



apex

Strategic Plan 2017-2020

Background & Methodology

In March 2016, Apex for Youth embarked upon a strategic planning process involving senior staff, Board of Director's and external stakeholders to define the vision and growth strategy for Apex for Youth.

To lead the planning process, Apex for Youth formed a Strategic Planning Committee and engaged the consulting firm Alvarez & Marsal to advise on the development of the plan and conduct the following research:

EXTERNAL STAKEHOLDERS AND DATA SOURCES

Interviews with educators and City of New York government leaders

- Interviews and site visits with principals from 4 of Apex for Youth's partner schools
- Interviews with leaders from New York City Department of Education, Department of Youth and Community Development, Office of the Mayor
- Analysis of New York City Department of Education data on school demographics and school performance
- Analysis of census data for demographic trends in Asian American community in New York City

Interviews with Apex for Youth supporters, including institutional donors and community organizations

- Interviews with 4 foundations and community-based organizations

Benchmarking analysis of peer organizations

- Analysis of 4 peer organizations, including interviews with their leadership teams

INTERNAL STAKEHOLDERS AND DATA SOURCES

Leadership Interviews

- Interviews with Board of Directors, Executive Director, and program directors
- Board of Director survey
- 8 Focus Groups with Apex for Youth board members and senior staff

Historical analysis of Apex for Youth programs and operations

- Review of 10-year historic financial and program data

Key Topics

The work of the Strategic Planning Committee was guided by the following key questions:

- What unmet needs should Apex for Youth serve to deliver possibilities to Asian and immigrant youth from low-income families in New York City?
- How can the organization deepen its impact on youth and demonstrate effectiveness?
- How should Apex for Youth balance expansion to serve more youth with investment in deepening its engagement with youth?
- What core elements of the Apex for Youth model should remain constant as the organization expands to new areas with unique needs?
- What is the optimal way to strengthen program innovation and continuous learning?

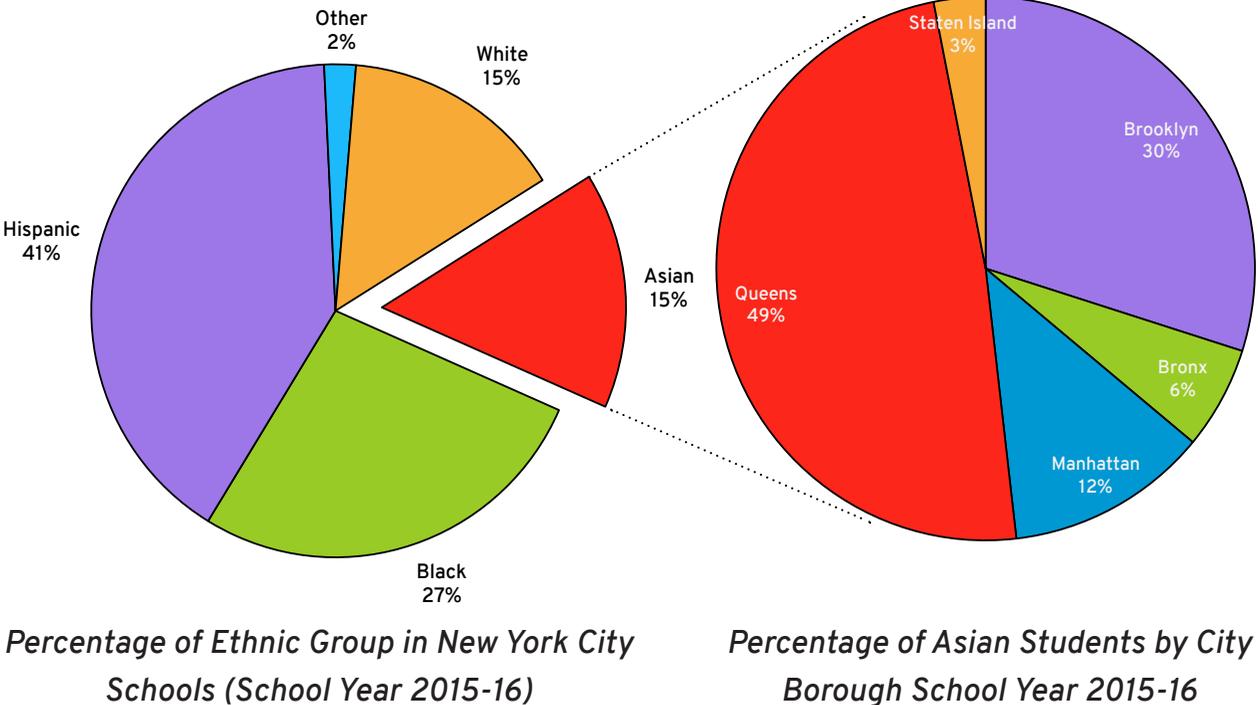
Key Findings

Asian American students represent **15%** of the DOE student population and the fastest growing group (**170K**)

22% of Asian youth in NYC live below the poverty line

3/4 of Asian American students in these schools below proficiency in English Language Arts

Most students have limited or no access to individualized guidance counseling to assist with academic and socio-emotional developmental needs to succeed in and out of school



New York City Department of Education. Available at: schools.nyc.gov/Accountability/data

New York City Department of Education. Available at: schools.nyc.gov/Accountability/data.

New York City Comptroller's Office, "The Power of Guidance", October 2012

EXTERNAL ENVIRONMENT

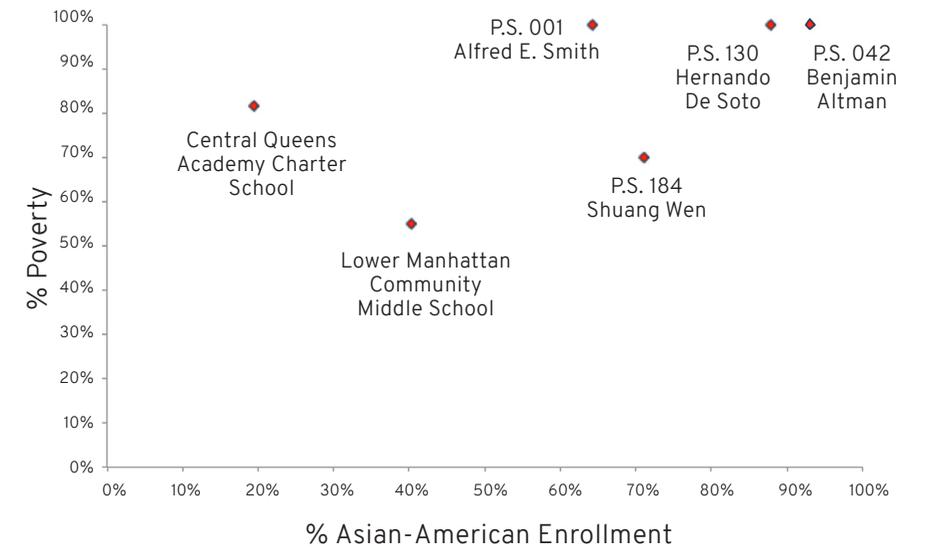
Apex for Youth's partner schools serve students from low-income backgrounds and have high concentrations of Asian-American students

54,000 Asian-American students attend high-poverty NYC public schools



New York City Department of Education.
Available at: schools.nyc.gov/Accountability/data
New York City Department of Education Map

Education Program Participating Schools



ORGANIZATIONAL PERFORMANCE

Apex for Youth is well-positioned to serve the needs of Asian-American and immigrant youth from low-income families in New York City

Apex for Youth:

- Builds relationships between young people and caring, knowledgeable role models
- Connects Asian-American professionals with opportunities to volunteer and serve as mentors, coaches and role models for youth
- **93%** of high school seniors in Apex for Youth's 2015-2016 mentorship program went to college

“ *The opportunities for such programs among public schools are scarce, and I feel very fortunate to have Apex for Youth involved at my school.*

– Amy Hom, Principle of PS 1



2017-2020 Strategic Plan Goals & Objectives

PROGRAM GOALS

- Youth in Apex programs are confident, ready for college and value community service.

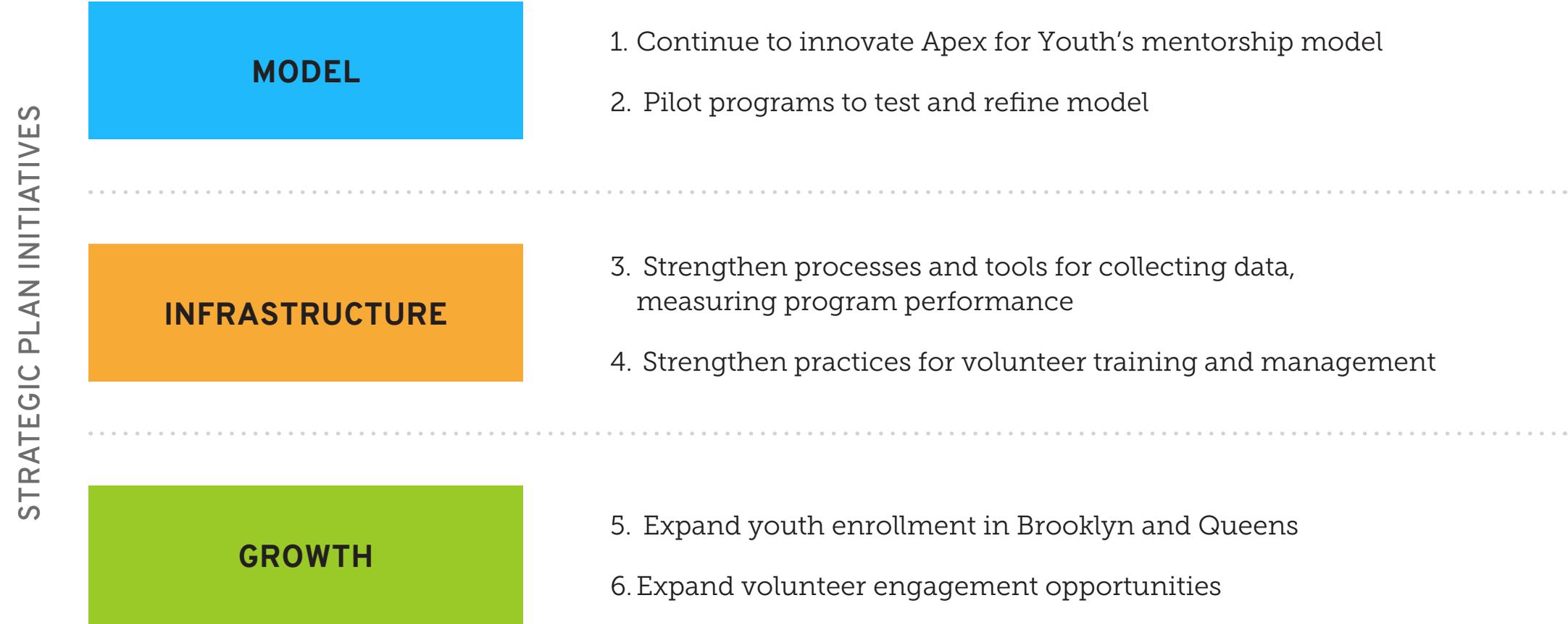
OBJECTIVES

- **Build a long-term, continuous relationship with each student:** Youth continue to participate in programs until they graduate from high school
- **Support educational attainment and goal setting for each student:** Youth in Apex programs are admitted to their top choice school (middle school, high school, college)

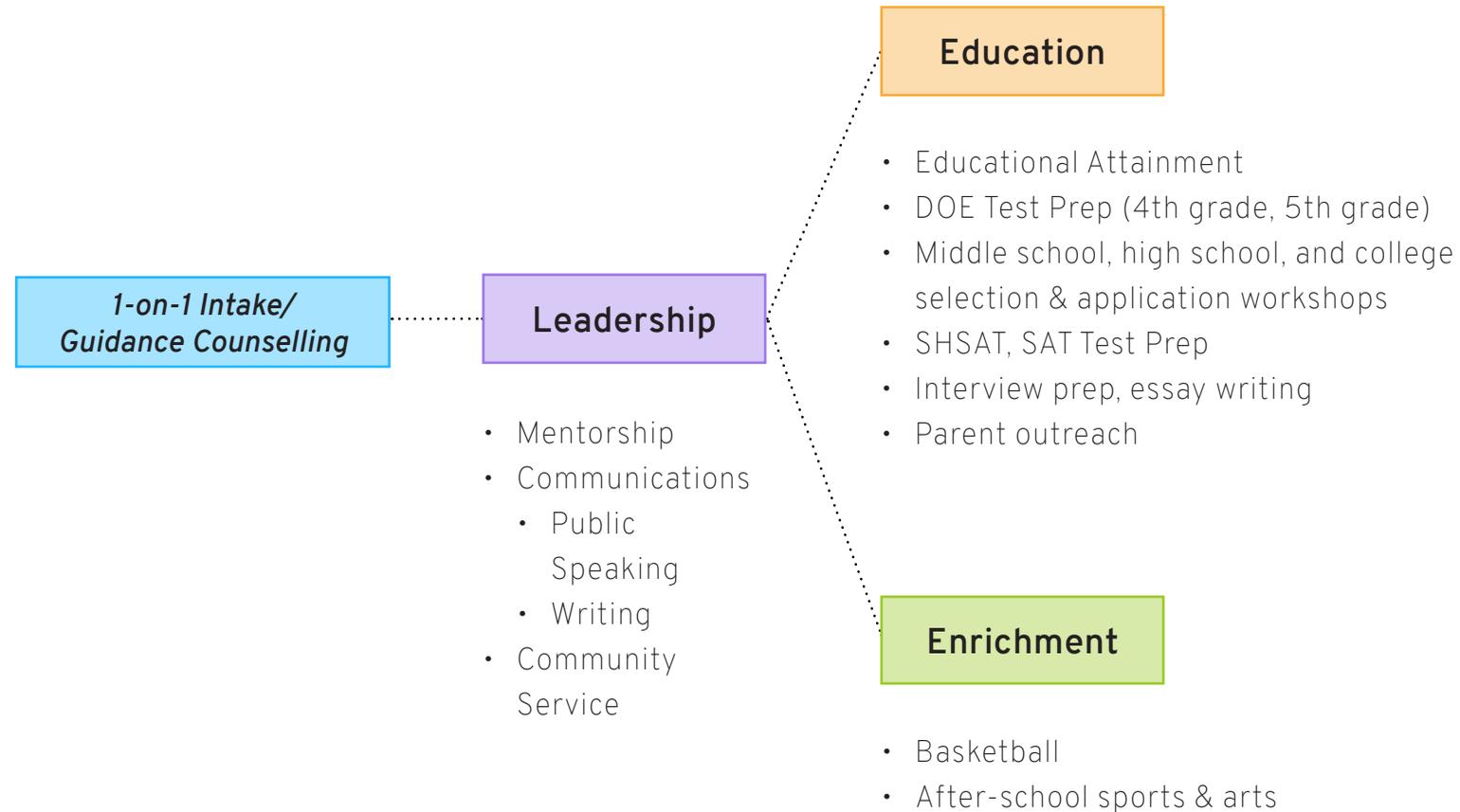
Apex for Youth “3Cs”



3 Pillars of Apex for Youth's Strategic Plan

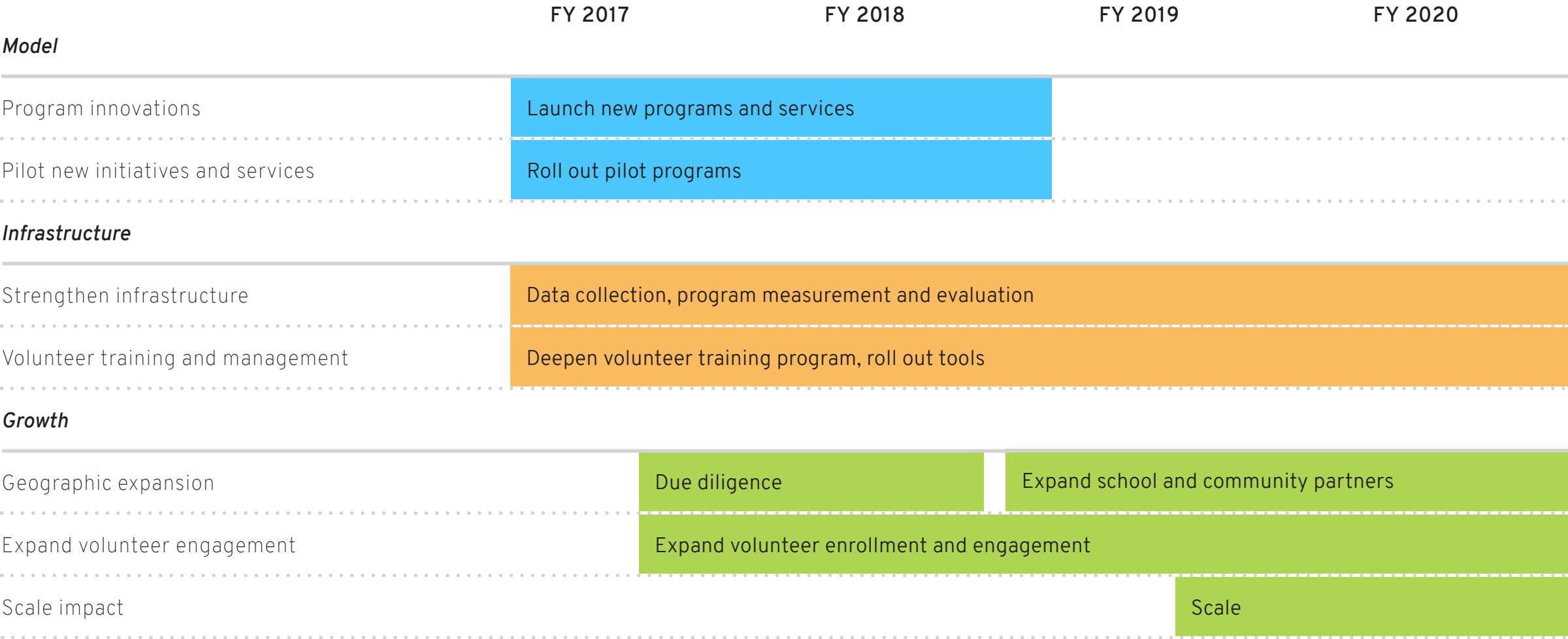


Apex for Youth will offer programs in 3 tracks –
Leadership, Education and Enrichment – to achieve the 3Cs



	Leadership			Education	Enrichment
Grade 3	Mentorship (group)			4th grade test prep, MS workshops	Basketball & music
Grade 4				5th grade test prep, MS workshops, school selection, interview prep, parent outreach	
Grade 5					
Grade 6 - MS	Mentorship (group or 1:1)	Communication (public speaking, writing)	Community service	MS workshops	Basketball, other sports and arts, music
Grade 7				SHSAT prep, HS workshops	
Grade 8				SHSAT prep, HS workshops, school selection, interview prep, parent outreach, essay writing	
Grade 9 - HS	Mentorship (1:1)			HS workshops	Sports and arts
Grade 10				SAT prep, college workshops (interview prep, parent outreach, essay writing)	
Grade 11				SAT prep, college workshops	
Grade 12	Staff check-ins			Transition support	
College					

2017-2020 Strategic Plan Timeline



Financial Summary

TOTAL BUDGET	2016	2017	2018	2019	2020
Total Youth Served	940	1,000	1,150	1,300	1,500
Total Budget	\$1.61M	\$2.0M	\$2.35M	\$2.75M	\$3.15M
Cost per Youth	\$1,700	\$2,000	\$2,050	\$2,100	\$2,100

