



**SWF CENTER
FOR SOCIAL JUSTICE**

Strategic Plan

**Sarah Webster Fabio
Center for Social Justice**

2020 to 2023

INTRODUCTION



As we complete this Strategic Plan, it's clear that the words were written at a time before the uncertainty of the global pandemic, COVID19. While we are sheltered-in-place and adapting to a quickly changing world, it is also necessary that we begin to plan for our new normal, whatever that looks like. It is not a stretch to say that the advocacy community needs to come back strong. Inequities have shown how vulnerable we all are because of discrimination and discrepancies. The advocacy field has a new charge, globally, to create opportunities that exercise critical thinking skills and engage communities in anti-oppressive dialogues. While things will be done differently, at SWFCenter we stay committed to the premise that our biggest impact will be to urge critical thinking skills, value the work we do with our hands and view the earth as the source of nourishment, to which we owe much. It is also clear that not documenting ourselves, leaves us open to someone else's interpretation of our history. These principals ground the work of SWFCenter's mission and we will approach our efforts with the elasticity these times require.

SWFCenter was founded in 2003. We incorporated for the purpose of creating a youth media center at the local high school. A down turned economy and a shift in the school district's priorities required adaptation and instead of creating a media center, we created a community.

Originally named SafeSpaces.org, our nonprofit status was granted in 2004. A neighborhood, youth-led, adult supported project was our first undertaking. The kids in that project were delighted with what they accomplished. Sixteen years later, we are still in contact with the initial kids. Now, young adults, some with families of their own, each shows a courage about facing the challenges that are presented. They are intentional in creating their footprints.

Our board of directors proposes some of our projects. When Hurricane Katrina hit Louisiana on August 25th, 2005, our board joined other nonprofits to collect and send a truckload of goods, food, and medical supplies to New Orleans. For another project, one board member's daughter launched a Pampers Drive, the beneficiary of which was a nearby women's shelter. Our projects have been organic, dynamic, and responsive.

Mass incarceration disproportionately impacts Black families. In 2006, incarceration captured our attention. The issue was not just stopping young men and women from going to jail/prison but also questions how we support them when they return? SWFCenter grounded itself in reentry issues taking a strong position that the escalated deprivation must end.

In 2014, we changed our name to **Sarah Webster Fabio Center for Social Justice (SWFCenter)**. After conducting fundraising programs and events, we launched a media project that produced five (5) 3-minute video stories, by 5 formerly incarcerated men and women. They were produced in partnership with the Center for Digital Storytelling. Local artists joined in cooperation and the Tides Foundation helped with funding. We distributed the films in support of Prop 47. These, "I'll Tell My Story" videos still live on our website at www.swfcenter4sj.com.



We've held film screenings, art shows, and in 2015, we created a feature-length film, **Evolutionary Blues... West Oakland's Music Legacy**. This 90-minute documentary was a co-production with KTOP TV Channel 10, The City of Oakland. Released in 2017, it is not commercially distributed but has received attention, locally, nationally, and internationally.

A new project has had the effect of catapulting SWFCenter into becoming an urban farmer's resource. Our **Hummingbirds Urban Farming Collective** project has been working for three years as a collective of Black children and their families creating backyard gardens in food desert communities. Hummingbirds also activates public community spaces to enhance low income food security. SWFCenter welcomes the opportunity to connect Black families to ancestral celebration practices, sustenance, healing, and wellness. These are youth-centered family programs.

SWFCenter is growing as a fiscal sponsor. Abundant Beginnings, a well-known and highly regarded "outside preschool," has been fiscally sponsored by our organization since 2016. We are beginning to take on individual artists and other groups who are eager to work but aren't ready to incorporate. The projects we fiscally sponsor extends the work of SWFCenter's mission and goals.

In 2018, SWFCenter was awarded a **Cultural Pathways** two-year grant from California Arts Council (CAC). The grant has allowed us to focus on shoring up our programming. We also received a CAC **Organizational Development** grant. It allowed our ED to participate as a fellow in LeaderSpring Center's Women of Color LeadStrong Cohort. We also launched our first board retreat. After working through the 3-day retreat, SWFCenter's Board approaches their work with new vigor and enthusiasm. We refined our mission and then worked with a professional web designer, Eric Coleman, who uplifted our site. This strategic plan is also an outcome of our Organizational Development grant.


Akonadi Foundation, the Oakland Public Library, Friends of the Library and CAC funded our celebration of the Black Arts Movement, held March 2019 at the 81st Avenue Library, in E. Oakland. A month long affair, with film screenings, their directors, a curated folk art exhibit, and artists talks. We've had the pleasure of working with Randolph Belle, RBA Creative, who has designed our print products and Sandra Varner PR who helped us get audiences.

In 2019, SWFCenter received a **Local Impact** grant also from CAC. That and a **Neighborhood Voices** grant from The Cultural Arts Division of the City of Oakland support our **East Oakland Oral History** project. Through it we capture historical and current stories about the changing face of E. Oakland's flatlands.

Our financials, have been managed by Hiliare Consultants, and they've helped us grow from \$0 to \$123,067.24 in 2016. Now our average annual budget is around \$65,000. With that we support 1 part-time staff person and our programming. Contractors help us actualize our programs.

SWFCenter is administrated from the ED's home. Moving to an office space is our aspirational goal for 2021. As SWFCenter engages in creative expression that embraces African American culture, art, history and futures, we focus programming on socially just forward-thinking issues. Difficult decisions will be required post COVID19. The pandemic has shown that we ALL must lead with our humanist values. Not doing so is unjust, it impacts ALL of our lives, and destroys the health of our globe.

We look forward to funding at a level that anchors our programs. We look forward to feeding the spirit of our community.

Thank you,


Cheryl Fabio, Executive Director
May 2020

ORGANIZATIONAL PROFILE

SWFCenter makes sixteen in 2020. Our programming is unapologetically serving African Americans and the African Diaspora. Often SWFCenter promotes heroes that are our neighbors. We shine our light on the acts of ordinary people. We illuminate the boldness of resistance, resilience, and anticipation which has been central to the survival of Black folks.



SWFCenter operates as a trans-disciplinary, service driven, community based, youth concerned, free flowing, nonprofit seeking social justice through community connectedness.

Our purpose is to create opportunity!

VISION

We center SWFCenter's voice on Black futures, inspiring coming generations of Black change agents to speak up!

MISSION

SWFCenter supports the needs of the traditionally underserved by providing opportunities for dialogue, art, social justice and community building. Our programming has a transformational emphasis and counters widespread anti-black narratives in order to inspire future change agents to thrive!

COMMUNITY SPHERE OF INFLUENCE

We program in the East Bay. Projects require focused and targeted outreach. Outreach is achieved through partnerships with other organizations, maintaining contacts through a mail list, social media, and, when possible, we get media & public relations help.

We welcome everyone to our programs. Some events are specifically focused on youth ages 15 and below. Other programs serve the middle and adult ages. However, generally, we view our programs as multi-generational, and in East Oakland, our work has been embraced by the neighboring community. Additionally, we have a following in the arts, among social justice organizations, and we are growing our support in environmental justice groups. We get great responses from our audiences. We have taken programs out of the area, out of the state, and internationally.

While our Constant Contact mail list currently has 450 contacts, proper attention would balloon it to 1000. On Facebook we have 1,500 followers. Each of our public programs receives great press coverage, thanks to our friends, Sandra Varner and Alison Bliss.

(See www.evolutionarybluesfilm.com, for samples).

Hummingbirds Urban Farming Collective has been developing its family centered urban garden outreach separately and is networked with the growing Bay Area community of environmentally concerned activist and leaders. Hummingbirds spurs next generation Black thought leaders.

BOARD DEVELOPMENT

In preparation for SWFCenter's first Board Retreat members took self-assessments and critiqued the effectiveness of the organization. Using an accessible tool, "16Personalities." <https://www.16personalities.com>. We learned the board has complementary leadership styles and that the organization is at its apex of growth and development.



Clarity about the specific interests and talents of each board member brings with it specific, practical, intellectual, and emotional understandings of the work we have done together. The combined skills of the board can be complementary, they are distinct. Armed with insight, board members now see opportunity.

This board retreat occurred over a 3-month period for a total of 2 ½ days. Between each of the sessions, members read materials and discussed their readings. At each meeting, we engaged with each other - discussing, making vision boards, and taking the time to ask and answer difficult questions.

As a result, the board agreed to conduct:

- Regular self-assessments
- Evaluations of the organization annually
- Commit to board driven plans for board activities
- An annual board retreat
- Engaging in acknowledgment activities
- Intentionally recruit for board growth
- Develop a donor base
- Launch fundraising activities

PROGRAMMING

The Bay Area is home to many vibrant and diverse communities. Artists, dancers, performers, filmmakers, and many musicians bring connection to our lives. The politics is progressive and we lean into the critique of structures which systematically perpetuate oppression. Our original intent, was to use media as the conduit for community building. Media continues to be central in our programming, however, now we search for ways to interact in the neighborhoods we are serving.

Our goals for new programming will focus on community building - through conversation and urban gardening/farming. We will maintain a youth and young adult focus yet broaden it to be more Black family centered with flexibility in our definition of family. We will continue to use and develop media. Film screenings are among our favorites. In reverse chronological order, here are some of our programs:

"400 Year Closing" – are we redeeming, reclaiming or clearing a debt? As part of our community healing strand, SWFCenter hopes to begin a dialogue series in late-August 2020. Each session is designed to be an afternoon that's about exploring and exposing the gaps in our self-narratives. The discussion, itself, proceeds to close those gaps. Also, it is through discussion, that we embrace who we have become as a people. This self-embracing is both in spite of and because of our history. **current**

"East Oakland Oral History Project" - collecting 30 video histories of East Oakland flatland residents - past and present. Archived at the Oakland Public Library, we hold onto the possibility of editing the footage. **current**

"East Oakland Neighborhood Initiative Community Plan" (EONI) – We coordinated the *writing* of a deep East Oakland community plan. In collaboration with thirteen environmental justice organizations, and the City of Oakland's Planning Department. Emphasis was placed on identifying our community assets, future dreams, and environmental resiliency. **completed**

"Resistance, Resilience, & Anticipation: A Fresh Look at The Black Arts Movement," artist talks, art exhibit, and film screenings with directors. **completed**

"Hummingbirds Urban Farming Collective" – Black family oriented projects that introduce children and families to our ancestral relationship to the land and farming. **ongoing**

"Evolutionary Blues: West Oakland's Music Legacy" - feature length, documentary film co-produced with KTOP 10, The City of Oakland. www.evolutionaryblues@gmail.com and www.evolutionarybluesfilm.com. **screenings available**

"I'll Tell My Story" - funded from the proceeds of Voice & Detention, a Go Fund Me Campaign, and Prop. 47. We produced five 3-min films created by five formerly incarcerated men and women. The films were used in community-based organizing campaigns for Prop 47 and were co-produced with the Center for Digital Storytelling. Videos on www.swfcenter4sj.org. **completed**

"Voice & Detention" - July 26, 2014 at Sacramento's The Brickhouse Gallery and Art Complex. Resident art exhibit, speaker Dorsey Nunn and Aaliyah Muhammad (from Legal Services for Prisoners with Children). Issa, Lawrence NSSA Dinkins, and Fo' Shang!- featuring Vincent Kobelt. **completed**

"Rainbow Black: Poet Sarah Webster Fabio" - screening hosted at the New Parkway Theater. Ishmael Reed and Carl Mack discussed the 1960s Black Arts Movement and Sarah Fabio's place in it. Also screened at De Young Museum, **Soul of A Nation**. **completed**

Fiscal Sponsorship Program - began with sponsoring Abundant Beginnings, a prekindergarten forest school. Sponsorship provides structural support for individuals and organizations for a fee, depending on complexity, between 5% and 20%. It can include administrative oversight, collecting, banking, and management of grants, and other needed support services. Fiscal sponsorship allows incubating groups to focus on their programming. swfcenter4sj@gmail.com. **ongoing**

"RadicalRoots" - blog <http://liberateeducation.wordpress.com/author/radicalrootz/>. **on hiatus**

"Hurricane Katrina Relief" – collected clothing, medical supplies, backpacks, toys and other supplies. Partnered with Acts Full Gospel Church who then transported the donations, by truck, to Louisiana church families. **completed**

“Youth First” - a neighborhood youth project ending in a day-long street fair with BBQ, night movies in the park, street games, basketball hoops, and community building. This summer long youth development project was designed to bring resources to our community and empower kids. SWFCenter engaged in creative processes with a small groups of Emeryville youth. We focused on life skills and healthy responses to challenges. By promoting the idea of “solvable difficulties” and careful planning, kids saw community support and began to steer the course of their lives. **completed**

SWFCenter continues to look for opportunities to launch its media center. **ongoing**

STRATEGIC PLAN - PROCESS

We selected facilitator, Kumari Renee Fabio, and collaborated with her to guide our Executive Director in identifying the goals of our **Board Retreat** sessions. She facilitated 3 days at 81st Avenue Oakland Public Library. The goal being to envision the trajectory of SWFCenter’s future. Everything from board assessment and development, to refining our history story, as well as the mission, vision, and goals. We ended with a strategy for future programs. SWFCenter re-committed to programing that changes the way Black folks are seen and, more importantly, how we see ourselves. We also developed policies for accepting funding. Monies received must be congruent with SWFCenter’s principals.

The board’s “one word’ reflections on their retreat experience were - progress, enlightening, alignment, clarification, direction, great facilitation, and honest.”

Retreat Follow-up Activities

- Actualizing Board Development and Expansion
- Encouraging the board to become more self-directed
- Expand BOD by at least 2, in 2 years
- Member assessments
- Board job descriptions
- SWFCenter Re-branding
 - New website
 - Adjust - Internal/External organizational view
 - New print products – stationary, brochures, & cards
- Developing Community Connections
- Partnering
- Collaborating
- Stabilizing finances
- Funding structure & operations
- Develop a donor program
- Increase Earned Revenue
- Developing relationships with funders
- Locating office space
- Identify, fund, and hire staff/contractors, listed by priority:
 - Executive Director
 - Development Director
 - Project staff
 - Program manager(s)
 - Executive Assistant
 - Social Media/technical contractors
- Review mission, vision, & goals
- Developed a useful VIN diagram
- Developed A Theory of Change
- Succession planning
- Board job-descriptions
- Board self-assessments

Revenue Streams Past & Future

- City of Oakland Planning Department, contract
- City of Oakland, Cultural Arts Division
- In-kind Support - Oakland Public Library
- Friends of the Oakland Public Library
- Donations, ticket purchases, and Go Fund Me
- California Arts Council – Board Development 2019
- Akonadi Foundation
- Fiscal Sponsor fees
- KTOP, The City of Oakland, contract
- Proposition 47, “I’ll Tell My Story,” 2014
- Corporate Employee Grant- Bayer
- Corporate Sponsorship

RESISTANCE, RESILIENCE & ANTICIPATION!

A fresh look at the Black Arts Movement in Oakland



LOCATION:
Oakland Public Library
1021 81st Ave., Oakland, CA 94621

A project of the
Sarah Webster Fabio Center for Social Justice
www.swfcenter4sj.org

Have we always been fish? David Bradford

Resistance, Resilience, & Anticipation: a fresh look at the Black Arts Movement in Oakland. takes out time to review the local socio & political influences that helped fashion Black Art in the 60's & 70's. By asking "what path was left unexplored," today, we set a stage for tomorrow's Black Art in Oakland.

March 1 st	SCREENING	SIMPLE JUSTICE by Avon Kirkland* Director Helaine Head	5:30 pm
	SCREENING	SWEET SWEETBACK'S BAADASSSS SONG by Melvin Van Peebles	7:30 pm
March 2 nd	SCREENING	SEVEN PRINCIPALS OF KWANZAA by Carol Munday Lawrence*	3:30 pm
	ARTIST TALK	VISUAL ARTS Mildred Howard, David Bradford & Larry Clark	4:30 pm
	SCREENING	TONGUES UNTIED by Marlon Riggs	6:30 pm
	SCREENING	PASSING THROUGH by Larry Clark	8:30 pm
March 9 th	ARTIST TALK	FOLK ARTS Leon Kennedy & Marvin White	3:30 pm
	SCREENING	BLINDSPOTTING by Daveed Diggs	4:30 pm
	SCREENING	DAUGHTERS OF THE DUST by Julie Dash	6:30 pm
	SCREENING	THE MACK by Michael Campus	8:30 pm
March 16 th	ARTIST TALK	DANCE Deborah Vaughan & Yvonne Daniel	3:30 pm
	SCREENING	TO SLEEP WITH ANGER by Charles Burnett	4:30 pm
	SCREENING	FRUITVALE STATION by Ryan Coogler	6:30 pm
	SCREENING	SORRY TO BOTHER YOU by Boots Riley	8:30 pm
March 23 rd	ARTIST TALK	WRITERS Daphne Muse, Judy Juanita & Marvin White	
		Moderator, Eric Arnold	3:30 pm
	SCREENING	SPIRIT OF REBELLION by Zeinabu Davis*	5:30 pm
	SCREENING	BLACK PANTHER by Ryan Coogler	8:30 pm

*filmmaker in attendance For more information visit www.swfcenter4sj.org

Sponsored in part by: 

VOLUNTEERS

The organization has a targeted volunteer program that invites volunteers to help present programming. While these are sporadic events the organization sees the need to develop the volunteer program to include thank you opportunities. We expect to expand our programming and include events that demonstrate the organization's appreciation for it's volunteers.

FINANCES

The Executive Director and Hilaire Consulting, are in the process of projecting our annual budgets. It is to help move the organization from project based funding to becoming fully funded. Additionally, SWFCenter is developing its donor program. We look forward to increasing earned income. These adjustments help stabilize the organization and provide relief from the unpredictable nature of project-based funding.

ADVISORY COMMITTEE

The Board expresses the desire for an advisory body to help guide the organization, provide resources, and become our ambassadors. There is consensus among the board of directors that because we are still growing we need to do more before we are able to attract an advisory group that can accomplish these goals.

CORE STRATEGIES/GOALS

- Staff Development Program
- Articulation of Program Goals
- Fundraising Expansion
- Marketing
- Audience Development
- Volunteer Program and Cultivation
- Board Development and Expansion
- Strategic Plan Activity Timeline



ART

- Resistance, Resilience, Anticipation
- Rainbow Black: Poet Sarah Webster Fabio
- Evolutionary Blues... West Oakland's Music Legacy



SOCIAL JUSTICE

- Hummingbirds Urban Farms
- East Oakland Oral Histories
- I'll Tell My Story
- Youth First



COMMUNITY

- 400 Year Closing
- Kids Dance Party
- Fiscal Sponsor / Abundant Beginnings
- Block Party
- Katrina Relief
- Pamper Drive & Give away
- House Blend

BOARD & PERSONNEL BIOS

Muhammad M. Alabi, CPA, Board Treasurer, is an accountant and economist. He is a Principal at Jeanpierre & Co., a CPA and Management firm. He hails from Nigeria and lived in England before coming to the United States. He has a BA in Accounting and a MA in Applied Economics, San Francisco State University. Muhammad has a passion for youth education, and after tutoring math for 4 years at Golden Gate Library he became a Commissioner representing Emeryville on the Oakland Library Advisory Commission.

Biko Bradford, Board member, is an emerging digital musician and rapper. His debut "Hello" was released 1/5/2012. Biko participates in auditions and performances. (http://www.youtube.com/watch?v=zo27NLaPYII&feature=youtube_gdata_player)

Cheryl Fabio, JD, is currently the sole staff member in the position of Executive Director. She received a BA from Fisk University in Sociology, a MA from Stanford University in Communications and a JD from John F. Kennedy School of Law. Fabio has managed Public, Educational, and Governmental television channels for the City of Oakland and City College of San Francisco. She was the Program Director at Black Filmmakers Hall of Fame, Inc. and she has worked as an independent film maker for many years.

Malaika Parker, MA, is the director of Adoptive Parents of Color Collaborative for the nonprofit Pact Adoption Alliance. There, she works with adoptive parents of color and their parenting partners. The group designs resources and build community for adoptive families of color. With another hat, Malaika is the founder of Hummingbirds Urban Farming Collective. Hummingbirds is dedicated to re-creating deep connections between land and community, especially for children of color. She runs the Oakland Peace Center garden, and she's has grown her own backyard farm with her family of 6. Malaika's work is at the intersection of racial and ecological justice, promoting food sovereignty and ancestral connections.

Karmen R. Starks, M.Ed, Board Secretary, is an Associate Director of Training & Education for Pfizer, Inc. Karmen earned her Bachelor of Science in Biology w/ concentration in Genetics from Grambling State University, Grambling LA. She's also earned a Master of Business Administration from the University of Phoenix and continued her education to further her career by earning a Master of Education w/ concentration in Corporate Knowledge Management from Jones University, Centennial Colorado. Karmen has worked in the Biotechnology industry for over 20 years for 3 of the top 10 Bio/Pharmaceutical Companies and obtained extensive experience working in the science and adult learning environments within those organizations.

Tamura Wallace, BA, Co-chair, has been working at Bayer Health Services since 2001. She feels her position at Bayer is perfectly suited to her interests, background and experience. Tamura graduated from City College of San Francisco with an AA in Liberal arts. She completed her BA at Ashford University. She has held various positions within Bayer such as biotechnician in cell culture, Supervisor in cell culture and sterile fill finish. Currently, She is now a Senior Project Manager. As an extracurricular activity she has been a certified doula since 2007. She's even assisted in several births. Tamura says, "I have been on the Board of Directors at SWF Center since 2004. Being on the board gives me a sense of accomplishment with helping out in my community."

SWFCenter looks to become a creative outlet for exploring and comprehending the messages that bombard our culture. Then, we will create better ones.

JOIN US! SWFCenter seeks the participation of those who can look past saggy pants and youthfully skewed thinking. We want people who can help us unlock the genius of young adults and get them more impressed with themselves. ***SWFCenter4SJ@gmail.com***.

Timeline SWFCenter - 2020



Board Development

Board of Directors
job description

Volunteerism

Begin development of a
volunteer program that includes
mail list, method of calling for
and assigning projects and
thank you events.

Board Development
Completed

Fiscal Total SWFCenter Budget

All funded projects &
organization
Establish an Indirect Rate
Monthly Project
Statement
Establish Line of Credit

January

February

July

August

December

Contract Development Director

Connect with Catch-A-Fire
website to find a retired
Development person until
money is raised

Re-branding External Image Updated

Print Products
Logos
New organization
Expression -
Inside & Out
New Website

Timeline SWFCenter - 2021



January

BOARD REAPPOINTMENT

Existing Board Members will be reappointed for five year term, then each new Board Member is elected for 5 years, then is up for reappointment

February

Financials

Stabilize Finances
Increase Earned Income

March

Board Expansion

We look to increase the Board of Directors by one person

June

Office Space

Begin a serious search for SWFCenter's first Office

July

Donor Program

Board begins to research SWFCenter's Donor program from software, to gathering list, who's helping managing the data, etc.

Project Staff

Funding has been secured
Potential employees/
contractors Identified
Some hiring has been done
Board is also self-directed

September

Board Assessment Each Year

Using the Board of Directors job description each member's performance is evaluated annually.

December

Financials

Establish an Indirect rate

Timeline SWFCenter - 2022



OFFICE SPACE

SWFCenter has located office space sufficient for the administrative office and contract staff to at least report to. If more space is made available, SWFCenter will use extra space cooperatively with other nonprofits also in need of relocating.

June

July

Financials

Stabilize finances
Increase earned income

STAFF

Identify, fund and hire

August

September

Board Expansion

By one person
Goal: maintain an odd number of Board members.

Donor Program

Fully implemented

November

December

Board Assessment Each Year

Using the Board of Director's Job Description member performance is evaluated annually.



Income Statement Summary For the Period 2015-2019

	2015	2016	2017	2018	2019
Income	\$-	\$84,104.00	\$123,067.24	\$39,502.19	\$62,792.84
Expenses	\$-	\$60,681.23	\$108,384.16	\$51,072.53	\$54,142.13
Net Income	\$-	\$23,422.77	\$14,683.08	\$(11,570.34)	\$8,650.71

