### Thrive Strategic Plan 2022-2024

*All Initiatives and key goals will be accomplished by EOY 2024 unless otherwise noted*

#### Belief

When families are strong, children succeed and communities thrive.

#### Our Mission

To ensure all children have every opportunity to grow, succeed and become valuable members of our community.

#### Strengths

- Evidence-based programs
- Reputation in Community
- Solid donor base
- Professional staff

#### Weaknesses

- School district funding declining
- Lack fee-based revenue
- Social media presence

#### Opportunities

- New Building
- Program replication
- Fast growing community
- Social media growth
- Fast growing Spanish speaking population

#### Threats

- Skyrocketing cost of living in the valley
- Competition for local donor pool

## Strategic Pillars, Initiatives and Key Goals

### Programs

1. Meet increased needs for CAP Mentors in every school
   a. Recruit, train and match enough mentors so at least 10% of students in the Bozeman Public Schools will be matched with a mentor. This will require an estimated 750-800 mentors. This is an increase of 350-400 mentors
   b. Hire a total of 2.0 FTE for CJMS, SMS, GHS, and BHS in the 2023-2024 school year.
2. Increase capacity for early childhood screenings
   a. Provide 150 children with developmental and social/emotional early childhood screenings through the Parent Place Family Resource Center.
   b. Train all Parent Educators in the ASQ3, ASQ-SE, DECA, Parents as Teachers and Circle of Security.
3. Expand Early Childhood (0-5) programing for Spanish speaking families.
   a. Provide 50 new Spanish speaking families early childhood support. These will include Wordplay, Parents as Teachers, Circle of Security and individualized education and home visiting.
   b. Hire 1.0 FTE Spanish speaking Parent Educator 2023
4. Expand fee-based program replication opportunities and create a menu of program options for other districts and communities.
   a. Replicate Thrive programs in 3 new communities or districts
   b. Create and market a menu of fee-based programing options that will include Engaging Parents as Partners, the school based thriving series, and Thriving Parents.
   c. Create and market a video library of Thrive’s parent education series in both English and Spanish.

### Fundraising

1. Increase fundraising efforts to support Thrive’s programmatic needs and compensation philosophy
   a. Increase Thrive’s revenue by 600k
   b. Hire and train a Director of Development in 2022
   c. Add 30 new major donors

### Diversity

1. Appoint board members to reflect the demographics of the communities we serve while balancing the skills sets required to support the organization and its mission.
   a. Recruit Board of Director members that reflect our community demographics as defined by the Bozeman Public School District and other relevant sources as deemed appropriate. 20% of Thrive’s 15 member board will reflect these demographics.
   b. Analyze board composition, recruitment practices and relevant community diversity metrics annually.
2. Hire and retain a professional staff who reflect the demographics of our community
   a. 20% of Thrive staff will reflect our community demographics as defined by the Bozeman Public School district.
   b. Reflect our shared mission regarding diversity, equity and inclusion within all Thrive hiring practices, policies, procedures, on boarding, employee reviews and organizational culture.

### General Operations
1. Use technology to improve productivity and efficiencies.
   a. Provide all Thrive employees with optimal productivity tools. All computers will use the same operating systems.
   b. Provide the appropriate technology to allow for remote work, video conferencing, program video productions and data security.
   c. Use Salesforce to track all donor and program activity.
2. Attract and retain a professional staff
   b. Identify professional development opportunities for all staff to remain up to date on the newest research and practices in their field.