnerships and strengthening current partnerships with other youth service organizations, such as our partnership with the YMCA of Greater New York.
- c. Conducting a feasibility study and developing business plan for opportunity cities (cities with large number of immigrants, high dropout rates, diversified employment base, potential community partners)

**3. Build Capacity through Talent Management and Board Development:** To ensure our infrastructure remains strong as we grow, OBT will develop the following

- a. Talent management: As OBT continues to grow, we feel it is important to cultivate our internal talent for the management track and to ensure our services are delivered with the highest quality across all platforms. In order to effectively

build talent for new growth and sustain current programs, we plan to create new systems for talent development. Organizational professional development strategies will be gradually implemented over the next five years.

- b. Teacher Professional development: We are currently in the process of developing individualized professional development plans for all of our full time teachers, who make up the largest portion of our staff. It is estimated that this will be fully integrated by June 2017.
- c. Develop OBT board: at the completion of the strategic plan, OBT's board of directors was composed of 11 voting members. Our goal is to diversify our board by adding new members of various expertise, increasing our board to 20 members by 2020. The board has already identified two new members who are committed to our mission and have substantial experience in fields relevant to our service population.