



Strategic Plan 2019-2021



Prepared for:
Horizons Atlanta

Prepared by:
Maritza Soto Keen, Ph.D.
Lori Tiller, M.A

Contributors:
Emily Boness, J.D.

University of Georgia students

Brianna Roberts
Brittany Galuskin
Gloria Loupatty
Fahmida Afroz



**J.W. Fanning Institute
for Leadership Development**
UNIVERSITY OF GEORGIA

For more information, contact:
Maritza Soto Keen
Lori Tiller
J.W. Fanning Institute for Leadership Development
University of Georgia
1240 South Lumpkin St.
Athens, GA 30602
Phone: 706-542-1108
www.fanning.uga.edu



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Letter from Board Chair

In 2019, Horizons Atlanta proudly commemorates the 20th anniversary of the launch of our first six-week summer enrichment program in Atlanta at Holy Innocents' Episcopal School. While we take the time to celebrate our history and accomplishments, it is fitting that we also set forth a thoughtful plan to continue our growth and improvement into the future. We proudly present to you our organization's 2019-2021 strategic plan to affirm our vision and commitment to this important work.

Over the twenty years since the start of our Holy Innocents' program, Horizons Atlanta has expanded significantly to a network of ten programs at nine host institutions today. Following the proven academic achievement model established by Horizons National, our Atlanta team continues to serve as an innovator and thought leader for our national organization, forging a regional approach that efficiently scales the number of children we can serve. Notably, 2019 will see Horizons Atlanta's total student seats approach the 1,000 milestone.

We remain focused on our fundamental tenet that "every child in Atlanta, regardless of background, should have the same chance at making a positive impact on his or her community." By building each young scholar's literacy, mathematics, swimming, and other life skills, our program aims to eliminate the critical barriers to success that he or she may face and clear the path to a world of new possibilities.

Our work continues, and this strategic plan – informed by and crafted alongside our valued stakeholders – will guide our activities over the next three years so that we can deliver in a sustainable way high-quality academics and support to as many children and families as possible.

John Brock, Chair

Retired CEO, Coca-Cola European Partners



Executive Summary

Horizons Atlanta was established in 2013 as part of Horizons National’s expansion initiative and strategic decision to invest in metro Atlanta. Since then, Horizons Atlanta has grown to nine host institutions, making it the largest concentration of Horizons programs in the country. Through their network of programs, Horizons Atlanta provides students from underserved communities with a six-week summer learning experience to address achievement and opportunity gaps. ¹ In 2017, Horizons Atlanta launched two high school programs, partnered with Purpose Built Schools to establish its ninth site, and added grade cohorts at seven of its existing sites. ²

In 2018, the Board of Directors of Horizons Atlanta decided to undertake a strategic planning process to guide the organization’s growth over the next three years. The board convened a group of 13 individuals representing the organization’s board, staff, and host institutions to serve as the strategic planning committee. Horizons Atlanta retained the University of Georgia’s J.W. Fanning Institute for Leadership Development (Fanning), a unit of Public Service and Outreach at the University of Georgia, to design and facilitate the planning process.

Fanning faculty facilitated a process that included: discussion of future direction, review of organizational mission; a SWOT analysis in which organizational strengths, weaknesses, opportunities, and environmental threats were identified; findings from stakeholder interviews; and discussion of similar mission organizations in the metro Atlanta area. Six themes emerged from the analysis of the data and environmental scan. The strategic planning committee used this information to identify critical issues and opportunities moving forward. The process resulted in four strategic priorities.

Strategic Priorities Overview

The four strategic priorities are interdependent and focus on key quality and growth areas. Each have associated goals, strategies, descriptive action steps, and tasks along with accountability indicators by which progress and success are measured. Additionally, champions were identified to guide the implementation of goals and strategies. Below are the four strategic priorities with associated goals:

¹ Horizons Atlanta Annual Report, 2017

² Horizons Atlanta Website, 2018



Strategic Priority 1: High Quality Programs

Recognizing the importance of consistent high quality programs and strong partnerships, this priority addresses the need to affirm, assess, and implement fundamental programs core to the mission of Horizons Atlanta as well as supplemental programs that meet the evolving needs of students.

Goal 1: Provide consistent high-quality programming to students from underserved communities in metro Atlanta.

Strategic Priority 2: Sustainability

This priority ensures an emphasis on financial sustainability, from revenue generation now and in the long term, the need to increase and diversify revenue sources, and maximizing donor and host institution engagement, to budget planning and regional and program site expense review.

Goal 2: Ensure current and future financial sustainability of organization.

Strategic Priority 3: Human Capital

Exceptional board members and excellent regional and site staff are key to the success of Horizons Atlanta. This priority addresses leadership and staff structure and responsibilities as well as the importance of continued professional development.

Goal 3: Develop the board, regional office, and site organizational capacity to support Horizons Atlanta's mission.

Strategic Priority 4: Growth

Noting the goals of providing comprehensive support to Horizons students and of service expansion for additional students throughout metro Atlanta, this priority explores strategic, intentional, and sustainable growth opportunities.

Goal 4: Pursue sustainable internal and external growth opportunities.

Concluding Steps

Horizons Atlanta staff reviewed and made final revisions to the strategic plan followed by presentations to the appropriate board committees.

The Horizons Atlanta board of directors adopted the 2019-2021 strategic plan on November 29, 2018. Implementation will begin in 2019.



Organizational History

Horizons Atlanta was established in 2013 as part of Horizons National’s expansion initiative and strategic decision to invest in metro Atlanta. Organized as its own 501(c)(3), Horizons Atlanta is an affiliate of Horizons National but has its own leadership, including a highly influential board of directors, a dedicated and experienced professional staff, a consortium of nine well-respected host institutions (“sites”), and a community of engaged philanthropic partners.³

Horizons Atlanta has grown to nine sites, making it the largest concentration of Horizons programs in the country. Through their network of programs, Horizons Atlanta provides students from underserved communities with a tuition free, six-week summer learning experience to address the achievement and opportunity gaps between low-income students and their more economically advantaged peers.⁴

By every measure, the success of Horizons Atlanta as a regional site has exceeded expectations. To continue to build on its success, Horizons Atlanta engaged the J.W. Fanning Institute for Leadership Development (Fanning), a unit of Public Service and Outreach at the University of Georgia, to facilitate a strategic planning process with the end result being a three-year strategic plan. The work began in early 2018, and the Horizons Atlanta board of directors approved the plan on November 29, 2018.

Organization Mission

During the strategic planning process, Horizons Atlanta reviewed its mission to ensure the organizational purpose was clearly defined and aligned with its future direction. The strategic planning committee concluded that the current mission statement continued to clearly communicate the organizational purpose and direction.

Current Mission Statement: *Closing the opportunity gap through high quality academics in an engaging summer learning environment.*

³ Horizons Atlanta website, 2018

⁴ Horizons Atlanta: Annual Report 2017



Methodology

Fanning faculty used a multi-phased process that began with the full board of directors participating in a SWOT analysis. Horizons Atlanta created a 13-member strategic planning committee consisting of board members, staff, and site directors to continue the work (Appendix A: Strategic Planning Committee). This committee met to review the SWOT results and to determine critical questions to inform the process and key stakeholders to interview. Additionally, the strategic planning committee identified the following goals:

- To gain a roadmap for where we are going and how we want to get there. We'd like to have mission alignment with all of our activities.
- To understand whether we are the best at what we do. Who else exists in this space? What are others in this space doing well?
- To identify how to have sustained program and funding growth to continue quality. What is the ideal funding model?
- To have accountability for how to move forward, while continuing excellence in programming and considering additional sites and/or expansion of grades.

Fanning used the information gathered from the SWOT analysis and strategic planning committee meeting to create the interview protocol and conduct interviews with 16 key stakeholders (Appendix B: List of Interviewees).

Fanning also researched six Atlanta-based organizations with similar missions to better understand the environment in which Horizons Atlanta operates. The six organizations were determined with input from the strategic planning committee and the stakeholder interviews. (Appendix D: Similar Organizations).



Findings and Themes

Fanning faculty identified six themes (below) from the SWOT analysis and interviews and presented these themes to the strategic planning committee for review and discussion.

1. **There is a need for the services provided by Horizons Atlanta:** All stakeholders believe the need for services is clear as Horizons Atlanta serves communities with demonstrated need.
2. **Continue to consider growth opportunities:** Stakeholders described Horizons Atlanta as disciplined, strategic, and true to its mission. Stakeholder feedback urged Horizons Atlanta to continue to be intentional and mission-centered when considering growth opportunities. Several possible growth areas are: (1) the addition of new sites, (2) expansion of programs to year-round supports, and (3) expansion to include high school programs.
3. **The quality of the program is high:** Stakeholders recognize Horizons Atlanta as an organization committed to high quality programs. Stakeholders noted that in order to maintain this high program quality, investing in staff professional development and establishing and advancing professional standards and competencies for regional and site staff are critical. Stakeholders emphasized the need to grow and retain a pool of prepared teachers to conduct summer programs and the importance of continual evaluation of academic impact and how it helps change the cycle of poverty across metro Atlanta. Additionally, stakeholders advised that Horizons Atlanta continually balance organizational and site growth with quality to ensure impact remains high as the organization adds new sites and/or services.
4. **Leadership is strong:** Stakeholders find board leadership is well-known and respected. To ensure diverse representation, stakeholders recommend that Horizons Atlanta consider ways to include community voices through board membership and/or advisory groups. In addition, stakeholders would like Horizons Atlanta to explore strategies to expand the board's core membership.
5. **The partnership model is a true collaboration:** Stakeholders viewed the Horizons Atlanta partnership model as one that demonstrates true collaboration between the regional organization and host institutions. They see an opportunity to strengthen partnerships with schools at the district level and recommend continued connections with school districts to include district-wide strategies, data sharing agreements, and



alignment with education standards and evaluation models that tie to student outcomes.

6. The funding model can be diversified: Horizons Atlanta should further diversify its revenue stream beyond foundation, corporate, and individual giving. Stakeholders suggested looking to earned revenue opportunities such as fundraising events and to contributions from host institution boards, parents, and alumni. Setting and maintaining host institution/site funding mix standards and expectations are regarded as key to the future growth and sustainability of the partnership model.

Following the discussion of the themes, the planning committee identified four strategic priorities for 2019-2021. Strategic priorities contain goals, specific strategies, high level action items, and accountability measures. A timeline for action and champions for each priority were also identified.

Strategic Priorities Overview

The four strategic priorities are outlined below. All four are interdependent and focus on key quality and growth areas. Following each strategic priority are descriptive action steps and tasks along with accountability indicators by which progress and success will be measured. Each strategic priority stems directly from the input of stakeholders, the board, and the strategic planning committee.



Strategic Priority 1: High Quality Programs

Recognizing the importance of consistent high quality programs and strong partnerships, this priority addresses the need to affirm, assess, and implement fundamental programs core to the mission of Horizons Atlanta as well as supplemental programs that meet the evolving needs of students.

Goal 1: Provide consistent high quality programming to students from underserved communities in metro Atlanta.

Strategy 1.A. Affirm and enhance Horizons Atlanta's required program components as set by Horizons National and Horizons Atlanta affiliation agreements.

- Set baseline performance minimums and targets for each required component and ensure all sites in the network perform at or above those levels.
- Develop implementation toolkits for all components based on regional and national best practices.
 - Accountability measures
 - Perform annual site reviews for adequate performance levels (ongoing).
 - Identify baseline performance targets by June 2019.
 - Formalize monthly site director meetings as forum for best practice sharing among sites by April 2019.
 - Develop list of toolkit topics by December 2019. Complete all toolkits by December 2021.

Strategy 1.B. Evaluate and prioritize Horizons Atlanta's current non-required components (supplemental program facets that are beyond Horizons National's requirements but aligned with and support Horizons Atlanta's mission).

- Determine which components will be elevated to required Horizons Atlanta elements.
- Develop implementation and evaluation plan for new required components.
- Review and refine regional and/or site operations to achieve or exceed those measurements.
 - Accountability measures



- Continue support for non-required components (ongoing).
- Decide which program components are required or not required by July 2019.
- Develop implementation schedule for required component programming by December 2019.
- Assess and select specific programs for required component delivery by May 2020.
- Develop process to assess, review, and refine site/region activities to begin in August 2020.

Strategy 1.C. Implement comprehensive quality assurance systems to ensure performance at all Horizons Atlanta sites.

- Identify relevant key performance indicators (KPIs) in youth development and academic support programs, both quantitative and qualitative, based on national best practices.
- Evaluate, select, and adopt formal, validated assessment tools to address program quality on selected KPIs at individual sites and for the region.
- Establish periodic review and refinement processes to address gaps and opportunities.
 - Accountability measures
 - Identify and select key performance indicators by May 2019.
 - Select KPI assessment tools by May 2019.
 - Prepare for deployment of tools for programs running in June-July 2019.
 - Establish KPI assessment review process by August 2019 for review of 2019 summer programs.



Strategic Priority 2: Sustainability

This priority ensures an emphasis on financial sustainability, from revenue generation now and in the long term, the need to increase and diversify revenue sources, and maximizing donor and host institution engagement, to budget planning and regional and program site expense review.

Goal 2: Ensure current and future financial sustainability of organization.

Strategy 2.A. Develop and maintain three-year financial model for organization-wide operations (for existing sites, including those completing their K-8 cohort enrollment, and factoring in any anticipated new sites).

- Project annual expenses required to support growth of organization, including regional and site level expansion.
 - Accountability measures
 - Create a three-year budgeting tool for region and sites by November 2019.
 - Perform comprehensive regional organization structure assessment by November 2019.
- Project revenue sources required to fund regional share of program operating budgets.

Strategy 2.B. Determine a realistic financial cost model that reflects the optimal activity level needed to deliver high quality programming throughout the region.

- Update the recommended site and regional operational plans to reflect activity levels/expectations as sites and region continue to mature.
- Adjust the composite cost per student analysis.
 - Accountability measures
 - Review and update regional and site level organization structure and activity level recommendations by November 2019.
 - Update financial valuations of that optimal model by November 2019.
 - Update composite cost per student analysis by November 2019.

Strategy 2.C. Diversify funding base.

- Increase public and corporate funding.
- Develop a three-year individual giving donor growth and stewardship strategy.
- Perform a cost/benefit analysis of hosting a signature fundraising event.
 - Accountability measures
 - Complete analysis and present signature fundraising event recommendation to board by December 2019.
 - Ensure no single revenue category accounts for more than 30% of overall revenue total by December 2020.
 - Increase corporate funding by 10% annually from 2019-2021.



- Solicit at least two new public grant/contract sources annually from 2019-2021.
- Increase annual revenues to meet or exceed annual budget increases due to increased enrollment and regional activity.

Strategy 2.D. Refine region and host institution investment proportions.

- Assess funding model similarities and differences between independent schools and colleges/universities.
- Determine investment proportions from HA and from sites, both as a category and individually for each site.
- Ensure mutual commitment of HA and each site through annual site and funding agreements.
- Update requirements for new sites as appropriate.
 - Accountability measures
 - Finalize site agreements annually by April, beginning April 2019.
 - Establish model and investment proportions determined by September 2019 in advance of budgeting of 2020 programs.
 - Execute funding agreements annually by end of each calendar year, beginning December 2019.



Strategic Priority 3: Human Capital

Exceptional board members and excellent regional and site staff are key to the success of Horizons Atlanta. This priority addresses leadership and staff structure and responsibilities as well as the importance of continued professional development.

Goal 3: Develop the board, regional office, and site organizational capacity to support Horizons Atlanta's mission.

Strategy 3.A. Enhance the board to meet the current and growth needs of the organization.

- Maintain a board matrix to identify existing and desired capacity like professional expertise, client voice, and blend of philanthropic and corporate.
- Provide additional board structure(s) to accommodate organizational needs and to support board functions like governance and development
 - Accountability measures
 - Update board matrix by April 2019.
 - Create Board Governance Committee by April 2019.
 - Complete board structure realignment as needed by December 2019.

Strategy 3.B. Assess and support the regional office staffing structure to provide the highest, most efficient value add to the organization.

- Define the functional value add of the regional office activities.
- Evaluate regional organization structure.
 - Accountability measures
 - Complete regional office assessment by August 2019.
 - Refine existing regional office organization structure and submit any recommendations for adjustments by November 2019.

Strategy 3.C. Review and optimize site-level organizational structure.

- Initiate conversations with site directors and host institutions to assess capacity.
- Make recommendations on site staffing and composition along program growth trajectory.
- Develop plan to implement recommendations for existing sites and for potential new sites.
- Establish Advisory Councils at all sites.
 - Accountability measures
 - Establish calendar for development of advisory councils for each site by April 2019.
 - Create indicators for when to transition part-time site directors to full-time by May 2019.



- Initiate capacity conversations with host institutions by July 2019.
- Make recommendations for site organization structure, including transition from part-time to full-time site directors, by December 2019.
- Formally adopt recommended site organization structure and develop implementation plans for each site by May 2020.
- Form and convene advisory councils at all remaining sites by December 2021.

Strategy 3.D. Increase professional development efforts at all levels of the organization to include board, regional office, site directors, and site staff.

- Identify and provide professional development, training, and other opportunities.
- Implement annual evaluation processes.
- Develop and support career advancement opportunities within organization through succession planning and building of talent pipeline.
 - Accountability measures
 - Compile professional development opportunities for regional and site staff by May 2019; for board of directors by December 2019.
 - Create indicators for evaluation of regional staff/Executive Director/Site Directors by May 2019.
 - Complete performance evaluations for all staff by December 2019 and annually thereafter.
 - Create a succession plan for board of directors, including chair, officers, and committee chairs by December 2019.



Strategic Priority 4: Growth

Noting the goals of providing comprehensive support to Horizons students and of expansion to serve additional students throughout metro Atlanta, this priority explores strategic, intentional, and sustainable growth opportunities.

Goal 4: Pursue sustainable internal and external growth opportunities.

Strategy 4.A. Explore region-wide supports to sites.

- Evaluate need and implement appropriate region-wide activities and/or events to support Horizons Atlanta mission and program quality.
- Establish appropriate collaborations with other organizations to provide program supports/enhancements.
 - Accountability measures
 - Identify collaboration needs by February 2019. Initiate conversations with potential partners by April 2019 and establish partnerships by June 2019. Revisit annually.
 - Identify list of region-wide activities and events by April 2019.

Strategy 4.B. Explore expansion at existing sites.

- Increase student enrollment through new cohorts or programs.
- Enhance year-round offerings to current students and families.
 - Accountability measures
 - Develop schedule for adding year-round offerings to current students at appropriate sites by April 2019.
 - Identify most likely candidates among current host institutions for adding high school or parallel cohorts by June 2019. Decision made by December 2019.

Strategy 4.C. Explore the addition of new sites.

- Formally establish requirements for launch of new sites.
- Initiate conversations with potential host institution prospects.
 - Accountability measures
 - Establish requirements for new sites by August 2019.
 - Identify candidates for potential new sites and initiate conversations by December 2020.



Appendix A. Strategic Planning Committee

- Sarah Anderson, Board of Directors
- Sirocus Barnes, Horizons Atlanta at Georgia Tech Site Director
- Paul Barton, Board of Directors
- John Brock, Board of Directors Chair
- Chris Brodnan, Horizons Atlanta Regional Program Director
- Dave Fedewa, Board of Directors
- Irene Johnson, Board of Directors
- Sharron McIntyre, Horizons Atlanta at Atlanta Technical College Site Director
- Jessica Parsons, Horizons Atlanta at Woodward Academy Site Director
- Mary-Kate Starkel, Horizons Atlanta Associate Director
- Dave Stockert, Board of Directors, Finance Committee Chair
- Al Trujillo, Board of Directors, Program Growth and Quality Chair
- Alex Wan, Horizons Atlanta Executive Director



Appendix B. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths to Build On

- Youth development and educational expertise at the site level
- Growing board connections
- Program aligns with a high priority in the area
- Database track record (impact and effectiveness)
- We have a story to tell and we know who to share it with
- Sites also give leverage
- Strong parental support
- Talented staff and site directors; they do a great job with limited resources
- Strong mission
- Regional and national relationships
- Proven product
- Best practice sharing across sites; peer to peer learning

Weaknesses to Resolve

- Opportunity for growth in city vs. how fast we can grow (funding and capacity do not meet the demand)
- No reoccurring revenue; must raise 120% each year
- Inconsistent fundraising across sites
- Fundraising model relies on 1-2 big donors each year
- Program consistency across sites
- Building Horizons' Horizon's culture
- Site understaffing
- Rising costs at sites and across the region; sites receiving same amount
- Board governance continues to evolve
- Advisory councils
- Quick succession of Horizons' executive directors
- Have/have not across sites
 - Each site does not have the same ability to bring in money
 - Unequal access to community assets (specifically in-and-around I-20)
- Business model (25/75)
- Program site growth without funding to support the rate of growth
- All sites must buy in and believe they are a part of the mission and support the mission
- Coherent understanding of site agreements
- Unequal support & buy in from host institutions, compounded by turnover among staff
- Mission relationship, not business transaction
- Vet new sites for commitment to mission and ability to support financially



Opportunities to Leverage

- 100% expansion
- Public/government funding
- New strategic partnerships
- Alliances around geography
- Board development
 - Recruiting at a higher capacity
- Convening summer learning coalition (should this be us or someone else in this space?)
- Atlanta is a growing community with a large philanthropic base
- Unlimited need
- Higher education and independent day schools
- Large metropolitan area
- Program aligns with community priority
- Site level cooperation
- Tax credit
- Individual donors

Threats to Avoid, Mitigate, or Plan For

- Reoccurring funding
- Competition with larger organizations in the education space
- New organizations entering the summer learning space who have access to public funding
- Turnover of champions at specific sites
- Liability issues (minors on campus)
- Local government structure (MSA)
- Permanent housing for programs
- Threat of pushing core model too far



Appendix C. Stakeholder Interviewees

Name	Title	Organization	Category
Greer Powell	HA-GSU Site Director	Georgia State University	Site Director
Vera Wood & Ingrid Montenegro	HA-HIES Academic Director, Parent Coordinator	Holy Innocents' Episcopal School	Academic/Parent Director
Bonnie Cochran	Paulding County Schools Assistant Superintendent	Kennesaw State University	Public School District
Patrice Barlow	Area Executive Director	Fulton County Achievement Zone	Public School District
Victoria Seals	President	Atlanta Technical College	Host Institution
Kevin Glass	Headmaster	Atlanta International School	Host Institution
Greg Giornelli	Chief Executive Officer	Purpose Built Schools	Host Institution
Ken Zeff	Executive Director	Learn4Life	External Stakeholder
Lesley Grady	Senior Vice President, Community	CFGA	External Stakeholder
Lizzy Smith	Grants Program Director	Woodruff/Whitehead Foundation	Funder
Mary Judson	President	Goizueta Foundation	Funder
Pia Wurth	Director of Licensing, Buzzy Seeds	Woodward Academy	Donor
Kris Christy	Community Affairs Manager	Wells Fargo	Funder
Nancy Rigby	President	Cox Foundations	Funder
Ruth Lopez			Parent
Lorna Smith	Chief Executive Officer	Horizons National	Horizons National



Appendix D. Research on Similar Organizations

1.1 Horizons Atlanta

Background

Horizons National made a strategic decision in 2013 to invest in Atlanta, and since then the efforts have been successful in every measure. Just three years later, Horizons Atlanta launched its eighth program – the 51st Horizons national affiliate – with its own leadership.

Mission

Horizons Atlanta is a transformational, community-centered, summer learning program proven to close the opportunity gap. We believe that every child in Atlanta, regardless of background, should have the same chance at making a positive impact on his or her community. We provide this opportunity by eliminating the critical barriers to success that many of our children face, thus putting them on a path to:

- Read proficiently by the end of third grade,
- Graduate from high school,
- Receive higher education, and
- Become globally competitive professionals.

Vision

Horizons Atlanta will become the region's leading organization in innovative instructional practices and program development of summer learning for economically disadvantaged students.

Values

N/A*

Strategic Plan

N/A*



<ul style="list-style-type: none"> ● Budget: <ul style="list-style-type: none"> ○ 2017 Revenue: \$1,928,000 ○ 2017 Expenses: \$1,727,000 ● Cost to participate: \$2,500 but Horizons Atlanta offers tuition free programs to students with a registration fee of no more than \$50/student. 	<ul style="list-style-type: none"> ● Student outcomes: <ul style="list-style-type: none"> ○ In 2016, Horizons Atlanta students <ul style="list-style-type: none"> ▪ Gained 2.2 months of growth in Reading ▪ Gained 2.9 months of growth in Math ▪ Celebrated a 94% average daily attendance ▪ Were retained 87% of the time 	<ul style="list-style-type: none"> ● Funders: <ul style="list-style-type: none"> ○ Funded through registration fees and a mix of philanthropic support from individuals, corporations, foundations, civic organizations, and local public grants. Additionally, Horizons Atlanta relies on partner host institutions to provide their campuses in-kind and fundraise a portion of their program's operating budget each year.

➤ Who do they serve?

Horizons Atlanta serves disadvantaged metro Atlanta public school students who:

- Qualify as low-income based on participation in the Free and Reduced Price Lunch program
- Would benefit from intensive academic support (2/3 of our students perform below grade level in Reading and/or Math upon enrollment in the program)
- Can commit to meaningful participation and engagement over a six-week period each summer, for multiple summers

➤ Programs

Clark Atlanta University

- Program theme, "The Journey", takes each Young Scholar (student) on a six-week learning adventure of academic achievement, cultural and social enrichment, swimming, and global awareness. Access to Clark Atlanta's campus, faculty and students build a desire in the Young Scholars to continue their education and guest presentations from Atlanta's business, civic and education influencers expose students to various career paths.

Georgia State University

- The site's theme of Growing Greatness-Growing Future Leaders is supported by rigorous academics, experiential learning activities, gardening and exposure to the arts. Access to Georgia State University staff, faculty and students build a desire in Horizons students to attend college and excel in life.

Georgia Tech

- Currently serves a full K-8th grade continuum with a high school program – focusing on preparing students for entry into post-secondary educational institutions. This Science, Technology, Engineering, Arts and Math (STEAM) focused program gives access to Georgia Tech staff, faculty and students through lab visits and guest speakers. The program also



includes after school opportunities as well as family engagement events during the school year.

Holy Innocents’ Episcopal School

- Serves rising first through ninth grade public school students with a curriculum inspired by both the International Baccalaureate program and HIES's Program for Global Citizenship and empowers students to take action and make a difference as active global citizens. Citizen projects allow each grade level to take action by giving of themselves through community outreach initiatives.

Kennesaw State University

- Students benefit from a strong partnership with the Bagwell School of Education that provides instruction from students majoring in Early Childhood Education to augment the Horizons literacy instruction. The rigorous, STEM-centered curriculum is supported by KSU's Instructional Technology and Community Engagement Departments and Community organizations provide artistic and cultural enrichment.

Purpose Built Schools

- Locally-based nonprofit committed to breaking the cycle of poverty through high-performing schools by providing challenging, fun curriculum of daily applications in math, reading, writing and science that builds confidence and reduces summer learning loss.

Woodward Academy

- Emphasizes project-based learning with an intentional focus on building students’ character, in addition to academic and personal confidence. Collaborative support from teachers, volunteers, families and Woodward community partners strengthens the program.

➤ Host Institutions

Atlanta International School	Holy Innocents’ Episcopal School
Atlanta Technical College	Kennesaw State University
Clark Atlanta University	Purpose Built Schools
Georgia State University	Woodward Academy
Georgia Tech	

➤ Evaluation Plan

N/A*



➤ Board of Directors (20):

John Brock	(Chair), Retired CEO, Coca-Cola European Partners	Paul Alberto, PhD	Dean and Regents' Professor, Georgia State University College of Education
Lisa Aman	Community Advisor	Mike Anderson	Senior VP, Georgia Power and President & CEO, Georgia Power and Southern Company Corporate Foundations
Sarah Anderson	Partner, PwC	Paul Barton	Head of School, Holy Innocents' Episcopal School
Scott Bernstein	Vice President, Dynamic Resources Inc.	Tiffany Burns	Partner, McKinsey
M. Patrick Carroll	Founder and CEO, Carroll Organization	Lee Conner	Assistant Vice President, Woodward Academy
Dave Fedewa	Vice President of Product and Engineering, Home Depot	Jeff Fendler	Executive Vice President, Primerica
Kevin Glass	Headmaster, Atlanta International School	Alexis Hambrick	Senior Director of Marketing, Strategy, & Operations, Turner
Irene O. Johnson	First Lady, Clark Atlanta University	Victoria Seals	PhD President, Atlanta Technical College
Stacy Scott	Community Advisor	David P. Stockert	Former President and Chief Executive Officer, Post Properties
Al Trujillo	President, Georgia Tech Foundation	Louise Wells	Managing Partner, Morris Manning & Martin

❓ Staff (3) & Site Directors (11)



1.2 Agape

Background

Agape currently provides a supervised, safe haven for youth as well as a vibrant, social, and safe community for senior citizens and has plans to quantify community needs and increase program capacity through expansion and strategic partnerships.

Mission

Agape empowers and supports underserved families within its community to discover and embrace their full potential. Agape achieves this mission by providing academic support and family services focusing on character development, academic achievement, reading proficiency by third grade, successful high school graduation, and post-graduation placement.

Vision

N/A*

Values

N/A*

Strategic Plan

N/A*



- Budget (entire organization):
 - 2016 Revenue: \$4,797,734
 - 2016 Expenses: \$1,701,567
- Cost to participate: all programs free of charge for enrolled students.



- Student outcomes:
 - High school program students are with Agape for an average of seven years
 - Student who remain in Agape's programs through 12th grade have a 100% high school graduation rate.
 - Once graduated, 20% gain employment, 40% enroll in vocational school and 40% enter college; these students are the first in their families to ever attend college.

- Funders: **\$**
 - Agape partners with a number of community-based organization such as Arby's Foundation, Buckhead YMCA, and Girls on the Run to ensure that children and families are given opportunities to achieve full potential.



➤ Who do they serve?

Agape serves school-age children and 40 senior citizens. Of the student served, 90% Hispanic / Latino and 10% African American; 100% qualify for free or reduced price lunch in school.

➤ Programs

The After-School for Elementary and Middle School Program

- With 45-50 volunteers that meet the children for one hour each week, this program includes tutoring, mentoring and homework assistance, character development and accountability, educational and recreational activities and field trips, Georgia Milestone Prep, physical fitness and family involvement, and a healthy dinner each day.

Ginger Kaney Mentoring Institute for High School Students

- Assists Agape students during the school day at North Atlanta High School. The program assists students to meet the requirements for high school graduation, performs career assessments, and assists with post-graduation planning and placement.

GoGirlGo!/F.I.T. Camp

- Eight weeks of free, intense-fitness summer camp programs for 50 girls and 40 boys, ages 8 to 16. The program is based on a national teen sports initiative through the Women’s Sports Foundation and has a goal to get kids active as well as educate them on healthy choices that lead to healthy lifestyles.

Reading Readiness & Camp JumpSmart

- Reading Readiness is a six-week period dedicated to an early reading initiative and Camp JumpSmart is nine-day comprehensive camp following Reading Readiness that covers an entire school day filled with reading, math, science, cooking and arts and crafts.

RAGtime (Recreation, Activities and Games):

- Day program offered to senior citizens and disabled adults in the community to keep local seniors and potential shut-ins socialized, active and vibrant.

➤ Host Institutions

Most of the programs are held at the Agape Youth and Family Center, but the RAGtime program partners with the Carl Sanders YMCA facility.

➤ Evaluation Plan

N/A*



➤ Board of Directors (33):

Mike Hobbs	(Chair)	Lisa Herron Bankoff	Community Volunteer, Past Board Chair
Nicole Allen	Community Volunteer	Dr. Peter Barratt	Atlanta Obstetrics and Gynecology
Melissa Bucci	N3 Results, Inc.	Julio Carrillo	Techbridge
Ashley Carson	Atlantic Capital Bank	Susan Cimbalo	Community Volunteer
Kathryn Cook	Community Resident	Jorge De Castro	Equifax
Richard Floyd	Trinity Presbyterian Church Liaison	Marie Foster	Zeist Foundation
Tony Gonzalez	ScottMadden	Laurie Hood	Equifax
Clara Jefferson	Community Resident	Vickie Kirbo	Community Volunteer
Fontaine Lee	Cumberland Trust	Bentley Long	Premier Logic, LLC
Gay Love	(Honorary) Printpack	Kim Mansfield	Mansfield Oil
Felicia Moore	(Non-voting) President, Atlanta City Council	Elizabeth Pearce	The Lovett School
Lucille Perry	Community Resident	Tom Puricelli	Houlihan Lokey
Todd Rice	RFA Management Co.	Stella Ringer	The Coca-Cola Company
Shayla Rumely	Community Volunteer	Eileen Scherberger	Zeist Company
Holly Sims	Brand Bank	Jim Stokes	Alston & Bird (Retired)
Karen Taylor	Community Volunteer	Jeffrey Tompkins	Thomas Kennedy Sampson & Tompkins LLP
Brandon Van Orden	Cousins Properties	Nell Benn	Agape Chief Executive Officer

- Advisory Council (25)
- The Building a Better Tomorrow Campaign Committee (10)
- Staff (12)
- Support Staff (15)



1.3 Breakthrough Atlanta

Background

Breakthrough Atlanta provides a six-year, tuition-free, year-round, academically rigorous study skills enrichment program that provides a pathway to college for Atlanta’s middle and high school students.

Mission

Breakthrough Atlanta’s mission is twofold:

- We provide an academically intense pathway to college for motivated metro Atlanta public school students to encourage academic success.
- We provide an intensive hands-on teacher training experience (internship) for high school and college students, inspiring a new generation of teachers.

Vision

N/A*

Values

Breakthrough believes in the power of education to change young people’s lives radically. We believe the middle school years are the critical crossroads where students make choices that will affect their futures dramatically. We are passionate in our belief that every child deserves access to an excellent education and the encouragement to succeed.

Strategic Plan

N/A*



- **Budget:**
 - o Revenue: 1.133 million
 - o Expenses: 1.075 million
- **Cost to participate: \$1,600**
(but Breakthrough Atlanta offers programs to students’ tuition free in return for six years for commitment.)



- **Student outcomes:**
 - o 95% of Breakthrough Atlanta students enroll in a college or university.
 - o 100% of Breakthrough Atlanta student graduate from high school, compared to the Atlanta Public School graduation rate of 77%.



- **Funders**
 - o Breakthrough Atlanta has total 337 funders according to the annual report of 2016-2017.



➤ **Who do they serve?**

Breakthrough Atlanta serves students from low-income communities and students of color from public middle school and high schools across metro Atlanta. Breakthrough Atlanta also provides a hands-on teaching internship for students from colleges and university across the country.

➤ **Programs**

Summer Program

- Provides rising 7th and 8th grade students with six weeks of academic instruction in math, science, language arts, and social studies. Through an engaging curriculum, students learn material for the upcoming school year and gain study skills that enable them to succeed throughout their academic careers. They are supported by small classes, an advisory system, and active parent involvement

School Year Program

- Two Saturdays a month, students attend the School Year Program, which focuses on the academic subjects that are most challenging for them. Students receive enrichment in math and language arts skills, and get one-on-one assistance with their homework and related questions.

Teaching Fellows

- Academically talented college students from around the country, selected through a competitive application process. Under the guidance of experienced professional educators (Instructional Coaches), Teaching Fellows assume primary teaching responsibilities during the program. Because these interns are closer in age and experience, students can relate to them in a time when they are looking for role models.

2016-2017 Annual Report also adds:

9th Grade Program

- Provides support for students as they navigate the path to college, including college prep seminars, SAT prep classes, community service/volunteer opportunities, and personal mentoring for our students. This program also provides students and families with guidance in all aspects of pre-college planning and the financial aid process to help them make informed decisions.

➤ **Host Institutions**

The Lovett School and Atlanta Youth Academy.

➤ **Evaluation Plan**

N/A*



➤ Advisory Board (17)

David W. Ghegan	(Chair) Partner, Troutman Sanders LLP	Pinney Allen	Retired, Alston & Bird LLP
Hilton Ball		Timothy J. Barton	President, Barton Executive Search
Gil Benjamin	Owner of the Primrose School of Five Forks	Neysa Dillon Brown	Managing Director, Diversified Search
Kimberly Haynes	Chief Consultant, OMBI Group, LLC	W. Barrett Howell II	
Jeffrey Hines	Physician, WellStar Health System	Russell Jolivet	Group Vice President Talent Acquisition, SunTrust Bank
Stewart Lathan	Assistant Headmaster for External Affairs, The Lovett School	Jeff Neville	Portfolio Manager, ZWJ Investments
William S. Peebles IV	Headmaster, The Lovett School	Mark C. Pope IV	President, The Graphic Solutions Group
Nancy Brumley Robitaille	President, The Zeist Foundation, Inc.	Crystal Stephens	Director, BoardWalk Consulting
Clara Traver	Retired, The Lovett School		

- Emeritus Members (8)
- 2018 Event Committee (45)
- 2016 Fund-A-Scholar Committee (24)
- 2016-2017 Staff (7)



1.4 Odyssey

Background

Founded in 2001, Odyssey has been serving the Atlanta area for more than a decade. We are an official partner of Atlanta Public Schools and The Westminster Schools, and a member of the National Partnership for Educational Access.

Mission

Odyssey’s mission is to expand the ambitions of Atlanta students and empower them on a successful journey to college and a fulfilling career.

Vision

N/A*

Values

N/A*

Strategic Plan

N/A*



- Budget: General Operating budget is \$1,175,000 for the year 2018 (website)
 - o Revenue: \$996,238 (Annual Report 2017)
 - o Program Expenses 815,585
 - o Total Expenses including support expenses: \$1,064,404 (Annual Report 2017)
- Cost to participate: Odyssey’s applications are always free to fill out. Accepted or returning Odyssey scholars are charged a \$35 registration/acceptance fee for each student accepted into the program annually.



- Student outcomes: (Annual Report 2017)
 - 97% of Odyssey Elementary students improved in reading
 - 100% of Odyssey Elementary and Middle School students read a minimum of 2 grade level appropriate books
 - 86% of Odyssey High School students demonstrated writing improvement
 - 94% of Odyssey Middle School students and 85% of High School students met mathematics expectations
 - 95% of Odyssey students missed 3 days or less during the six week Odyssey program
 - 68% of students had returned from the previous summer
 - 100% of the Odyssey students participating in 12th grade in Summer 2016 graduated from high school



- Funders:
 - o Odyssey has total 54 donors according to the annual report of 2017. Odyssey receives financial resources, time, and in-kind support from corporations, foundations, and individuals.



➤ **Who do they serve?**

Odyssey serves Atlanta Public Schools students in rising grades 1 to 12 from disadvantaged communities.

Odyssey is committed to serving students from low-performing or “failing schools,” as identified by The Governor’s Office of Student Achievement Chronically Failing Schools List. Odyssey also actively recruits students who qualify for free or reduced lunch and students who will become first-generation scholars. The selection committee looks closely at the student’s recommendations as well as at the student application, income level, “home” school, and report card — including teacher remarks.

➤ **Programs**

Odyssey, a summer program with a proven track record, works with motivated public school students to help improve their school performance and instill a love for lifelong learning. Targeting Atlanta Public Schools students in rising grades 1 to 12 from disadvantaged communities, Odyssey offers an educational six-week summer camp experience for nearly 400 students, focusing on STEAM — science, technology, art, engineering, and math — through a curriculum grounded in Project Based Learning. Odyssey encourages students to embark upon a quest for knowledge and a journey toward higher education.

➤ **Host Institutions**

Odyssey is hosted on The Westminster Schools campus in Buckhead.

➤ **Evaluation Plan**

N/A*



➤ Board of Directors (25)

Swati Patel	(Board Chair), Caiman Management, President	Veronica Morrissette	(Vice Chair), Merrill Lynch
Jackson Bender	Palmer and Cay	Trameka Bettis	Community Volunteer
Leslie Hazle Bussey	Georgia Leadership Institute for School Improvement	Brian Clark	UPS
Jason F. Esteves	Equifax Inc. and APS Board of Education	Rhonda Fischer	Eastlake Foundation
Rob Hardy	Film/TV Director & Producer	Ingrid Hayes	Spelman College
Emily Heimermann	Community Volunteer	Andrew Ibbotson	NRC, Inc.
Catherine Mitchell Jaxon	Community Volunteer	Scotty Jones	The McCallie School
Jennifer S. Kellett	Community Volunteer	Dr. Amy Kim Gira	1) MetroDerm, P.C. 2) Baby Pibu
Jennifer P. Latz	JP Latz Consulting, LLC	Jason Marshall	Wesley International Academy
Whit McKnight	The Westminster Schools	Richard McPhail	The Home Depot
Robert Ryshke	The Westminster Schools	Anna Wick	Community Volunteer

➤ Advisory Board (37)

➤ Staff (7)



1.5 La Amistad

Background

Started to serve the need of neighborhood children to have a safe place to improve their academics and develop strong character in predominantly Latin community

Mission

To prepare Latino students and families for success through academic and life enrichment programs.

Vision

Latino students and families achieve life-long self-sufficiency.

Values

The words La Amistad mean "the friendship" in Spanish. At La Amistad, friendship between students, students and staff, and also students and volunteers are cultivated every day, and their impacts can last a life time

Strategic Plan

N/A*



- Budget:
 - Revenue: \$ 1,216,057
 - Expenses: \$ 1,496,739
- Cost to participate:
 - ESL: \$ 30/class (10 weeks)
 - Estrellitas: free
 - Afterschool: N/A
 - Summer: N/A



- Student outcomes:
 - Afterschool program
 - Reading fluency improved by 25%
 - Math scores improved by 25%
 - Summer program
 - Reading fluency improved by 32%
 - Math scores improved by 47%
 - Sight words scores improved 28%

- Funders: **\$**
 - La Amistad has diverse partners and funders; individual, community, churches, foundation, and corporation. They have partners and supporters representative in their board of directors, such as from Coca Cola Company and Serta Simmons Bedding.



➤ Who do they serve?

Predominantly Latino students and families. However, ESL program opened for every community members.

➤ Programs

English for Successful Living (ESL)

- ESL classes are open to anyone in the community that wants to learn English regardless origin. The curriculum consists of 6 levels of ESL classes that can be completed in 3 years and taught weekly for 2.5 to 3 hours at 7 locations.

After-school Tutoring

- The main focus is to increase academic success while manners and virtues are interwoven in the programming. After homework is complete, students work on remediation and enrichment of academic skills.

Parent Partnership

- Parent Partnership La Amistad strives to educate families through monthly parenting workshops on a variety of topic.

Animate Summer Academy

- Partnered with The Westminster Schools and St. Martin's Episcopal School to help continue the academic success of La Amistad students through summer program. Students spend the majority of the day immersed in academic subject areas such as language arts, reading, and math. They also are able to participate in more traditional summer camp activities like swimming, participating in a variety of sports, and taking part in arts and crafts projects.

Estrellitas

- Estrellitas is a Junior League of Atlanta program for Latina teen grades 7-12 in the Atlanta area, striving to encourage these youths to stay in school, prepare them to succeed in the educational arena, develop their leadership skills, and to serve their community.

The Suzanne W. Schirber La Amistad Scholarship

- A scholarship fund in memory Suzanne W. Schirber, a former and dedicated La Amistad volunteer. The scholarship will support incoming college freshman and current college LaAmistad students in pursuit of higher education.

➤ Host Institutions

ESL	Afterschool Program	Animate Summer Academy
Marietta 6th Grade Academy	Peachtree Presbyterian Church	St. Martin's Episcopal School
Shallowford Presbyterian Church	Westminster Presbyterian Church	The Westminster School
South Cobb Recreation Center	The Cathedral of St. Philip	
Trinity Anglican Church	Trinity Anglican Church	
YELLS Community Action Cafe	Church of New Covenant	
Holy Innocents' Episcopal Church	Clairmont Presbyterian Church	
	Shallowford Presbyterian Church	
	Centro Catolico,	

➤ Evaluation Plan

N/A*



➤ Board of Directors (9)

Lilian Rodriguez Lopez	Chair) CC1 Companies	Douglas Gooding	Chair), Invesco Global Asset Management, Inc. (retired)
Randy Maner	ner), MTI Baths, Inc.	Julianna Rue Cagle	ary), Hands on Atlanta
Howard Clark	k Company, Inc.	Jay Madden	ree Presbyterian Church
Marlene Oddo	Capital, LLC	Johanna Sullivan	immons Bedding
Diana Baldwin	st Bank		

- Advisory board (represents previous and current students and parents, volunteers, intern, funders, community partners, staff member, and Board of Directors)
- Leadership/Staff (10)



1.5 After-School All-Stars at Georgia State

<p>Background Atlanta After-School All-Stars began in 1994 as a summer athletic program known as "Inner-City Games" that taught kids about fair play, sportsmanship, and the negative consequences of bad behavior, gangs, and drugs. Atlanta After-School All-Stars was born and implemented enhancements to existing after-school programs in Atlanta's elementary schools.</p> <p>Mission Provide comprehensive after-school programs that keep children safe and help them succeed in school and in life.</p> <p>Vision Our vision is for our All-Stars to be safe and healthy, to graduate high school and go to college, to find careers they love and then give back to their communities.</p> <p>Values N/A*</p> <p>Strategic Plan N/A*</p>		
<ul style="list-style-type: none"> ● Budget: N/A* <ul style="list-style-type: none"> ○ Revenue: 53% foundation, 53% government, 2% corporate ○ Expenses: 92% program, 8% administration ● Cost to participate: free 	<ul style="list-style-type: none"> ● Student outcomes: <ul style="list-style-type: none"> ○ 86% of participants were able to make friends more easily ○ 95% of youth state that they feel more confident in themselves ○ 92% of participants agree that they gained resilience of problems and challenges ○ 92% have better understand jobs or careers for the future ○ 94% are more confident in their ability to make smart decisions ● money <ul style="list-style-type: none"> ○ 84% better understand how to interview for a job ○ 96% are confident they can get a job 	<ul style="list-style-type: none"> ● Funders: \$ <ul style="list-style-type: none"> ○ More than 50% of revenue were from government. They are part of After School All Star National network. They have a wish list posted on website to give donation.



➤ **Who do they serve?**

Atlanta After-School All-Stars is geared toward low-income, at-risk youth at Title 1 schools. 95% or more of the students qualify for free or reduced lunch.

➤ **Programs**

Write Path

- Advances academic enrichment initiatives; students receive tutoring, homework help, opportunities to conduct exploratory research, access to media centers and computer labs, and the opportunity to delve more deeply into science, technology, engineering, arts and math.

Family Matters

- To involve parents in students' after-school endeavors through programs like Parent Academy, which aims to help parents enhance their financial literacy and Family Nights.

Mighty All-Star Athletes

- Comprises the health and wellness component where students attend nutrition classes, taught by Georgia State University graduate students, where they learn to make easy, affordable, healthy and delicious recipes. Plenty of opportunities to engage in fun, challenging, and exciting physical activities.

TechSperts

- Gives students the opportunity to be on the cutting edge of our technological world. Under the guidance of expert volunteers, and with the help of specially designed project-based learning modules, students explore the vast and ever-changing world of web design, robotics, engineering, and technology to solve problems facing our community.

Career Exploration Opportunities (CEO)

- CEO initiative gives the chance to see how school-work translates to work on the job; through mentorship and job shadowing.

All-Stars Got Talent

- This programmatic component allows students to express their creativity by participating in dance teams, music groups, producing and editing music, and creating art projects using a variety of media.

➤ **Host Institutions**

B.E.S.T Academy for Boys	Martin Luther King Jr. Middle School
Brown Middle School	My Sister's House Atlanta Mission
City of Refuge	Price Middle School
Coretta Scott King Young Women's Leadership Academy	Sandy Springs Middle School
Crawford W. Long Middle School	South Bend
Gilbert House	Sylvan Hills Middle School
Harper Archer Middle School	Young Middle School

➤ **Evaluation Plan**

N/A*



Board of Directors (12)

Kirk Posmantur	(Chair), Founder and Chairman, AXCESS Worldwide	Valerie R. Jackson	(Co-Chair) Literary Reviewer & host, Public Broadcasting Atlanta, NPR
Dr. Walt Thompson	Vice-Chair Executive Director, Regents Professor Georgia State University, College of Education and Human Development	John Schuerholz	President, Atlanta Braves
Mike Burton	CrownBridge Group LLC	Mark Miller	Chairman & CEO Allconnect Inc.
Kwanza Hall	District 2, Atlanta City Council	Jeff Genthner	Senior VP and General Manager, FOX Sports South
Dr. Carolyn Huff	Retired Principal Martin Luther King Jr. MS	Ann B. Lally	Interactive Practice Lead
Scott Polhemus	Backstop Ventures LLC	Midtown Consulting Group	

- Staff (12) & Site Directors (8)
- National Evaluation Board (6)
- National Youth Advisory Board (8)



1.7 Boys and Girls Club of Metro Atlanta

Background

Starting with just one Club on Washington Street in 1938 to merging Boys Club of Metro Atlanta and Metro Atlanta Girls Club in 1990, the organization has grown to dozens of locations in and around Atlanta, serving thousands of kids each day.

Mission

Boys & Girls Clubs of Metro Atlanta works to save and change the lives of children and teens, especially those who need us most, by providing a safe, positive, and engaging environment and programs that prepare and inspire them to achieve Great Futures.

Vision




To ensure that 90% of the youth who come to our Clubs 3 days or more each week will graduate from high school on time with a plan for their future, adopt a healthy lifestyle, and give back to their community.

Values

N/A*

Strategic Plan

<https://www.bgcma.org/wp-content/uploads/BGCMA-StratPlan-1117-v7-forweblayout-3b-4.pdf>

		
<ul style="list-style-type: none"> ● Budget (25 clubs): <ul style="list-style-type: none"> ○ 2017 Revenue: 27,994,970 ○ 2017 Expenses: 24,198,476 ● Cost to participate: Every family pays base membership fee of \$60-\$135 per child with an additional \$15 for transportation fee, but no child is turned away due to inability to pay and they work with families on a case-by-case basis. 	<ul style="list-style-type: none"> ● Student outcomes: <ul style="list-style-type: none"> ○ 100% of our College Bound seniors graduated high school. ○ 87% went on to higher education, and Club teens were awarded a total of \$1.7 million in college scholarships. ○ More than half of our members (55%) improved their math skills during the 2014/2015 school year. ○ Nearly three-quarters of members report enjoying learning (74%). ○ 83% of elementary school members and 79% of middle and high school 	<ul style="list-style-type: none"> ● Funders: <ul style="list-style-type: none"> ○ Boys & Girls Club of Metro Atlanta partners with individuals, corporations, foundation, and government to make their mission possible. Their funders include a variety of sources such as Atlanta Falcons Youth Foundation, Chick-fil-A Foundation, and The Coca-Cola Company.



	<p>members believe they will go to and complete college.</p> <ul style="list-style-type: none"> o 75% of high schoolers report taking or planning to take college entrance exams. o 50% are engaging in physical activity at least five times per week. o More than 800 kids participated in Soccer for Success – an expanded partnership with the U.S. Soccer Foundation serving 20 Boys & Girls Clubs across the city. o 85% report speaking up for people who've been treated unfairly. 	
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➤ Who do they serve?

Boys & Girls Clubs of Metro Atlanta works to save and change the lives of children and teens, especially those who need us most, by providing them with a safe, positive and engaging environment and programs that prepare and inspire them to achieve Great Futures.

➤ Programs

College Bound

- Educational leadership program designed to support high school members through the college preparation and application process. Each participant is assigned a College Bound staff member who serves as their personal case manager the entire four years. Staff helps teens meet the requirements for college admissions, prepare for transition from high school to college, and access scholarships and funding for college.

Book Clubs

- Small group program focused on helping to improve reading proficiency for members in grades 3-5. Using an assigned book that appeals to this age group, the Book Clubs typically meet once a week for an hour taking young people on a journey to explore literature and focus on core common standards in a fun and interactive way.

Summer Brain Gain

- Summer learning loss prevention program developed specifically for Boys & Girls Clubs. The program is comprised of one-week modules with fun, themed activities for elementary school, middle school, and high school students. Each module takes a project-based learning approach: youth engage in a process of learning through discovery, creative expression, group work, and a final project or production. As a result, kids develop higher-order thinking skills through the Summer Brain Gain modules while staying on track for the coming school year.

Diploma 2 Degrees

- College readiness program for middle school members and provides a range of services to guide Club members as they work toward high school graduation and prepare for post-secondary education and career success.



Math Clubs

- Small group program focused on helping elementary and middle school members improve math proficiency. Math Clubs consist of Recipes for Math which targets 4th and 5th graders and Math & Munch for members in grade 3. Each group consists of 8 members who meet once a week for 8 weeks to explore level appropriate math concepts in an engaging way.

Lit Bit

- 8-week language arts program created for members in grades K-2. Members meet with Club staff once a week for 10-12 weeks to explore age and stage appropriate literary concepts. Lit Bit uses movie-making as a backdrop to make this program fun and engaging

The Early Edge

- Partnership with The Princeton Review, the Early Edge program is an initiative dedicated to foundation building in math and language arts for middle school students. This early intervention approach ensures students have the base skills needed to eventually score high enough to meet college entry requirements.

➤ Host Institutions

The Boys and Girls Club of Metro Atlanta has 25 different locations across the state of Georgia.

➤ Evaluation Plan

N/A*

➤ Board of Directors, Officers

Susan Ward	(Chair) UPS	Stephanie Blank	(Immediate Past Chair) Georgia Early Education Alliance for Ready Students (GEEARS) Founding Chair
Missy Dugan	(President & CEO) Boys & Girls Clubs of Metro Atlanta	Steve Cook	(Secretary) Pulte Group
Michael Orr	(Treasurer) Genuine Parts Company		



➤ Board Members (37, counting directors)

Fred Assaf	Pace Academy	Ben Aune	Waffle House Inc.
Anthony Banks	PNC Financial Services Group	Simon H. Bloom	Bloom Sugarman
Jen Bressler	The Home Depot	Jerel Causey	Accenture
LeighAnn Costley	Frazier & Deeter	Kevin Custis	Ernst & Young, LLP
Richard Deriso	TPA Group, LLC	Suzanne Donner	Dixon Hughes Goodman, LLP
Stacey Eames	Highland Bakery	Fran Gary	Anthem, Inc.
Thad Ellis	Cousins Properties	Charisse Evans	Delta Airlines
Gardiner Garrard	TTV Capital	Elizabeth Halkos	Purchasing Power
Darryl Harmon	Wells Fargo	Teri Hartman	Barclays
Mike Hazelton	Chick-fil-A, Inc.	Charlie Henn	Kilpatrick Townsend & Stockton, LLP
Chris Hohlstein	BNY Mellon Wealth Management	Mark Huffstetler	SunTrust Robinson Humphrey
Robert Kamerschen	Aaron's Inc.	Ed Laity	Council of Presidents
Andy Macke	Comcast Cable Communications	Edward M. Manigault	Goldman Sachs & Co.
David Mangum	Global Payments	Candy Moore	Wells Fargo
Jeff D. Nolde	Morgan Stanley	Larry Patrick	PricewaterhouseCoopers (PwC)
Jeffrey A. Paul	Deloitte	Brooks Robinson	Springbot
Pete Robinson	Troutman Sanders LLP	David Touwsma	R4 Holding
Kai Hartman	Youth of the Year 2017-2018	Susan Ward	UPS



Brent L. Wilson	Elarbee, Thompson Sapp & Wilson, LLP		
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➤ County Board Members

- Cobb County (18)
- DeKalb County (25)
- Gwinnett County (27)
- Paulding County (17)
- Carroll County (23)
- Cherokee County (36)
- Coweta County (25)
- Douglas County (24)
- Fulton County (30)
- Rockdale County (17)



	Horizons Atlanta	Agape	Breakthrough Atlanta	Odyssey	La Amistad	After-School All-Stars at Georgia State	Boys & Girls Club of Metro Atlanta
Program Description	<p>Summer learning program model addresses gaps of achievement and opportunity between underserved students and their middle and high income peers. Outcomes include measurable gains in reading, math, social skills, confidence, school-year attendance, and high-school graduation rates, as well as stable individuals, families, and communities. The six-week summer session is Horizons' hallmark. Beginning the summer after Kindergarten, students join a small cohort of approximately 15 students that receives ample individual attention in a new educational environment: the resource-rich campus of an independent school, college, or university. Clark Atlanta University: program theme, "The Journey", takes each Young</p>	<p>The After-School for Elementary and Middle School Program: with 45-50 volunteers that meet the children for one hour each week, this program includes tutoring, mentoring and homework assistance, character development and accountability, educational and recreational activities and field trips, Georgia Milestone Prep, physical fitness and family involvement, and a healthy dinner each day. After homework, each student is fed a healthy,</p>	<p>Summer Program: provides rising 7th and 8th grade students with six weeks of academic instruction in math, science, language arts, and social studies. Through an engaging curriculum, students learn material for the upcoming school year and gain study skills that enable them to succeed throughout their academic careers. They are supported by small classes, an advisory system, and active parent involvement. School Year Program: two Saturdays a month, students attend the School Year Program, which focuses on the academic subjects that are most challenging for them. Students receive enrichment in math and language arts skills, and get one-on-one assistance with their homework and related</p>	<p>A summer program with a proven track record, works with motivated public school students to help improve their school performance and instill a love for lifelong learning. Targeting Atlanta Public Schools students in rising grades 1 to 12 from disadvantaged communities, Odyssey offers an educational six-week summer camp experience for nearly 400 students, focusing on STEAM — science, technology, art, engineering, and math — through a curriculum grounded in Project Based Learning. Odyssey encourages students to embark upon a quest for knowledge and a journey</p>	<p>Afterschool Tutoring</p> <ul style="list-style-type: none"> • Healthy snack and recreation time is a daily part of the holistic afterschool program • Manners and virtues are interwoven in afterschool programming • The main focus is to increase academic success. • Students work with volunteers in small classroom groups. • Students work on remediation and enrichment of academic skills once homework is complete. • Volunteers play a leading role in assisting La Amistad students during afterschool programming. • Parents of enrolled students are required to attend ESL classes, parenting workshops, and complete community service hours to 	<p>Write Path: advances academic enrichment initiatives; students receive tutoring, homework help, opportunities to conduct exploratory research, access to media centers and computer labs, and the opportunity to delve more deeply into science, technology, engineering, arts and math. Family Matters: work to involve parents in their students' after-school endeavors through programs like Parent Academy, which aims to help parents enhance their financial literacy and Family Nights, a semester event during which parents are invited as VIP guests to witness their students' hard work in the after-school program. Mighty All-Star Athletes: comprises the health and wellness component where students attend nutrition classes, taught by Georgia State University graduate students, where they learn to make</p>	<p>College Bound is an educational leadership program designed to support high school members through the college preparation and application process. Each participant is assigned a College Bound staff member who serves as their personal case manager the entire four years. Staff helps teens meet the requirements for college admissions, prepare for transition from high school to college, and access scholarships and funding for college</p> <ul style="list-style-type: none"> • Book Clubs is a small group program focused on helping to improve reading proficiency for members in grades 3-5. Using an assigned book that appeals to this age group, the Book Clubs typically meet once a week for an hour taking young people on a journey to explore literature and focus on core common standards in a fun and interactive way. <p>Summer Brain Gain is a summer learning loss prevention program. The program is comprised of one-week modules with fun, themed</p>



<p>Scholar (student) on a six-week learning adventure of academic achievement, cultural and social enrichment, swimming, and global awareness. Students compare and contrast key land and cultural components of Africa, Europe, North America and South America, and explore real-world social issues. Georgia State University: the site's theme of Growing Greatness-Growing Future Leaders is supported by rigorous academics, experiential learning activities, gardening and exposure to the arts. This site supports the out-of-school needs of the Edgewood and Mechanicsville communities. Georgia Tech: currently serves a full K-8th grade continuum with a high school program – focusing on preparing students for entry into-post secondary educational institutions. This Science, Technology, Engineering, Arts and Math (STEAM) focused program partners with Centennial Academy and Drew Charter School. Students learn to code and conduct hands-on STEAM experiments weekly. Students</p>	<p>nutritious dinner and brought home to their doorstep.</p> <p>Ginger Kaney Mentoring Institute for High School Students: with staff focusing on successful graduation and post-graduation planning and placement, this program addresses several important issues regarding teen development and potential barriers towards their success, by providing:</p> <ul style="list-style-type: none"> o SAT/ACT Readiness o Career Readiness o Post-Secondary Readiness o P.R.E.P. (Preparing to Receive Educational Power) <p>Speaker Series: Summer Internships & Jobs</p> <ul style="list-style-type: none"> o Community Service o College and Career Connection -Alumni Support 	<p>questions. Teaching Fellows: academically talented college students from around the country, selected through a competitive application process. Under the guidance of experienced professional educators (Instructional Coaches), Teaching Fellows assume primary teaching responsibilities during the program. Because these interns are closer in age and experience, students can relate to them in a time when they are looking for role models. 2016-2017 Annual Report also adds:</p> <ul style="list-style-type: none"> • 9th Grade Program: provides support for students as they navigate the path to college, including college prep seminars, SAT prep classes, community service/volunteer opportunities, and personal mentoring for our students. This program also provides students and families with guidance in all aspects of pre-college planning and the financial aid process to help them make informed decisions. 	<p>toward higher education.</p>	<p>give back to their community.</p> <ul style="list-style-type: none"> • Students are invited to participate in a variety of cultural and enrichment activities throughout the city. Some of the opportunities include: visiting the High Museum, attending a Braves games, touring colleges, participating in Latino Youth Leadership conference, and other La Amistad partner events. Parent Partnership strives to educate families through monthly parenting workshops on a variety of topics: • Navigating the school system • Parent communication and interaction with their children • Positive discipline • Healthy living • Financial management • Mental health • Immigration • Legal aid • Long term goal setting • College prep • Access to community resources <p>The ultimate goal of the workshops is to strengthen, revitalize, and equip families to thrive while building and maintaining healthy family relationships.</p>	<p>easy, affordable, healthy and delicious recipes. Plenty of opportunities to engage in physical activities are also offered that are not only fun and challenging, but that are also new and exciting. TechSperts: gives students the opportunity to be on the cutting edge of our technological world. Under the guidance of expert volunteers, and with the help of specially designed project-based learning modules, students explore the vast and ever-changing world of web design, robotics, engineering, and technology to solve problems facing our community. CEO: The Career Exploration Opportunities (CEO) initiative gives the chance to see how school-work translates to work on the job; through mentorship and job shadowing students get pose their questions to adults whose shoes they'll fill in the future. The initiative also gives students the opportunity to groom their leadership and professional skills through clubs and activities like debate team, student council, and public speaking engagements.</p> <ul style="list-style-type: none"> •All-Stars Got Talent: this programmatic component allows students to express their creativity by 	<p>activities for elementary school, middle school, and high school students. Each module takes a project-based learning approach: youth engage in a process of learning through discovery, creative expression, group work, and a final project or production. As a result, kids develop higher-order thinking skills through the Summer Brain Gain modules while staying on track for the coming school year. Diplomas 2 Degrees is a college readiness program for middle school members and provides a range of services to guide Club members as they work toward high school graduation and prepare for post-secondary education and career success.</p> <ul style="list-style-type: none"> • Math Clubs Math Clubs is a small group program focused on helping elementary and middle school members improve math proficiency. Math Clubs consist of Recipes for Math which targets 4th and 5th graders and Math & Munch for members in grade 3. Each group consists of 8 members who meet once a week for 8 weeks to explore level appropriate math concepts in an engaging way. Lit Bit is an 8-week language arts program created for members in grades K-2. Members meet with Club staff once a week for 10-12 weeks to explore age and stage appropriate literary concepts.
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	<p>have access to Georgia Tech staff, faculty and students through lab visits and guest speakers. Robust school year program includes an after school program with homework assistance, hands-on STEAM experiments, and life skills training. The program also has family engagement events during the school year. Holy Innocents' Episcopal School: serves rising 1st through ninth grade public school students through a Global Academy model, preparing students to become global learners, thinkers, feelers, and doers. This program empowers students to take action and make a difference as active global citizens. Citizen projects allow each grade level to take action by giving of themselves through community outreach initiatives. Elementary School. Kennesaw State University: students benefit from a strong partnership with the Bagwell School of Education that provides individual and small group instruction from students majoring in Early Childhood Education to augment the Horizons literacy instruction. The</p>	<p>GoGirlGo! /F.I.T. Camp: 8-weeks of free, intense-fitness summer camp programs for 50 girls and 40 boys, ages 8 to 16. The program is based on a national teen sports initiative through the Women's Sports Foundation and has a goal to get kids active as well as educate them on healthy choices that lead to healthy lifestyles. Reading Readiness is a 6 week period dedicated to an early reading initiative and Camp JumpSmart is a nine-day comprehensive camp following Reading Readiness that covers an entire school day filled with reading, math, science, cooking and arts and crafts. RAGtime: (Recreation, Activities and Games) day</p>				<p>participating in dance teams, music groups, producing and editing music, and creating art projects using a variety of media.</p>	<p>Lit Bit uses movie-making as a backdrop to make this program fun and engaging The Early Edge: A partnership with The Princeton Review, the Early Edge program is an initiative dedicated to foundation building in math and language arts for middle school students. This early intervention approach ensures students have the base skills needed to eventually score high enough to meet college entry requirements. Soccer for Success is an after-school program developed and supported by the U.S. Soccer Foundation. The program is designed to introduce youth ages 6-14 to the sport of soccer, while also providing them and their families with the tools they need to make healthy lifestyle decisions. The curriculum is designed to keep children engaged in fun activities three days a week. The program begins with a mastery of basic soccer skills and then helps participants hone and improve their skill set. Teen Poetry Slam is a program for middle and high school members aimed at helping develop writing and public speaking skills. It is taught in collaboration with Woodruff Art Center's Arts for Learning. Teens study poetry, write original pieces, and compete in a poetry slam.</p>
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	<p>rigorous, STEM-centered curriculum is supported by KSU's Instructional Technology and Community Engagement Departments. Community organizations such as Certain Strokes, The Dallas Theater and Roundtree Recreational Center provide artistic and cultural enrichment. Weekly field trips and swimming lessons three times per week round-out the educational components and build students' confidence and self-esteem. This site's feeder schools are Allgood Elementary School and Dallas Elementary School. Purpose Built Schools: locally-based nonprofit committed to breaking the cycle of poverty through high-performing schools by providing challenging, fun curriculum of daily applications in math, reading, writing and science that builds confidence and reduces summer learning loss. This site's feeder schools are Thomasville Heights Elementary School and Slater Elementary School. Woodward Academy: emphasizes project-based</p>	<p>program offered to senior citizens and disabled adults in the community to keep local seniors and potential shut-ins socialized, active and vibrant. This program provides free transportation to and from the programs consisting of arts and crafts, socialization, field trips, informative workshops, bingo, and also partners with Carl Sanders YMCA to participate in water aerobics and other physical fitness activities two days a week.</p>					
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	<p>learning with an intentional focus on building students' character, in addition to academic and personal confidence. Collaborative support from teachers, volunteers, families and Woodward community partners strengthens the program. Woodward Upper School students and senior leadership actively engage with Horizons students as volunteers. In addition to academics, field trips, and daily swimming lessons, students produce an End of Summer performance that wonderfully celebrates their achievements. This site's feeder schools are Asa G. Hillard Elementary School and College Park Elementary School.</p>						
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Stats for Student Outcomes	<p>In 2016, Horizons Atlanta students</p> <ul style="list-style-type: none"> • Gained 2.2 months of growth in Reading • Gained 2.9 months of growth in Math • Celebrated a 94% average daily attendance • Were retained 87% of the time Nationwide, • 99% of students in Horizons high school programs across the country graduate on time 	<ul style="list-style-type: none"> • High school program student are with Agape for an average of seven years • Student who remain in Agape’s programs through 12th grade have a 100% high school graduation rate. 	<ul style="list-style-type: none"> • 95% of Breakthrough Atlanta students enroll in a college or university. • 100% of Breakthrough Atlanta student graduate from high school, compared to the Atlanta Public School graduation rate of 77%. 	<ul style="list-style-type: none"> •97% of Odyssey Elementary students improved in reading •100% of Odyssey Elementary and Middle Schools students read a minimum of 2 grade level appropriate books •86% of Odyssey High School students 	<ul style="list-style-type: none"> • Student's Final Exam Grade average 88% (based on spring 2017 final grade) • Reading fluency scores improved by an average of 25% • Math scores improved by an average of 25% • Animate Summer Academy • Reading fluency scores improved by an average of 32% 	<p>2012-2014 study:</p> <ul style="list-style-type: none"> • ASAS students experienced an 18% decrease in school-day absences as compared to non-participating students • Each additional year of ASAS participation resulted in an additional 2% reduction in school day absence • Controlling for prior year absenteeism (missing 10% or more of school days), ASAS participants had a 	<ul style="list-style-type: none"> • 100% of our College Bound seniors graduated high school. • 87% went on to higher education, and Club teens were awarded a total of \$1.7 million in college scholarships. • More than half of our members (55%) improved their math skills during the 2014/2015 school year. • Nearly three-quarters of members report enjoying learning (74%).



<ul style="list-style-type: none"> • 94% attend post-secondary training <p>High school graduation rate report will begin to be tracked as the pilot high school program at Horizons at Georgia Tech reaches maturity.</p>	<ul style="list-style-type: none"> • Once graduated, 20% gain employment, 40% enroll in vocational school and 40% enter college; these students are the first in their families to ever attend college. <p>Elementary & Middle School Program:</p> <ul style="list-style-type: none"> • 95% of the students mastered the material and advanced to the next grade level • 64% of the students have a grade point average of 3.0 or better • 55% of the students were involved in extracurricular activities including boy scouts, girl scouts, basketball, football, band and dance team. <p>High School Mentoring Program:</p> <ul style="list-style-type: none"> • 100% of the students visited at least 2 colleges or vocational / technical institutions 		<p>demonstrated writing improvement</p> <ul style="list-style-type: none"> •94% of Odyssey Middle School students and 85% of High School students met mathematics expectations •95% of Odyssey students missed 3 days or less during the six week Odyssey program •68% of students had returned from the previous summer •100% of the Odyssey students participating in 12th grade in Summer 2016 graduated from high school 	<ul style="list-style-type: none"> • Math scores improved by an average of 47% • Sight words scores improved by an average of 28% 	<p>13.7% decrease in chronic absenteeism over non-participants</p> <ul style="list-style-type: none"> • ASAS participants were 22% less likely to be suspended than non-participants <p>2015-2016 National Survey showed:</p> <ul style="list-style-type: none"> -Social-emotional development • 86% of participants report that because of ASAS, they were able to make friends more easily • 95% of youth state that they feel more confident in themselves because of ASAS • 92% of participants agree that because of ASAS, when they fail at something, they are more willing to try again -Career exploration opportunities (CEO) • 92% better understand jobs or careers they might like to have when they are older • 94% are more confident in their ability to make smart decisions about saving and spending money • 84% better understand how to interview for a job • 96% are confident they can get a job 	<ul style="list-style-type: none"> • 83% of elementary school members and 79% of middle and high school members believe they will go to and complete college. • 75% of high schoolers report taking or planning to take college entrance exams. • More than 800 kids participated in Soccer for Success – an expanded partnership with the U.S. Soccer Foundation serving 20 Boys & Girls Clubs across the city. • More than 70 percent of our teens volunteer on at least a monthly basis – a rate three times higher than the national average. • More than 1,300 kids and teens participated in key leadership programs at their Clubs to build skills they can use now and beyond.
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		<ul style="list-style-type: none">• 83% of the high school students participated in extracurricular activities including sports• 86% of the high school students mastered the material and advanced to the next grade or graduated• 100% of the high school seniors graduated					
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