

A. CONTACT INFO

Ministry Name	Urban Youth Workers Institute
CEO Name & Title	Dr. Larry Acosta, President
Primary Contact & Title	Kirk Scott, Development Director
Address, City, State, Zip	6925 Aragon Circle, Suite 6 Buena Park, CA 90620
Phone	800-734-8994
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Email	Kirk@uywi.org
Website	www.uywi.org

B. KEY INFO

Year Founded	1993
Total Employees (FT & PT)	14
Total Volunteers	200+
Total Board Members	5
Total Donors (last 24 months)	234
Organizational Memberships	<input type="checkbox"/> Christian Management Association (CMAonline.org) <input type="checkbox"/> Other: Guidestar
Is your IRS 990 form available for public inspection?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you have an annual audited financial statement that meets ECFA's Standard No. 3 and is available to the public?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> We will meet this standard by (date):

C. FINANCIAL INFO (per ECFA reporting categories – www.ecfa.org)

	Last Fiscal Year Actual	Current Fiscal Year Budget	Estimated Budget 2010
INCOME			
Donated Income	1,777,494.00	1,263,350.00	1,450,000.00
All Other Income	112,145.26	129,000.00	150,000.00
Total Income	1,889,639.26	1,276,350.00	1,600,000.00
EXPENSE			
Program Services	683,668.98	394,979.17	610,000.00
General & Administrative	1,181,380.34	798,625.83	905,000.00
Fundraising	126,119.86	62,000.00	85,000.00
Total Expense	1,991,169.98	1,255,605.00	1,600,000.00

D. OUR "ELEVATOR SPEECH" (external)

Brand Promise (slogan or tagline)	We Serve Urban Leaders.
What do you do? (50 words or less)	Since 2004, UYWI has concentrated our work on identifying and gathering significant numbers of emerging multiethnic urban leaders and youth workers in Christian ministries, educational institutions, and parachurch organizations for ongoing skills and leadership development. We excel in training and leadership development.
Key Endorsements	Fuller Theological Seminary – Kara Powell Christian Community Development Association – Noel Castellanos
Our "BHAG" (Big Holy Audacious Goal) is:	Our BHAG is to move to a regional service delivery model which will allow us to serve more urban leaders better.

E. THE FIVE DRUCKER QUESTIONS (internal)

From: *The Peter F. Drucker Foundation Self-Assessment Tool: The Five Most Important Questions Every Nonprofit Organization Must Ask* (leadertoleader.org)

1. What is our mission?	UYWI exist to strengthen a new generation of global urban leaders for transformational ministry.
2. Who is our customer?	<ul style="list-style-type: none"> • Our PRIMARY customer is: Urban leaders serving youth in major U.S. cities. • Our SUPPORTING customers are: Churches and para-church organizations that serve youth urban youth.
3. What does the (PRIMARY) customer value?	Our primary customer values authentic relationship and relevant, affordable training which they can put into practice and see measurable results.
4. What have been our results?	<p>Based on an independent evaluation:</p> <ul style="list-style-type: none"> • 82.4% reported growth in understanding Youth Culture through their involvement with UYWI. • One-third grew in the area of Personal Development. In one very important aspect, avoiding “burn-out,” over 40% were positively impacted by their work with UYWI. • Over half reported growth in equipping and developing volunteers, followed by 47% growing in encouraging teamwork, and a third improving in resolving conflicts.
5. What is our plan?	Our plan is to increase organizational efficiency, effectiveness, training opportunities, and the number of quality contacts with urban leaders through our regional service delivery model.

F. S.W.O.T. ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • High capacity team that understands roles • Excellent national and local partners • Proven delivery models for training • Strong leadership at board level 	<ul style="list-style-type: none"> • Board size and diversity • Financial resources to reach and train urban leaders • Inability to go deeper in cities due to current delivery model • Our current name 	<ul style="list-style-type: none"> • Increased opportunity for fundraising • Opportune time to evaluate all programs • Increased effectiveness through regional service delivery model 	<ul style="list-style-type: none"> • Mission drift • Downturn in economy • Financial inability to move to regional service delivery model • Loss of key team members

G. THREE STRATEGIC (and specific) WAYS FOR TBG MEMBERS TO BECOME INVOLVED

No.	Opportunity/Task/Volunteer Role	Target Date
1	Renaming and branding of UYWI: A knowledgeable consultant in the area of naming and branding would be a great service to our organization during this season.	07/15/2009
2	Regional Service Delivery Model: Members with experience in transitioning an organization from a centralized model to a decentralized model are needed for consulting on this project.	01/01/2010
3	Board Member Acquisition: UYWI is currently seeking new board members and needs introductions to possible candidates.	09/15/2009
	<u>Major Prayer Request:</u> We need major prayer as we transition our organization and team towards a regional service delivery model.	

