

Susan Corlett

Board of Directors

Every so often in life we get an opportunity – an anniversary, a graduation, New Year's Eve – to reflect on what we've accomplished and identify our goals for the coming years. Organizations do this too. East Bay Agency for Children (EBAC) is wrapping up our strategic plan for the near future. I found this process to be very energizing as we took stock of our many accomplishments and envisioned our future.



The purpose of every strategic plan is to help organizations focus on their priorities, clarify where they want to go, and respond to changes in the environment to make sure that everyone is working toward the same goals. This is particularly important in the tight economic times that we face today.

Building on our last strategic plan (which covered 2000 through 2003), we used an Appreciative Inquiry strategic planning technique. This approach focuses on an organization's strengths, ideas for improvement, hopes for the future, and developing clear annual plans. In order to get in-depth information, we interviewed over 80 stakeholders. These "stakeholders" included the children and families we serve, funders, board members, staff members, and collaborating partners like school districts,

county agencies, and other nonprofits.

Here are some of the poignant comments we received on how much EBAC's work is valued in the communities we serve:

- I so appreciate EBAC's staff. They are talented, unbelievably committed and dedicated to the work they do. They are so persistent and tenacious in getting the right resources to the families they serve. (*Collaborating Partner*)
- My greatest reward is feeling that I made a difference in someone's life. (*Staff Member*)
- My wish is to have my counselor forever, to know more about her and to go to counseling all day instead of school. (*Student*)
- The commitment to diversity makes EBAC a valued partner. (*Collaborating Partner*)
- It's an opportunity to make a difference. EBAC has brought a forum to live my values. (*Senior Manager*)
- EBAC has leadership that values flexibility. (*Funder*)
- EBAC is the best-kept secret in the Bay Area. (*Board Member*)

This input from our stakeholders informed our new Mission Statement, defined our Values, clarified our Vision, and helped us draft our strategic plan.

MISSION:

East Bay Agency for Children is dedicated to assuring the health and educational well-being of children and families through specialized therapeutic, educational and peer support services.

VISION:

We strive to be the recognized leader in giving children and families throughout the Bay Area hope, health and opportunity. Our nurturing child-focused enrichment, education, peer support, and mental health programs are increasingly seen as state and national models. Our goal is to be a service provider and employer of choice by embracing the values of excellence, diversity, respect, compassion, and partnership.

I am extremely proud of the great work being done by EBAC. As an EBAC supporter, you should be very proud too. You help to make our vision a reality.

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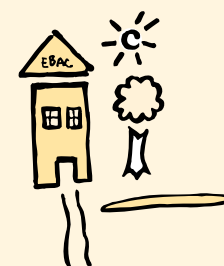
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East Bay Agency for Children (EBAC) is dedicated to bringing health, hope and opportunity to more than 15,000 children and families in Alameda County each year. Our programs provide therapeutic support for children who have suffered from abuse and neglect, prepare children to succeed in school, and help to strengthen families and communities.



Specialized Therapeutic and Educational Services
EBAC works at four program sites in Oakland and Fremont to heal and educate children who suffer from serious emotional disturbances. These programs combine counseling and mental health services with a full day school curriculum.



School and Community-Based Services
These programs provide comprehensive and coordinated services to children and families. Working through schools and community organizations, they promote school success and help to build stronger, safer families and communities.

To find out more about EBAC's programs, please visit our website at www.ebac.org

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Perspectives

Building for Success: TNS' Future in Oakland Secured



Ever wonder how preschoolers would react to going back to school and finding a bigger playground, bright, beautifully painted classrooms, sky-lit hallways, and new toys and books?

To find out, East Bay Agency for Children (EBAC) remodeled the **Therapeutic Nursery School (TNS)** building from top to bottom. New walls, new carpets, new paint. ADA compliant bathrooms, bigger classrooms, secure perimeter fencing. Actually, we did a bit more than just remodel – we took advantage of an outstanding opportunity to give TNS a stable home and bought the building.

A couple years ago, EBAC was told that the TNS building, which had

housed the nursery school for over a decade, was going to be put on the market. Our first reaction was that the school would have to relocate. But EBAC Executive Director Susan Corlett knew of another nonprofit (Crisis Support Services) that was also looking for a new home. Combining our resources as joint owners, we were able to buy and remodel the whole building.

Since the building was already seismically retrofitted, our architect was free to concentrate on making our half of it into a first-rate environment for learning. Construction went smoothly during the dog days of summer, and TNS welcomed the kids back in early September. Up to twenty-four

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No Two Days and No Two Cases are Alike

By Eloisa Morillo

No two days and no two cases are alike for a family resource specialist at EBAC's **Fremont Healthy Start Family Support Center**. Every student and family has unique needs. By linking families to resources and services in their community, a resource specialist comes up with a case plan to improve the family's situation. The following is a typical day for a resource specialist.

"My day started at 8:00am with a meeting at the Millard School with teachers, a psychologist and two parents. We discussed an Individualized Education Plan (IEP) for their child. This was very hard because I had to translate to them that their child qualified for special education under the

category of "developmentally delayed." This was difficult for them to cope with.

"I got to the office at 9:00am for an appointment with Mrs. Q. Her daughter tried to take her own life, and the family needed to activate its Medi-Cal coverage to pay for medication and counseling. I went with her to the Medi-Cal office, and we tracked down her caseworker. We discussed the situation and the paperwork was expedited. Mrs. Q will get her card in one week. At 10:30am Mrs. Z came for help answering questions about her Healthy Families application. She wasn't sure if she qualified. We reviewed her income and determined that she did indeed qualify. She invited me to her son's birthday party on Saturday.

"Finally, lunch at 1:00pm! I was starving and ate by myself in our conference room – then off to Washington High School for a 1:30pm appointment with Ms. A. Her two sons have serious attendance and discipline problems that she was unaware of. One was suspended for fighting. Mom will look into family counseling. Immediately after, I met with Mrs. N and her daughter's teachers. The daughter is failing and cutting classes. She is in danger of being demoted. Mom will be more active with discipline and homework.

"Whew! Back in the office at 3:45pm. While I was out, I left an application for a client who needs to apply for disability. He came by and got it. Another client was waiting. Her two daughters will play soccer this season through scholarships EBAC makes available for low-income families. This year 113 children will be able to play for little or no cost. Normally, the registration fee is \$115.00!

"It's 4:00pm, my workday is done. I can tell I made a difference today, and it feels good!"



Fremont Healthy Start Staff.

New EBAC Board and Staff Members

We are delighted to introduce and welcome four new EBAC board and staff members. Gary Robinson joined our board of directors in August. Gary is a longtime resident of Oakland who decided that he wanted to give something back to his community. He is a real estate broker for Coldwell Banker. Another new board member is David Sanborn. He is vice president of operations for APL Shipping Lines in Oakland and also feels committed to contributing to his community.

The two new members of EBAC's management team are Sharla M. Walker, DM and Marlene McDermott. Sharla is EBAC's new director of human resources. She has been a human resources and operations professional for over thirty years and earned a Doctor of Management degree from the University of Phoenix. Marlene McDermott was the therapist at New Haven Day Treatment until she was promoted to its director in July. Marlene earned a Masters degree from Cal State Hayward and is a marriage and family therapist intern. She has worked with emotionally disturbed children for six years.

Raiders on the Runway

Tuesday, October 7th, was a memorable one for East Bay Agency for Children (EBAC) and our supporters. We were the guests of honor at **The Raiders on the Runway!!**

The Oakland Raiders, the Raiders' Wives Organization, San Francisco Magazine, and the Claremont Hotel and Spa hosted a gala evening of **fashion, football and philanthropy** all in the name of supporting EBAC and the work we do helping 15,000 East Bay children and their families.

Raiders, guests, and EBAC supporters mingled in black ties and evening gowns before dinner. A silent auction (including prime Raiders collectibles) and a live auction (showcasing vacation getaways, artwork, and a to-die-for Raiders-Vikings game package) increased the evening's excitement. But nothing could top the fashion-savvy runway show that followed – the Raiders and their wives and children came out in a stunning array of the newest designer fashions generously provided by Bloomingdale's, our fashion partner.

EBAC would like to send special thanks to our gracious and graceful emcee and auctioneer, Renel Brooks-Moon of KISS FM. EBAC would also like to thank our evenings generous sponsors: The Grubb Co., Derco Fine Jewelers, Macy's, Providian, Alta Bates Summit Medical Center, Fremont Bank, the Biletnikoff Foundation, HDG (Hawkins Design Group), Shakers, and Waugh Winery.

After an evening of the Oakland Raiders looking



Jerry Rice struts for EBAC.

so good in high style, there's only one way they could look better – wearing a Super Bowl ring... **Go Raiders!!**

TNS' Future in Oakland Secured

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preschoolers and TNS' eight teachers, plus counselors and parents, now have a permanent new home at our old site.

For over twelve years, the Therapeutic Nursery School has provided mental health counseling and educational services for children between the ages of two and five. The TNS kids have severe emotional, behavioral, and/or learning difficulties and are unable to function well in other pre-school and day care settings. The TNS therapy and curriculum help prepare them for mainstream school. Studies have shown that more than ninety-four percent of TNS children go on to succeed in regular kindergarten and seventy-five percent require no further mental health services up to five years later.

Last year, EBAC celebrated fifty years of helping kids and families in the East Bay. In that time, we've grown and weathered economic ups and downs because we have earned the support of our neighbors and friends. We continue to provide relevant, effective services because we are responsive to the evolving needs of new communities of people. And we have come to know local public and private organizations and built alliances with them. Our partnership to buy the TNS building exemplifies our commitment to community involvement and service. Through a cooperative effort and with the backing of EBAC supporters, we took advantage of the chance to ground TNS in our community and to help secure its future.

By the way, if you're still wondering about the kids' reaction to the new school, it was all hoots and grins – and from their parents too...

EBAC wishes to thank our wonderful sponsors who made the Raiders on the Runway event such a smashing success!



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