

STRATEGIC ACTION PLAN

Grandville Avenue Arts & Humanities

2013-17

Planning for the Future

On February 16, 2013, GAAH Board members and staff participated in a retreat to plan for the next five years. The desired outcome was a concise and focused plan for the Board and staff to effectively harness their passionate commitment to Grandville Avenue Arts & Humanities.

One important element of the planning session was an affirmation of values. These values permeate everything about Grandville Avenue Arts & Humanities and are presented here as **distinctive characteristics**. Values serve as a starting point for considering the updated mission, vision, and goals.

Core Belief Integrity is the foundation upon which all values are built.

Core Values

- **Diversity:** We are an inclusive community that celebrates and respects the many cultures of the neighborhood.
- **Excellence:** We are a community with high expectations for our students, teachers, staff, and volunteers.
- **Celebration:** We are a joyous community that has a passion for the arts.
- **Learning:** We are a community of learners, always seeking ways for individuals to grow, create, and express themselves.
- **Accountability:** We are a committed community that uses all resources wisely.
- **Collaboration:** We are builders of partnerships both within the neighborhood and in the broader community.
- **Safe Haven:** We are a community that provides a safe and welcoming haven for all who come.

Mission – Grandville Avenue Arts & Humanities enriches the lives of neighborhood youth through diverse and engaging programs at the Cook Arts Center and the Cook Library Center.

Vision – Our vision is that the Grandville Avenue neighborhood is recognized for empowering youth to reach their full potential.

Goals for Smart Growth 2013 – 2018

1. Maintain the overall high **quality of youth programs** at the Cook Arts Center and the Cook Library Center while improving on one or more specific youth development areas, such as leadership or other life skills, which increase impact.
 - a. Expand research into evidence-based¹ program development.
 - (1) Document the research that's already taking place.
 - (2) Continue participation in B2B program.
 - (3) Get on mailing lists of 10-12 comparable youth programs (local, regional, and national).
 - (4) Host biannual program director meetings at the CAC to facilitate program partnerships and generate ideas.
 - b. Measure impact of existing programs and address areas for improvement.
 - (1) Implement Youth Program Quality Assessment at both facilities.
 - (2) Develop documentation that is instrumental in guiding program improvement.
 - (3) Continue the assessment and improvement cycle.
 - c. Engage GAAH board in annual program assessment.
 - (1) Begin with the Cook Arts Center during the 2013-14 school year.
 - (2) Add the Cook Library Scholars program in 2014-15.
 - (3) Add the Cook Library Center in 2014-16.
2. Increase **pre-teen and teen participation** in GAAH programs from an average of 20 to 100+ by the 2017-18 school year.
 - a. Develop and implement mechanism for pre-teens and teens to have a voice in program design, thereby deepening their involvement. Current programs that will be expanded upon include Cook Library Scholars, Girls Group, Press Club, Girls Rock GR, Teen Leadership Team.
 - b. Reserve time and space for pre-teen and teen focused programs at the CAC.
 - c. Explore employing a staff member to plan and implement [weekend] teen programs at the CAC.
 - d. Monitor and evaluate participation and impact at both facilities.
3. Expand **parental involvement** in programs and activities to strengthen the impact on the entire family of their child's participation.
 - a. Continue active listening to neighborhood parents.
 - b. Investigate best practices and gather ideas about parental involvement with out-of-school programs.

¹ The integration of the best available research with out-of-school time expertise within the context of child, teen, family, and community characteristics, culture, and preferences. *Child Trends, Research to Results*, June 2007. http://www.childtrends.org/files/child_trends-2007_06_04_rb_ebp1.pdf

- c. Design and implement opportunities to welcome and engage parents that will enrich their experiences and provide opportunities for them to give back in a meaningful way (i.e., ask parents to coordinate monthly potlucks).
 - d. Monitor and evaluate results of efforts to involve parents.
 - e. Create new mechanisms for getting feedback from parents.
4. Ensure **adequate resources** are available to sustain program growth and success.
- a. Develop a **comprehensive resource plan** that includes funds, personnel, and facilities.
 - (1) Calculate overall organizational need and available resources for continued growth over the next five years.
 - (2) Design strategies for fund development and assign responsibility for implementation.
 - (3) Implement development plan.
 - (4) Create and maintain a reporting system to monitor progress (for example: fundraising goals, days of operating cash, reserves, donor retention rate, service level and cost).
 - b. Invest in enhanced communications to build broader **community awareness** of the GAAH program approach and contributions to youth development.
 - (1) Employ an individual with strong written communications skills and creativity along with grant writing capacity.
 - (2) Design a communications plan to push stories about GAAH out into the community through multiple channels, including social media.
 - (3) Set goals for distribution and track coverage of GAAH activities and programs.
 - c. Initiate expansion of fundraising efforts by developing a **sustainability plan for the Cook Library Scholars (CLS)** and use this experience to inform a comprehensive resource plan.
 - (1) Form a Friends of Library Scholars group made up of individuals committed to the value of academic success and leadership development for neighborhood students.
 - Reach out through Board and staff networks to recruit Friends.
 - Approach older adults and retirees to engage them with the program.
 - (2) Activate the Friends of Library Scholars with a series of programs designed to inform them about program goals and to capture their hearts.
 - Charge the Friends with being ambassadors for Library Scholars and informing their own social or professional groups about the program.
 - Build a mailing list of potential donors from the ambassadors' contacts.
 - (3) Assign specific fundraising responsibility to the Friends group.

Planning Session Participants

Board of Directors

Tina Bain, Amway Corporation
Marcia Borowka, Grand River Bank
Marie Brill, Arbor Circle
Abe Carrillo, Herman Miller
Jorge Gonzalez, LINC Community Revitalization, Inc.
Debb Kalmbach, Amway Corporation
Laura Radle, Varnum
Jose Rosario, Spartan Stores
Gary Stark, Grand Valley State University

Staff Members

Marjorie Kuipers, Executive Director
Steffanie Rosalez, Cook Arts Center Program Director
Sue Garza, Cook Library Center Director
Melissa Baker-Boosamra, Cook Library Scholars Program Director
Sarah Bruxvoort, Program Assistant

Facilitator

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