



# Capacity Building & Strategic Timeline -2019 – 2024











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Category	Description	Responsibility
Administration & Operations	Collaboration with the board of directors to execute organization’s mission and vision. Development of strategic and internal communication plans for operational readiness to include implementation. <u>Human Resources</u> : Staff recruitment, orientation, coaching and development, benefits and performance review. <u>Operations</u> : Establish and maintain standard operating procedures; ensure monthly and/or quarterly reporting complies with local, state and federal laws and policies. Financial: Development of annual budget with management of accounting and banking functions. <u>Inventory</u> : Management and accountability for organizational assets and equipment to include procurement.	Executive Director under the guidance and approval of the Board of Directors
Volunteer Recruitment & Retention	Establish and implement a volunteer recruitment process, orientation, assessment and training of volunteers to effectively serve learners. Special emphasis will be placed on first time volunteer involvement and alignment with the mission. Policies and procedures for appropriate background assessments to include continuing education opportunities as well as annual volunteer recognition and appreciation.	Executive Director. Staff and Volunteers as appropriate.
Organizational Awareness & Outreach	Develop communication strategies that promotes positive brand messaging. Produce and publish effective, persuasive media releases for dissemination and broadcast. Design and create copy for printed marketing and training materials, i.e. brochures, advertisements, flyers, social media and press kits. Coordinate special events and awareness campaigns to gain public involvement across multiple media platforms. Manages website maintenance, donor database and email campaigns on multiple projects.	
Programming & Workshops	Facilitate appropriate tutor and learner pairing for Adult Basic Education and GED preparation. Create and publish a workshop calendar with programming to include: Financial Literacy, Health Literacy, Digital/Workforce Literacy, Family Literacy and Advocacy and Awareness. Learning opportunities are provided on-site and with on-line options.	
Training & Development	Coordinate and facilitate trainings, workshops, roundtable and forum logistics including developing agendas, project plans, after action and production of reports. Assessment of organizational training needs to provide on-site and webinar learning options. Collect and share industry and best practices to leadership, stakeholders, staff and tutors as applicable. Ensures program compliance, operational readiness and policies and procedures	
Grants & Fundraising	Create and implement a development strategic plan to increase revenue. Submit all grant reporting and complete deliverables as required by funding source. Develop and manage fundraising projects and activities. Manage donor relations and prospects to activate new charitable giving.	Executive Director with the assistance of the Board of Directors.
Stakeholder Engagement	Ensure accurate audit trail is maintained for all stakeholder engagement and all contact/activities are recorded in donor database. Cultivate relationships with stakeholders, businesses, foundations and other organizations to establish residual giving and additional revenue opportunities to include gifts in kind and partnerships.	



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<p>New ED Onboarding &amp; Introductions, May 2019.</p> <p>Calendar all outstanding and projects and grant deliverables.</p> <p>Reactivate social media &amp; website refresh and overall branding.</p> <p>Hire Program Coordinator (1)</p> <p>Coordinate Fundraising (3) activities.</p>	<p>Increase staffing to 5.</p> <p>Continue 2020's Leverage Technology for Literacy Project as well as CORE programming and services.</p> <p>Introduce Family Literacy program including 2021 initiatives for Women's Empowerment and the Equity Campaign.</p> <p>Increase grant writing opportunities and awards.</p>	<p>Hire on-site Admin/Accounting professional (remove from ED responsibilities)</p> <p>Introduce a Re-entry Program with additional workforce development programming</p> <p>Enhance Donor Relations activities.</p>
<p style="text-align: center;"></p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #002060; color: white; padding: 10px; text-align: center;"><b>2019</b></div> <div style="background-color: #002060; color: white; padding: 10px; text-align: center;"><b>2020</b></div> </div> <p style="text-align: center;"></p>	<p style="text-align: center;"></p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #002060; color: white; padding: 10px; text-align: center;"><b>2021</b></div> <div style="background-color: #002060; color: white; padding: 10px; text-align: center;"><b>2022</b></div> </div> <p style="text-align: center;"></p>	<p style="text-align: center;"></p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #002060; color: white; padding: 10px; text-align: center;"><b>2023</b></div> <div style="background-color: #002060; color: white; padding: 10px; text-align: center;"><b>2024</b></div> </div> <p style="text-align: center;"></p>
<p>Focus on capacity building for organizational infrastructure,</p> <p>Staff and volunteer recruitment.</p> <p>Cultivate new partnerships and increase funding sources.</p> <p>Introduce Health Literacy programming and Leverage technology for Literacy Project.</p> <p>Improve organizational awareness &amp; outreach.</p>	<p>Expand Board of Directors and its diversity.</p> <p>Hire a Development professional.</p> <p>Increase access to training &amp; development for staff.</p> <p>Continued enhancement of CORE programming: One to One, Financial, Health and Digital/Workforce Literacy Workshops.</p>	<p>Increase multi-year funding opportunities and awards</p> <p>Improve learner enhancement</p> <p>Increase services and outreach to neighboring counties.</p> <p>Continue to grow program sustainability.</p>