

It takes **all** of us.



# Strategic Plan Summary

July 1, 2016 - June 30, 2019



*This report is a summary of Affinity Mentoring's overall strategic plan. It does not include all action steps, goals, or deadlines. This is not to be distributed or reproduced without permission from Affinity Mentoring.*

# Strategic Plan Overview



## Overall Strategic Plan Goal

Growth in awareness and financial support for long-term sustainability and program expansion.

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| Be known as the leading mentoring organization in West Michigan.         |   |
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| Procure sustainable funding to support the growth of Affinity Mentoring. |   |
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| Develop and retain highly qualified Affinity staff.                      |   |




# Strategy 1




**Be known as the leading\* student mentoring organization in West Michigan.**

*\*leading defined as: quality (best practice, support, and quantity of matches - mentors/schools)*

## Strategic Objectives

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- ▶ Align our collaborative work with diverse organizations that promote equitable opportunities and decrease educational inequities.
  - ▶ Make an average of 20 new meaningful connections within the community each month.
  - ▶ Increase the number of touchpoints with Affinity’s stakeholders.
  - ▶ Increase participation in community networks and/or advocacy efforts around intergenerational poverty, youth development or education.

## Action Steps Examples

- 
- ▶ Connect monthly with mentors and champions of Affinity.
  - ▶ Host Mentor Center tours and lead community presentations.
  - ▶ Recruit new mentors.
  - ▶ Participate in networks such as the Education and Workforce Development Committee, Kent County Mentoring Collaborative, Westside Collaborative, and Latino Community Coalition.

## Strategy 2



### Procure sustainable funding support growth\* of Affinity Mentoring.

*\*growth defined as: number of students, programs, staff, schools, sponsors, mentors, and partners.*

## Strategic Objectives



- ▶ Execute one major fundraising fundraising event per fiscal year.
- ▶ Cultivate an individual donor program that raises \$30,000.
- ▶ Increase the number of corporate sponsors by 20%.
- ▶ Secure \$60,000 in public/private grants.
- ▶ Secure gifts-in-kind valued at or above \$25,000 (for both events and programs).

## Action Steps Examples



- ▶ Meet with donors monthly to hear their stories, feedback, and share updates on their gifts through Affinity Mentoring.
- ▶ Identify and apply for public and private grant opportunities.
- ▶ Increase awareness of monthly giving program and attitudes around individual giving.

# Strategy 3

**Decrease dependency on Mars Hill Bible Church over the next 5 years\*.**

*\*Currently in year 4 of 5 year transition plan.*

## Strategic Objectives

- ▶ Create transition plan for each operational area of support that exists.
- ▶ Create a plan to transition relationship from a Memorandum of Understanding (MOU) to a Partnership Agreement.
- ▶ Engage designated-giving donors through Mars Hill in the work of Affinity Mentoring as evidenced by raising \$35,000 in fiscal year.

## Action Steps Examples

- ▶ Meet with donors monthly to hear their stories, feedback, and share updates on their gifts through Affinity Mentoring.
- ▶ Send thank you notes to Mars Hill donors to update on growth and transition.
- ▶ Affinity becomes own employer of record by 7/1/18.

# Strategy 4

**Refine programming efforts to better support students' academic growth.**

## Strategic Objectives

- ▶ Expand diversity and inclusion initiatives to include ongoing trainings, such as implicit bias, racial equity, and cultural competency.
- ▶ Revamp screening and match support procedures to better align with the Elements of Effective Practice.
- ▶ Develop an asset-based curriculum to deepen mentoring relationships and improve developmental assets.
- ▶ Increase the focus on student's literacy skill building during mentoring through evidence-based literacy tools and methods.
- ▶ Create and implement a plan for program evaluation.
- ▶ Recruit and retain more mentors from diverse backgrounds.

## Action Steps Examples

- ▶ Implement literacy skill building training for all Elementary mentors in collaboration with GRPS and KISD as appropriate.
- ▶ Meet with GRPS to learn about their strategy to reduce the opportunity gaps in regards to literacy.
- ▶ Train all staff on evaluation plan and procedures.

## Strategy 5



**Identify a clear strategic plan for expansion of Affinity Mentoring to future school sites.**

## Strategic Objectives



- ▶ Identify and articulate a clear theory/vision for future expansion.
- ▶ Explore possible partners to provide volunteers and financial support for future site(s).
- ▶ Explore possible partnerships with local schools for fit with Affinity's program.
- ▶ Secure sustainable funding for expansion to 4th school.

## Action Steps Examples



- ▶ Meet with principals to get to know the schools strengths, needs and vision. Share Affinity's services and vision for partnership and future expansion.
- ▶ Cultivate relationships with potential partners and learn their process(es) for asks (financial and volunteer).



# Strategy 6



**Develop and retain highly qualified Affinity staff.**

## Strategic Objectives



- ▶ Provide opportunities for professional development for all staff to gain new skills to equip them for their role.
- ▶ Develop and implement a plan for performance reviews.
- ▶ Create, develop, and manage a diverse team and staff structure that meets the demands of the program and reflects the community we serve.

## Action Steps Examples



- ▶ Conduct quarterly performance reviews on all staff.
- ▶ Create a system/procedure for evaluation of the Executive Director.
- ▶ Recruit and hire a high quality candidate for open positions.
- ▶ Increase staff capacity by increasing full-time equivalencies and adding support/administrative staff.

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