

# ACE of Greater Boston Strategic Plan 2021- Adopted



## ACE Greater Boston Strategic Plan

### 1. Fundraising

Increase fundraising for scholarships by 10% annually, while also diversifying fundraising for program operations



### 2. Sustainable growth

Increase the number of students served by 10% annually. Increase mentor recruitment proportionally.



Engage Excite Enlighten

### 3. Alumni engagement

"ACE opened my mind to what construction really is."



Obadiah Rankin, Gilbane project manager, ACE Scholarship recipient, and ACE alumnus



Re-engage alumni as mentors and on the ACE committees and board.



Offer opportunities to ACE alumni to advance their careers.

### 4. Board and program diversity



Increase the racial diversity of our board and mentor pool.

Increase the gender diversity of our board.

Build partnerships with other organizations serving people of color and women around shared goals.

Learn more at [www.acegreaterboston.org](http://www.acegreaterboston.org)

## Goal 1 – Diversify & Increase Funding

Add at least 2 new revenue sources annually to diversify and increase financial resources and resiliency with a goal of raising an additional \$10,000 annually.

1. Evaluate the structure, staffing and volunteer capacity needed to implement new fundraising strategies and identify volunteer recruitment and education needs no later than September 2021.
  - a. Form a team to prepare the evaluation including reviewing fundraising plans from other non-profits. The team should have experience with various fundraising methods and experience with other non-profits. Reach out to others on the Board with experience. Consider reaching out to others beyond the Board. Strategic Planning & Executive Committee to identify the team by April 2021.
  - b. Team to review the Measures of Success below and prepare a work plan by September 2021 and present them to the Board, including a mechanism for quarterly reporting and developing a donor database.
  - c. Set schedule for monthly check-ins with evaluation team to prepare evaluation by September.
  - d. Include a \$5,000 line-item as a placeholder for fundraising costs such as software, membership with Philanthropy Mass., registration costs for TBF events, etc.

2. Establish a committee, or sub-committee, that concentrates on identifying, applying for grants from at least 5 new sources, and securing 2 new grants from foundations, corporations, government and/or college/universities annually.
  - a. As part of the evaluation process above, a Committee or Sub-Committee will be established in October, 2021 and will submit 5 new applications annually starting in 2022. Sub-Committee will be appointed by the Nominating Committee and the Executive Committee. The composition will be influenced by findings from Action Step #1, and include people with, corporate and private foundation grant writing experience, and knowledge of community benefits processes.
  - b. Encourage Board members and volunteers to participate in networking and visibility events via membership in Philanthropy Mass, TBF Skill works, Cummings, and other grantor networking opportunities.
  - c. Explore community benefits processes and the possibility of being included in these plans as a funding stream.
  - d. Achieve platinum status on Guidestar/Candid.
  - e. Create boiler plate grant proposal by November, 2021
3. Implement an annual individual appeal starting in Q4 2021, with the goal of raising \$9,200 in 2021, \$10,500 in 2022, and \$12,200 in 2023.
  - a. Executive Director will form a team to prepare an evaluation of potential individual (small) donors, clarify and eliminate any overlap with the Fundraising Committee and present a plan for achieving success to the Board by September 2021.
  - b. Purchase/license fundraising software by June 30, 2021. (DONE, Bloomerang)
  - c. Finish creating fundraising database of current and past donors by Aug 1.
  - d. Annual appeal letter and email sent by November 2021.
  - e. Peer-to-peer fundraising implemented by 2022.
4. Establish a committee or a subcommittee, to identify and solicit large gifts (gifts of \$1,000 or greater) from donors (total gifts greater than \$5000) by end of 2023.
  - a. Executive Director will form a team to prepare an evaluation of potential major donors, clarify and eliminate any overlap with the Fundraising Committee and present a plan for achieving success to the Board by March, 2023.
  - b. This group to make a recommendation (to the Board/Executive Committee/Fundraising Committee) to assign a (sub-)committee to focus on Large Gift-giving by April, 2023.
  - c. The (sub)committee will identify and develop a list of prospects from the universe of individual donors.
  - d. Sub-Committee will be established June 2022 with goal of securing gifts of greater than \$5,000 by end of 2023.

## Measures of Success

1. Fundraising structure is defined by September 2021 and at least three new committee members are recruited by December 2021 if needed
2. Create a fundraising financial quarterly report for the board including events, grants, individual donations, and major gifts by October 2021 and review as part of board meeting.
3. Apply to 5 new sources of grant funding annually starting December 2021
3. Invest in and develop a donor database by June 2021 and update annually
4. Complete distribution of annual individual appeal in November beginning 2021
5. Raise an additional \$10,000 annually beginning in 2021. (\$10,000 in 2021, \$20,000 in 2022, \$30,000 in 2023)
6. Grow the net revenue raised by the annual fundraiser by 10% annually, and ensure that the new efforts complement its success
7. Develop a plan that balances the need for and supports mentors, additional sites, and funds to increase the number of students from the 2020 baseline of 97 who completed the program by 10% annually (2021=107 students, 2022=117 students, 2023=129 students).

## Goal 2 - Sustainable growth

1. Develop expanded approaches for mentor outreach to support 10% student growth annually including improving mentor retention through training that includes virtual learning and by providing support for new mentors.
  - a. Update mentor training and develop a one-page "Welcome Brochure" to introduce new mentors to the program, provide important contact information and dates, introduction to the Mentor Resource Library, etc. Mentor Coordinator to develop and update by August 2021, 2022, and 2023.
  - b. Mentor coordinator and discipline leads to host two mentor discipline check-ins throughout the ACE year to support mentors and share best- practices, activity ideas, and provide a networking opportunity.
  - c. Develop a mentor recruitment contest for current mentors and board members to recruit new mentors beginning in the 2022-2023 program year. Mentor Coordinator and Executive Director to coordinate.
  - d. Mentor Committee to identify disciplines in need of additional mentors from the previous year and reach out to local firms and organizations in these areas annually from April to August to recruit mentors.
  - e. Programming Committee to establish activity curriculum for the sessions leading up to winter break and other special events, such as construction site visits, ABX, etc. each year by August 2021, 2022, and 2023.
  - f. Programming Committee to expand the growing Mentor Resource Library with updates the following years including encouraging mentors to use the established activities by August starting in 2021.
2. Ensure that there are sufficient sites to address demand and explore the idea of adding sites in close proximity to untapped student locations.

- a. Student Coordinator to establish a target student/mentor maximum/minimum for sites by September 2021 to maintain a 1:2 mentor to student ratio within the constraints of the existing locations.
  - b. Student Coordinator to map/chart student home and school locations to allow Student Coordinator, Outreach Committee, and Executive Director to identify underrepresented areas and study access and transportations challenges. Complete study and submit Board report by January 2022.
  - c. Executive, Programming, and Outreach committee to identify three new potential site locations and points of contact. Submit summary report of locations to the Board. The Board report to list pros/cons of each site by May 2022.
3. Explore maintaining & expanding virtual programming to increase access to the program.
  - a. Student Coordinator to survey students in March 2021 on their experience in the 2020-2021 virtual program including ideas for improvement and provide findings to Programming Committee and Board by May 2021. Survey to continue as long as virtual program continues with report presented to Programming Committee May 2022 and 2023.
  - b. Mentor Coordinator to survey mentors in March 2021 on the experience in the 2020-2021 virtual program including ideas for improvement and review findings with Mentor Committee by May 2021. Review process to continue as long as virtual program continues May 2022 and May 2023.
  - c. Programming and Mentor Committee meet to review surveys and make recommendations on future virtual programming by June 2021. Depending on results of surveys, create virtual program subcommittee to help develop the virtual program.
4. Identify and reach out to a minimum of three schools or organizations annually that are underserved by ACE.
  - a. Outreach Committee and Student Coordinator to develop list of BPS and neighboring district high schools. Review and compare historic and current student enrollment to identify a smaller list of schools to target for outreach by July 2021, 2022, and 2023.
  - b. Outreach Committee to research viability of an ACE Discovery Day for a student focused event in August 2022.
  - c. Outreach Committee to contact identified schools/organizations in sub- action step 2.b. to build relationship with administration, guidance counselors, and/or teachers and identify school champion contact by September 2021, 2022, and 2023.
  - d. Outreach Committee to work with organizations already in communication with ACE to determine other organizations for outreach by August 2021, 2022, and 2023.
5. Develop a method to monitor student engagement with the program throughout the year starting at initial signup.
  - a. Student Coordinator and Team Leads to develop definition of engagement based by June 2021.

- b. Student Coordinator to utilize student database to track student attendance and retention at specific points including, 1 January and end of program in 2021, 2022, 2023.

### **Measures of Success**

1. 10% annual increase in student population based on program completion.
2. Add a new site/team every two years.
3. 5% annual increase in mentor population based on program completion.
4. Achieve an 80% minimum retention rate for students and mentors from week 3 through completion.
5. Internships increase from 4 to 5 in 2021, and by a minimum of 1 every year after.
6. Student engagement information is reported to the board quarterly and, if possible, is part of the ACE database by June 2021 and then annually.
  
7. Increase the retention rate of the returning underclass students by 3% each year until a 45% retention rate is reached and maintained. (Note: the current average is 36%)

### **Goal 3 – Create an alumni network and engagement program**

Develop a plan to continue relationships with ACE alumni to better understand their college and professional trajectory, to encourage them to pursue further education and inspire them to join professions in the ACE industry, to serve as a support system for them and in turn for current ACE students, and to seek their input to improve the program.

#### **Action Steps:**

1. Expand the alumni committee membership by four to six members.
  - a. Alumni Coordinator and Nominating Committee to identify individuals to join the alumni committee, including a board member, mentor, ACE Alumni, and current ACE student by June 2021.
  - b. Invite newly graduated ACE Alumni to participate in the Committee and/or on the Board annually in June 2022 and 2023 (Alumni Coordinator).
  - c. Create one Board position for an ACE Alumni actively attending college/university (1-yr term). Nominating Committee to review and recommend candidates in June annually.
  
2. Develop a plan of action to re-engage alumni with ACE including developing a database of alums, an outreach/communication/event plan, and creating an ACE alumni community.
  - a. Alumni Coordinator to survey ACE Alumni annually on how ACE can support them after graduation by September 2021, 2022, 2023 and review results with

Alumni Committee by October 2021, 2022, 2023.

- b. Alumni Committee to develop annual engagement plan to encourage and grow Alumni connection and involvement and present to Board by November 2021.
  - c. Outreach Committee to reach out to school champions to communicate student outcomes and ask for assistance to maintain graduate engagement annually in May 2022, 2023.
  - d. Executive Committee to identify internship opportunities for ACE Alumni among Board Member firms and successfully help place 1 student in 2021, 2 in 2022, and 3 in 2023.
3. Collect data on outcomes documenting the increased number of alumni providing internships, making donations, participating in a class activity, and serving as mentors.
- a. Alumni Committee to develop and maintain alumni database. Update annually in March/April with graduating seniors' information and reach out to alumni for updates. Update with alumni mentor participation information annually based on results of the mentor end-of-year survey (Mentor Coordinator). Update database as alumni provide updates throughout the year.
  - b. Alumni Coordinator invite ACE Alumni to annual networking event (explore offering at pro-rated rate) and ask for personal donation annually.
  - c. Alumni Committee, with Marketing Committee help, to send bi-annually (fall/spring) newsletter to ACE Alumni beginning in September 2022. Include highlight of Alumni volunteerism, "class notes" or alumni updates, and invite ACE Alumni to participate as mentor, guest speaker, or volunteer.
4. Develop support system and resources for ACE alumni and encourage involvement in the program as volunteers and to broaden fundraising base.
- a. Senior Coordinators to develop annual engagement plan for ACE seniors, including events or workshops, based on annual senior survey and feedback. Complete survey in November; develop and implement plan in December annually.
  - b. Senior Coordinator to "check-in" (e-mail or phone) with each graduating senior in March 2021, 2022, 2023 to confirm post-graduation e-mail address and phone number and introduce Alumni Coordinator and Scholarship Committee Chair as future points of contact.
  - c. Senior Coordinators host two senior events in spring 2022 and 2023 where seniors can get to know each other, speak about transition from HS to college,

and meet other ACE alumni connect with those matriculating to and attending the same college/university.

- d. Alumni Committee to create a minimum two events annually for Alumni potentially with networking events, career panels, discussions about how to write a resume and conduct a job/internship search. Consider inviting ACE Seniors to events.
  - e. Senior Coordinators and Alumni Committee identify external partnerships that will provide additional support during post-secondary education and connect students to these opportunities: 1 partnership in 2021, 2 in 2022, and 3 in 2023.
5. Explore offering post undergraduate scholarships
    - a. Scholarship Committee to study options for post undergraduate scholarships seeking input from the Finance Committee, Fundraising Committee, and Alumni Committee. Prepare proposal for Board review by June 2022.

**Measures of Success:**

1. Alumni Committee is active and meets membership goals by June 2021
2. Complete the plan to re-engage alumni by September 2021
3. Offer at least two alumni outreach events/touchpoints annually
4. If awarding fifth-year or post-undergraduate scholarships are approved, with the Scholarship committee, develop the process for awarding at least 1 scholarship in 2021, 2 scholarships in 2022, and 3 scholarships in 2023
5. Obtain and coordinate alumni internships, to at least 1 ACE Alumni in 2021, 2 in 2022, and 3 in 2023
6. ACE alumni participate in the program as volunteers, donors, speakers or contributors; 3 in 2021, 5 in 2022, 7 in 2023 (number may change)

## **Goal 4 – Board and Program Diversification**

Increase the diversity of the board and volunteers. Develop programming and recruitment plans that specifically address our mission and values to empower diverse groups of high school students to explore the ACE worlds, and encourage them to join ACE professions to make them more diverse, equitable and vibrant.

### **Action Steps**

1. Initiate/deepen partnerships with professional organizations in ACE related fields that focus on women, and people of color, to recruit board members, mentors, and speakers for mentor trainings, classes, alumni events
  - a. In April 2021, Nominating Committee to reach out to local chapters of National Organization of Minority Architects (NOMA) and Professional Women in Construction (PWC) to develop opportunities for further partnerships, including potential board membership and mentors.
  - b. Nominating Committee to inform the board and reach out to the Executive and Mentoring Committees for ideas on other potential partnerships, including help with forming the above partnerships
  - c. In June 2021, the Nominating Committee begin researching organizations such as the Builders of Color Coalition, the AGC's Diversity Committee and Building Women in Construction Committee, National Society of Black Engineers (NSBE) Professional Network and others to create a partnership strategy for 2022 and 2023. They will share the research summary with the board in March 2022.
  - d. In April 2022, enact the recommendations from the report.
  
2. Add 5 board members who are people of color and/or women over the next 3 years.
  - a. In March 2021, the Executive Committee to identify the priority needs for open board positions to the Nominating Committee. Repeat this step annually in March.
  - b. In April 2021 poll the Board, Committee Chairs and Team Leaders for suggested new board members. Repeat this step annually in March or April.
  
3. Research Diversity & Inclusion best practices in programming and incorporate into the curriculum and training for mentors.
  - a. Mentor and Executive Committee will research options to incorporate D&I and cultural humility training for Mentors and Board Members. Develop written plan with goals and strategies, including any recommended outside resources or



consultants, to implement best practices and submit to Board for review by August 2021.

- b. Mentor Committee to collect information annually starting in September 2021 regarding the home languages that our mentors speak to better serve immigrant students.
- c. Student Coordinator to explore adding question on ELS enrollment or languages spoken at home to registration process starting in September 2021.
- d. Mentor Coordinator and Student Coordinator to review home language responses and try to match mentors and students in the same sessions. Inform Team Leaders of specific mentor and student pairings.
- e. Mentor Committee, with consultant support, to add cultural humility training slides to mentor training starting in September 2021. Update training annually in September and provide additional resources for mentors beginning in September 2022.

### **Measures of Success**

1. Establish a partnership with at least 1 new professional organization annually, preferably with a well-defined memorandum of agreement, and sustain or deepen partnerships beginning November 2021
2. Increase % of mentors who are people of color by 4% each year: 31% in 2021, 35% in 2022, 39% in 2023.
3. As people cycle off the board, increase members who are people of color by 3-5 over 3 years, adding 2 people of color in 2021 to reach 8, 1 person of color in 2022 to reach 9, and 2 people of color in 2023 to reach 11
4. Increase board members who are women by 3-5 over 3 years adding 1 woman each year to reach 15
5. Add Diversity and Inclusion training as a standard part of the curriculum for mentors, beginning in 2021