

Path To Shine®



Strategic Plan 2017-2021

Path To Shine®
www.pathtoshine.org

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Path To Shine: At A Glance

Path To Shine® is a mentoring and tutoring program for children in Georgia. The program's purpose is to provide the academic and social support to encourage children to thrive in school and build self-confidence to achieve their dreams. Path To Shine's success stems from its core principles to maintain a ratio of no more than one mentor to two students, have a flexible structure that adapts to each local community, and seek collaboration with other organizations.

Vision

Mentoring elementary-school students to foster their dreams.

Mission Statement

Path To Shine seeks to inspire children to achieve hope-filled dreams by educating and encouraging children through free mentoring, tutoring and enrichment programs, while motivating people who can make a positive difference in a child's life.

2017 By the Numbers

- 14 Programs across Georgia
- 160 Children participating weekly
- 130 Mentors and Affiliate Directors
- Numerous Volunteers



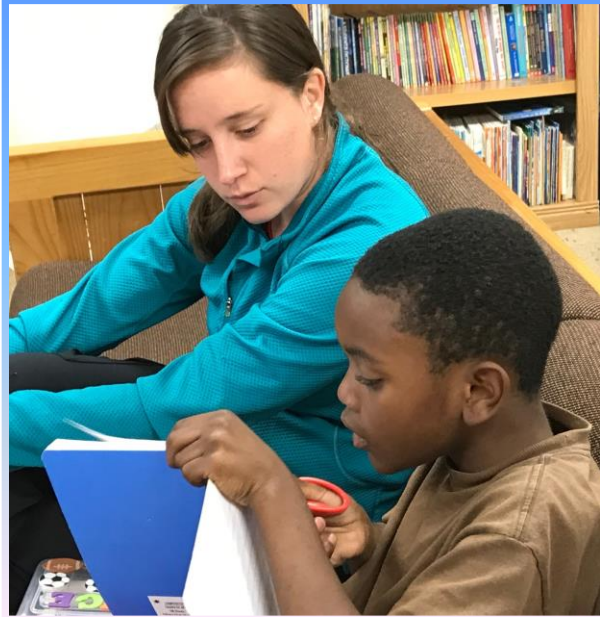
"CHILDREN WHO ATTEND PATH TO SHINE
MAKE MORE PROGRESS THAN THOSE IN OTHER
3-4 DAY/WEEK AFTER-SCHOOL PROGRAMS."

SCHOOL SOCIAL WORKER



Strategic Planning Process

In 2017, the Path To Shine Board of Directors initiated a process to update the organizations' strategic plan. During their annual planning retreat in January 2017, the members conducted a Strengths, Weaknesses, Opportunities, and Threat (SWOT) Analysis to evaluate Path To Shine's strengths, weaknesses, opportunities, and threats. The results of the SWOT as well as the feedback gathered during the planning retreat were used as the starting point for the strategic planning process. A one-day facilitated strategic planning session was held in May 2017 to brainstorm the organization's vision; identify priorities, critical success factors, areas of improvement; and develop goals to achieve the mission and vision of Path To Shine. Following the facilitated meeting, committees met to finalize goals and identify action items for each goal. The draft Strategic Plan was presented at the 2018 annual board retreat. The Plan was adopted in March 2018.



1.0 Program Performance Goals

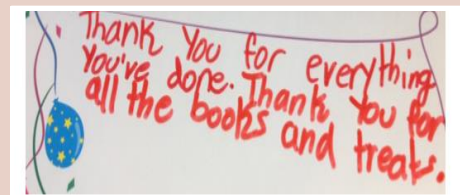
- 1.1 Ensure consistent and high-quality program delivery.
- 1.2 Identify performance measures to track success.



2.0 Recognition Goals

- 2.1 Recognize program participants including 5th grade students, Mentors, art contest winners, business sponsors and major donors.
- 2.2 Host multiple regional recognition events for 5th grade “graduates”, art contest winners, Mentors and Affiliate Directors.
- 2.3 Recognize business sponsors and major donors.

Giving thanks



A wish for each of the 16 children who attend the Canton program was placed on St. Clement's Angel Tree during Christmas 2017. Their wishes were delivered the last session before the Christmas break, together with new books from Path To Shine®. Needless to say, the children were overjoyed! They showed their appreciation by writing thank you notes to the gift givers. The Canton program started in January 2013, and the ecumenical group of volunteers are still going strong, and are actively involved with every aspect of the program.



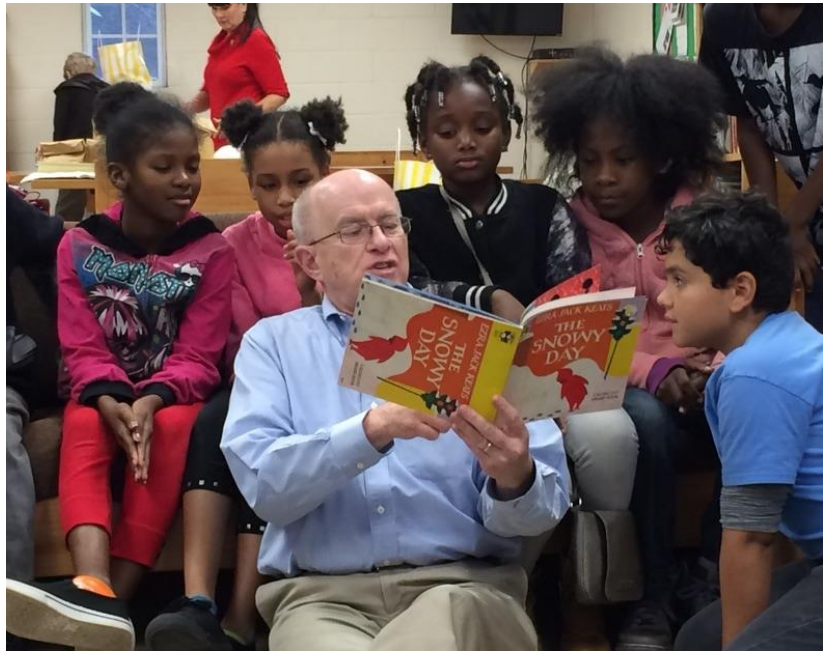
3.0 Communication Goals

- 3.1 Develop a communications strategy that includes a differentiating message, program metrics, value proposition for Affiliates, and stories that celebrate success via the quarterly newsletter, social media and Website, plus other avenues as decided.
- 3.2 Create new Website.
- 3.3 Publish quarterly newsletter.



4.0 Mentor and Parental Engagement Goals

- 4.1 Develop sustainable Mentor pipeline with quality training focusing on attracting veterans, university partners, and Spanish language speakers.
- 4.2 Implement change from “volunteers” to “Mentors” in all program resources including training, Website, and handbook.
- 4.3 Identify opportunities for former students to assist with program.
- 4.3 Develop strategy to maintain on-going communication with students who have “graduated” from the program.
- 4.4 Develop a tool box of resources for PTS families at each location to cover areas such as English Language Learners (ELL) classes, health and wellness classes, and school advocacy.



5.0 Fundraising Goals

- 5.1 Develop and execute a sustainable funding strategy that includes The Episcopal Diocese of Atlanta, individuals, events, corporations, and grants to meet or exceed annual budgetary goals.
- 5.2 Develop funding strategy for The Episcopal Diocese of Atlanta.
- 5.3 Continue Share the Love campaign each February.
- 5.4 Develop awareness of planned giving opportunities to support PTS.
- 5.5 Continue hosting two major annual fundraising events.
- 5.6 Hold two geographically diverse smaller events annually.
- 5.7 Develop strategy for annual Christmas Tree sale.
- 5.8 Develop sustainable corporate strategy targeting small and mid-sized Georgia-based companies.
- 5.9 Develop strategy for successful grant applications.



6.0 Governance/Operational Goals

- 6.1 Revise and approve strategic plan.
- 6.2 Review and amend by-laws as needed.
- 6.3 Review and amend Affiliate Agreement to include administrative procedures.
- 6.4 Develop a flexible budgetary structure adaptable to the needs of the organization.
- 6.5 Develop organizational succession plan.



Short-Term Action Plan

GOALS	ACTION ITEMS	RESPONSIBLE PARTY(IES)
1.0 Program Performance Goals		
1.1 Ensure consistent and high quality program delivery	Annually conduct visits to each Affiliate	Staff Members
	Assess program performance through use of questionnaires with Affiliate Directors and Rectors	Staff Members
	Hold multiple volunteer training classes throughout Georgia	Staff Members
	Ensure usage of curriculum	Staff Members
	Implement safety plan for each Affiliate	Staff Members
	Host annual meeting for Affiliate Directors to provide relevant educational content and opportunity to network	Staff Members
1.2 Identify performance measures to track success	Establish measures that track student attendance, Mentor attendance, volunteer hours, and equivalent value of donated time	Staff Members
	Ensure active attendance tracking by all students and Mentors	Staff Members
	Collect and analyze data at the end of each academic year	Staff Members
	Assess and quantify quality measure by modifying existing questionnaires by Spring 2018	Staff Members
	Develop method to track social emotional learning (SEL)	Staff Members
	Research and recommend provider of SEL tests with goal of trial tests in the fall of 2018	Staff Members
2.0 Recognition Goals		
2.1 Recognize program participants including 5th grade students, mentors, art contest winners, business sponsors, and major donors	Coordinate and manage three or more regional recognition events in the Spring of each year to acknowledge constituents	Recognition Committee

	Coordinate logistics including locations, theme, and gifts by April of each year	Recognition Committee
	Maintain inventory of recognition items and add new item(s) as needed	Recognition Committee
	Annually during the October Board meeting, provide proposed budget for recognition events	Recognition Committee
	Oversee note card project by promotion of art contest in January annually, selection of three winners by March of each year, and creation of custom note cards with artwork by Spring events	Recognition Committee
3.0 Communication Goals		
3.1 Develop a communications strategy that includes a differentiating message, program metrics, value proposition for Affiliates, and stories that celebrate success via the quarterly newsletter, social media and Website, plus other avenues as appropriate	By July 2018, finalize collateral pieces	Communications Committee
	By July 2018, explore, evaluate and implement, as appropriate, ideas to market/brand program, by researching successful branding campaigns at similar organizations	Communications Committee
	By July 2018, explore opportunities for media exposure and coordinate opportunities as identified	Communications Committee
	By July 2018, update all materials and Website with new branding	Communications Committee
	By September 2018, review existing PTS presentations and edit, supplement and develop as is deemed necessary for use at meetings to which PTS may be invited for the purpose of presenting information on the organization.	Communications Committee
3.2 Create new Website	Redesign Website using a more common platform to ensure the site is device responsive	Staff Member and Consultant
	Determine best option for site back-up and implement	Staff Member and Consultant

3.3 Publish quarterly newsletter	Create Constant Contact version of newsletter as well as print version for non-email contacts	Staff Members
4.0 Mentor and Parental Engagement Goals		
4.1 Develop sustainable mentor pipeline with quality training focusing on attracting veterans, university partners, and Spanish language speakers	Ensure adequate Mentors exist to accommodate the student population at each location	Communications Committee
4.2 Implement change from “volunteers” to “Mentors” in all program resources including training, Website, and handbook	Review/search all materials. Communicate change with Rectors and Affiliate directors	Communications Committee
4.3 Develop strategy to maintain on-going communication with students who have “graduated” from the program	Seek out support roles at Path To Shine “summer camps” and during enrichment activities/ outings during school vacation	Staff Affiliate Directors
4.4 Develop strategy to maintain on-going communication with PTS graduates	Capture data and any new ideas for program improvement at beginning of school year via an on-line registration form.	Affiliate Directors Communications Committee
4.5 Develop a tool box of resources for each PTS program to cover areas such as English Language Learner (ELL) classes, health and wellness classes, and school advocacy	Identify subject matter experts, compile information and disseminate tool box and resources	Communications Committee
5.0 Fundraising Goals		
5.1 Develop and execute a sustainable funding strategy that includes The Episcopal Diocese of Atlanta, individuals, events, corporations, and grants to meet or exceed annual budgetary goals	Invite professional fundraiser to Board Retreat January 2018 to educate Staff and Board members	Completed
5.2 Develop funding strategy for The Episcopal Diocese of Atlanta	Develop strategy to garner support from the Bishop. Meet with the Bishop by May 2018	Board Members
	Develop value proposition of PTS HQ for local programs both in terms of parish Outreach as well as for congregational vitality by June 2018	Funding Committee and Communications Committee

	Garner financial support of every parish sponsoring a Path To Shine program by Dec 2018	Funding Committee
5.3 Continue the Share the Love campaign each February	Increase both money raised and number of donors annually	Communications Committee
5.4 Develop awareness of planned giving opportunities to support PTS	Update promotional items to include planned giving as part of the fundraising portfolio by May 2018	Staff Members Communications Committee
	Add informational page to Website by October 2017 with links	Completed
	Include information about Website page as a footnote in 2017 Annual Campaign correspondence	Completed
5.5 Continue hosting two major annual fundraising events	Annually, raise a minimum of \$20,000 through fundraising special events	Staff Members Communications and Special Events Committees
5.6 Hold two geographically diverse smaller events annually	By May 2018 hold one event in Sandy Springs and another event in Cobb County, and annually thereafter. Raise \$2,500 per event	Staff Members Board Members
5.7 Develop strategy for annual Christmas Tree Sale	Review sales history and budget goals. Determine if PTS should maintain, discontinue or expand the Sale	Board Members
5.8 Develop sustainable corporate strategy targeting small and mid-sized Georgia-based companies	Create sales packet for corporate use by May 2018	Communications Committee
	Establish sub-committee and draw on expertise outside of the immediate Path To Shine knowledge base	Communications Committee
	Request each Board member to reach out to a minimum of two corporations	Board of Directors
	Meet annual budget income goals for corporate donations	Funding Committee
6.0 Governance Goals		
6.1 Revise and approve strategic plan	By March 2018, present final strategic plan to the Board for approval	Governance Committee

6.2 Review and amend by-laws	By August 2017, approve revisions to By-laws. Amend as necessary when Board determines need	Governance Committee
6.3 Review and amend Affiliate Agreement to include administrative procedures	By June 2018, review the Affiliate Agreement and recommend changes to the Board for approval	Governance Committee
	By Fall 2018, secure signed revised agreement from each affiliate	Governance Committee
6.4 Develop a flexible budgetary structure adaptable to the needs of the organization	By April 2018, research and analyze budget structure and policies of similar non-profits	Governance Committee
	By August 2018, establish budget guidelines	Governance Committee
6.5 Develop organizational succession plan	By April 2018, establish subcommittee to define roles and responsibilities of Executive Director and Administrative Assistant. Determine qualifications necessary to perform jobs	Governance Committee
	Post job announcement for Administrative Assistant position by June 2018	Governance Committee
	By August 2018, hire an Administrative Assistant	Governance Committee

Long-Term Action Plan

GOAL	ACTION ITEMS	RESPONSIBLE PARTY(IES)
Program Performance Goals		
1.1 Ensure consistent and high-quality program delivery	Conduct renewal training for volunteers every 4 years	Staff Member
	Establish baseline measures for social emotional levels for students entering the program	Staff Member
6.6 Seek opportunities to help organization thrive and grow sustainably	Develop an approach to have clergy-to-clergy interaction to build support for PTS within parishes	Board Members
	Create Board recruitment plan	Executive Director and Board Members
	By 2020, 25% of Episcopal worshipping community will have dedicated line item for PTS in budget or other dedicated funding mechanism	Staff Member and Board Members
	By 2020, investigate the need and best means to implement PTS model outside of Georgia, including safety protocols, roles, compensation structure, and performance measures.	Executive Director and Diocesan Leadership
	By 2022, 25% of Episcopal parishes in Atlanta will have established PTS program	Staff Member

Appendix A: SWOT Analysis

A SWOT Analysis was conducted by the Board of Directors during their annual planning retreat in January 2017. The results of the SWOT provided below were used to develop the goals and action items for the strategic plan.

Strengths: What makes PTS stand out from the competition?

Strengths
Effective, low-cost model (small ratio)
Well-respected and highly motivated Staff Members
On-going financial and administrative support from St. Benedict's
Longevity of programs including two since 2011
Positive brand/image with success stories and results

Weaknesses: Internal items that impede meeting objectives; these items offer areas for potential improvement.

Weaknesses	Number of votes
Lack of overall fundraising strategy	8
Lack of diversity in funding sources	8
Need succession plan	5
Limited reserves and financial support from Affiliates	5
Lack of organizational depth and staffing limits ability to pursue growth and new opportunities	3
Program's success is dependent (in part) on volunteer and host organization's commitment	1
Limited Board involvement	
Loss of revenue from St. Benedicts due to shifting priorities	

Opportunities: External items that could or should be areas to focus on developing.

Opportunities	Number of votes
Seek new and multiple sources of funding	10
Investigate options to assist participants after 5 th grade	7
Capture and share institutional knowledge and success stories with Affiliates and in marketing and collateral materials	5
Focus on formalizing program/organization and re-assessing structure	3
Leverage host congregations and Diocese	3
Expand marketing platforms and audiences	2
Improve data collection and analysis	2
Use technology for mentoring	

Threats: The external items beyond our control that put PTS at risk.

Threats	Number of votes
Cultural and language barriers may limit success of program	7
New activities (e.g. technology and Fund the Gap may not support or may dilute core mission	5
Interaction with children may pose liability concerns	5
Loss of funding and participants to larger, more established programs and after-school programs	5
Lack of leadership training and inability to sustain volunteers	4
Collaborative model puts program and affiliates at risk if any element's (e.g. church) commitment diminishes or dissolves	2
Lack of contingency plan could impede program's progress and achievements	1