



# Student ACES **STRATEGIC PLAN** **2023-2026**

The mission of Student ACES is to inspire and develop teenagers and young adults to be men and women of character, honor and integrity through our character education programs.



[www.studentacesforleadership.com](http://www.studentacesforleadership.com)

# TABLE OF CONTENTS



	<b>4</b>
MISSION, VISION & VALUES	
	<b>5</b>
COVER LETTER FROM FOUNDERS	
	<b>6</b>
HISTORY & CURRENT CONTEXT	
	<b>7</b>
ABOUT OUR ORGANIZATION	
	<b>8</b>
EXECUTIVE SUMMARY	
	<b>9 - 13</b>
STRATEGIC PLAN METHODOLOGY	
	<b>14</b>
FUTURE CORE STRATEGIES	
	<b>15</b>
PROGRAM GOALS & OBJECTIVES	
	<b>16</b>
BUSINESS MODEL GOALS & OBJECTIVES	
	<b>17-18</b>
ORGANIZATION GOALS & OBJECTIVES	
	<b>19</b>
LEADERSHIP GOALS & OBJECTIVES	
	<b>21 - 25</b>
APPENDICES	
	<b>25-29</b>
FY 2023 ANNUAL PLAN	

# STUDENT ACES PROFILE

---



The inspiration for Student ACES stemmed from my daughter and I's desire to see every student achieve a foundation of strong character and leadership that would create positive outcomes and success in the students' lives. We are dedicated to inspiring the next generation.

**Buck Martinez**

Founder, Student ACES, Inc.

## Our Mission

The mission of Student ACES is to inspire and develop teenagers and young adults to be men and women of character, honor and integrity through our character education programs.

## Our Vision

Student ACES envisions a United States of America where all people are good and positively contribute to society.

## Our Core Values

- Commanding respect
- Earning the trust of others
- Bringing a winning attitude
- Sacrificing for self and others
- Possessing a work ethic that is second to none
- Doing the right thing
- Aspiring to greatness

# FROM THE FOUNDERS

---



## Buck Martinez & Krissy Webb

Student ACES has been committed to the growth and development of character and leadership in student athletes since 2013. Over the past 3 years, since our last strategic plan, the organization has grown, adapted, and responded to community needs in all areas of programming.

As Chair of the Board of Directors and the Executive Director, we can say with confidence we are truly impacting the lives of students served our Flagship Student ACES Program, our Captains Summits, workshops, and The SAC. We've had countless opportunities to live our values of commanding respect, earning the trust of others, bringing a winning attitude, sacrificing for self and others, possessing a work ethic second to none, doing the right thing and aspiring to greatness. These values have carried us through the pandemic, civil and political unrest, and the ever-changing dynamic of athletic social justice movements. Our operations, staffing models, and program partnerships were examined through these values. We demonstrated to our students and partners how to execute character and leadership in the face of opposition and as a result we've come out stronger and more effective than before.

We have more than doubled our organizational impact since our last strategic plan. Students working with us have improved GPA scores, increased employability, and their potential for future success through job training, trades, and higher education.

Through this strategic planning process, we interviewed, surveyed, and met with students, funders, partners, and key leaders in the organization. We would like to thank everyone who helped contribute. Those that partner with us help to make a lasting impact.

In the next three years, we intend to enhance the organizational capacity, improve quality, and refine the operations. We are tested, focused, and ready to sharpen our organizational impact.

# HISTORY

## Milestones

2013

Student ACES was founded. Pilot Program of 32 students.

2014

Launched the ACES Flagship Program with 64 students.

2015

Launched Captains Summits in Palm Beach County

2016

Published Student ACES Curriculum

2017

Expanded the Flagship Program to the Glades Region.

2018

Launched ACES Workshops in Miami-Dade and Broward Counties

2019

Opened the doors to The Student ACES Center in Belle Glade, FL.

2020

The SAC opens as a distance learning center during COVID.

2021

Adapted the Flagship Program to be delivered to smaller groups at specific schools to account for safety protocols

2022

Relaunched the Flagship Program, as originally designed, at Kesier University in Palm Beach County. Launched SAC Programming with new leadership and new programs.



Student ACES, a 501(c)3 organization started by Buck Martinez and daughter Krissy Webb, provides character education programs, mentoring, academic support, community service and life skills trainings for high school student athletes. The organization is impacting the lives of students who so desperately need it. Student ACES' focus is to inspire, train and mentor a community of Student ACES who exemplify leadership traits in athletics, community service and education. The inspiration for Student ACES is derived from a deep desire to see every student achieve a foundation of honor, character and integrity that will permanently generate positive outcomes in their schools and for the next generation.



## Student ACES, Inc.

### Organizational Programs & Services

## KEY ACHIEVEMENTS

### Over the past 3 years, we

- Implemented the extremely innovative Passport Program at The SAC
- Launched workforce and training initiatives that provide long-term career opportunities for students
- Expanded program offerings and curriculum to further support the evolving needs of our students
- Completed construction and opened Phase II of The SAC which includes a tech lab, academic advising and college prep of The Passport Program.
- Impacted more than 1050 students in Palm Beach, Broward, and Miami-Dade counties
- Increased funding by 15% to align with the expansion of our program offerings

## STUDENT ACES FLAGSHIP

Students from Palm Beach County high schools are nominated to participate in this character education program, offered on six school days throughout the year, supported by Student ACES core values of commanding respect, earning the trust of others, bringing a winning attitude, sacrificing for self and others, possessing a work ethic second to none, doing the right thing and aspiring to greatness. Students join peers from across the county to participate in an engaging day of role playing and teambuilding affording them the opportunity to further develop their leadership skills.

## WORKSHOPS

In partnership with coaches, administrators, and athletic directors the Student ACES team creates customized curriculum to support character development opportunities for student athletes. Participants work together to solve case studies and engage in interactive drills tailored to address the identified obstacles of the team. Examples of focus areas include communication, respect, sportsmanship, trust, sacrifice and ethical behavior. Workshops are adaptable and offered to individual schools, universities, teams, camps, training facilities and more.

## CAPTAINS SUMMITS

Designed specifically for current and potential high school sports teams captains, The Captains' Summit dives into the roles and responsibilities of a team captain while helping student-athletes understand the expectations of their role and how to achieve success as a team leader. Using real-life examples and shared experiences, student-athletes work together through common challenges of team captains and address how to overcome them on and off the field during this one-day seminar.

## THE STUDENT ACES CENTER

The mission of the Student ACES Center is to prepare students in the Glades Region to thrive in life through innovative program offerings that focus on academic success, career readiness, college preparation, healthy behaviors, personal development, and character education. The SAC serves as a safe, stable, and nurturing after-school program that supports the growth and development of middle and high school students in Belle Glade, FL.

# EXECUTIVE SUMMARY

Student ACES is dedicated to building the next generation of leaders. As we've seen the challenges the world presents, we want to ensure that we bolster the students we work with to support them as they navigate the next phases of life. Our goal is for students to thrive and become contributing members of their communities. Our students are provided exceptional wrap-around, hands on, real world learning opportunities from our staff and dedicated mentors. Student ACES adds value and fills gaps where current institutions leave off.

Our strategic plan reaffirms our core values and reinforces our commitment to the students, schools, teams, and communities we serve. We aim to sharpen our focus on the core programs that have made us the nonprofit we are today.

In this strategic plan, we plan to commit to improving our programs, business development, organizational capacity, and overall leadership within Student ACES. Across these priorities we have 16 targeted goals with related objectives.

This plan was developed with the support of a contracted consultant who facilitated gathering input from 9 individual interviews, 8 stakeholder surveys, and an in-person, 6 hour planning retreat.

Programs	
Goals	
1	Programs are effective and delivered with consistent high quality
2	Increase awareness, enrollment, and school commitment to the program
3	Alumni are connected, supported, and thriving
4	Support and inspire youth programs 10-14 for early utilization of character education
5	Monetize programs

Business	
Goals	
1	Develop a 3 year fundraising sustainability plan with benchmarks
2	Hire, retain Development Director

Organizational Capacity	
Goals	
1	Human Resources- Develop and Revise HR documents including training and accountability
2	Organizational Culture and Structure
3	Financial Management
4	Internal/External Communications
5	Information technology and Management Information Systems
6	Facilities and Equipment-Captains Summit, Flag Ship Program
7	Planning and evaluation

Leadership	
Goals	
1	Effective board communication and engagement
2	Accountability of board's role and relationship to organization

# STRATEGIC PLAN METHODOLOGY



Student ACES contracted an experienced non-profit strategic planning consultant to assist in executing the 3 year strategic plan. The planning was strategic to intentionally respond to the current environment. It was systematic and data based, gathering new information to make decisions. We built alignment and engaged appropriate stakeholders. We effectively focused on the most important issues, we did not avoid the difficult and sensitive topics and questions, and we are implementing an annual workplan tied to the annual budget.

**The planning model addressed five interrelated dimensions of strategy. Each dimension framed an important component of the resulting strategic plan:**

- External Environment: Are there some important forces or changes in our external environment to which our plan must respond?
- Mission: Are we achieving our mission with our current portfolio of programs, and how could we have a greater impact?
- Business Model: Are our operations financially viable, and how can we ensure the long-term financial stability and sustainability of our organization? Reserves?
- Organizational Capacity: What would it take to maximize our organizational capabilities (Human resources, Information systems, Financial reporting, Organizational structure, Organization culture and communication, PR and marketing, Program evaluation, Planning, Technology, Facilities infrastructure)
- Leadership: How well do our senior staff leaders and the board carry out their respective roles and work together?

**From the beginning, the staff and leadership identified that the plan needed to address the following 5 prioritized areas:**

1. Increased structure
2. Prioritizing short and long term goals
3. Define/Increase purpose driven measurement
4. How to prevent staff burnout and/or duplication of effort
5. Communication, capacity, and support- Making sure everyone is moving with purpose

*The overall methodology for the strategic plan began in November 2021 and will conclude November 2022. The process included planning, design, interviews, surveys, a retreat, missing stakeholder input, review and revision, final board approval, development, design, and dissemination.*

# PLANNING TIMELINE

November 2021 - November 2022



→ **November 2021**  
Planning for the priorities of the strategic plan

→ **January 2022**  
Student ACES Leadership approves proposal and begins work with expert consultant

Schedule Board Retreat for June 2022

Determine sectors to be prioritized for interviews

→ **March 2022**  
Identify individuals to interview

Finalize interview questions

→ **April 2022**  
Conduct interviews

→ **May 2022**  
Send survey to Student ACES leadership and staff

Review board agenda and data for retreat

→ **June 2022**  
Board Retreat

→ **July 2022**  
Review findings with stakeholders for feedback

→ **August 2022**  
Present a draft of results to the Board of Directors

→ **September - October 2022**  
Develop dissemination materials

→ **November 2022**  
Disseminate Strategic Plan

# THE STUDENT ACES BUSINESS MODEL MATRIX MAP

How are we  
currently  
doing?

---

The Student ACES Business Model Matrix examined the following business line items:

1. The SAC
  2. ACE Works
  3. ACE Program
  4. Administration
- 

Each business line was given a mission impact score which was visible alongside the profitability and expenses of that cost center/line item. A visual representation of the data was displayed to the Board of Directors to create a bottom line.



One of the first steps in the planning process was to articulate Student ACES' business model through a Business Model Matrix Map. This analysis helped to quickly examine and understand the organization's business portfolio as a representation of how both mission specific programs and fund development programs work together to create impact and financial viability.

This matrix map is meant to illuminate the organization's business model through a picture of all activities and the financial and mission impact of each one to support a genuinely strategic discussion. It addresses the fragmentation of usual board meetings (budget, then programs, then fundraising). The matrix map is an informed self-assessment- not evaluation.

# MISSION IMPACT SCORES & KEY TAKEAWAYS

How are we  
currently  
doing?

---

Key Take-aways:

- Financially, Student ACES is healthy, all programs are in the “profitability” zone.
- All programs have scored higher than a 3 in mission impact.
- The ACE program is the most profitable with the second highest mission impact.
- The SAC is the second highest in profitability, with the highest expenses, and the second lowest mission impact.
- Admin has the highest mission impact, with the lowest profit and the lowest expense.
- ACE Works, across all measures is second from the bottom in mission impact (still high with 4), profitability, and expenses.



Each of the criteria below were rated from 1-4 with 4 having the highest impact. This criteria was used to assign the final score to each section of The Student ACES business model. Each area was added together and divided by 6 to get the total score.

1. Contribution to Intended Impact: How well does this program contribute to what the overall organization aims to accomplish?
2. Excellence in Execution: Skills and financial resources to implement with excellence.
3. Scale: How many people are impacted or influenced by this program?
4. Depth: How profound is the level of intervention with the program?
5. Building Community or Constituency: Does the program build community around the program or the organization as whole?
6. Leverage: Does this program benefit from and nurture important relationships and partnerships inside and outside the organization?

**All of the data was plotted in a graphic via excel.**

- The color of the circle corresponded to the business lines listed.
- The size of the circle is connected to the expenses of the business line.
- The vertical axes displayed the mission impact score (highest score is 4)
- The horizontal axes displayed the profitability.



# RESEARCH METHODOLOGY

## Interviews & Survey

### Interviews

The goal was to have each interview last 30 minutes. There were 9 interviews that crossed 5 different sectors. (See appendix a for interview questions)

- FT Staff (2),
- PT Staff (1),
- Collaborators- High School and University (2)
- Funder/Partner- (1)
- Board- (2)
- Student (1)

### Survey

8 staff and board members completed the survey on the following items (see Appendix B for survey design and results).

The Survey contained questions capturing the following information:

- SWOT (Strengths, Weaknesses, Opportunities, Threats)
- Perception of the delivery of services in terms of quality and competitive position
- Quality of Collaboration
- Assess how to leverage resources and garner additional support
- Feedback from key stakeholders on their "why"
- Communication



# FUTURE CORE STRATEGIES

## Programs

### Goals

1	Programs are effective and delivered with consistent high quality
2	Increase awareness, enrollment, and school commitment to the program
3	Alumni are connected, supported, and thriving
4	Support and inspire youth programs 10-14 for early utilization of character education
5	Monetize programs

## Business

### Goals

1	Develop a 3 year fundraising sustainability plan with benchmarks
2	Hire, retain Development Director

## Organizational Capacity

### Goals

1	Human Resources- Develop and Revise HR documents including training and accountability
2	Organizational Culture and Structure
3	Financial Management
4	Internal/External Communications
5	Information Technology and Management Information Systems
6	Facilities and Equipment-Captains Summit, Flagship Program
7	Planning and Evaluation

## Leadership

### Goals

1	Effective board communication and engagement
2	Accountability of board's role and relationship to organization

# PROGRAM GOALS & OBJECTIVES

## Background to the "Program" strategies:

During COVID the program was modified to accommodate school restrictions and community health standards while still providing engagement, support and interaction for the students. During the past years, Student ACES Board of Directors, staff and stakeholders have identified gaps, apparent needs, and program improvements necessary for quality assurance, continued growth and increased impact.

## Highlights:

- Program Improvement: quality delivery of programs with fidelity, quality assurance, and evaluation
- Supporting Alumni
- Reaching students prior to high school to create lasting change



Programs	
Goals	Objectives
Programs are effective and delivered with consistent high quality	Create a program playbook to promote consistent delivery of program with fidelity.
	Create a staff training program to promote consistent delivery of program
	Create and record program evaluations to capture program effectiveness
Increase awareness, enrollment and school commitment to the program	Create marketing brand kit to increase Stakeholder's value of the program, including placemat, videos, talking points and data.
	Increased program visibility through influencer network and alumni ambassador network.
Alumni are connected, supported and thriving	Define who ACE alumni are and how they qualify for Alumni benefits.
	Determine Alumni benefits and support structures
	Build an ACE Alumni Ambassador program



# BUSINESS MODEL GOALS & OBJECTIVES

## Background to the "Business" strategies:

Community leaders and employers provided feedback regarding the need for a workforce with leadership, character and work ethic. Additionally, schools and coaches are looking for the Student ACES values to help build culture within teams and the student body. Student ACES' programs are being sought after; however, the organization needs support and a plan for strategic growth.

## Highlights:

- Create a Development Director position and development plan with board input.

Business	
Goals	Objectives
Develop a 3 year fundraising sustainability plan with benchmarks	Board and leadership staff to create a development plan
Hire, retain Development Director	Maintain and build relationships, donor development planning and strategizing
	Create Development Director Job Description to include cultivation of individual donors, bequests and diversifying contributing sectors (Philanthropy, Government, Business and Individual Donors)
	Develop a communication plan for donor communication and development

# ORGANIZATION CAPACITY GOALS & OBJECTIVES

## Background to the "Organizational Capacity" strategies:

Student ACES is a relatively new nonprofit organization. They have made a large impact in a short amount of time on the high school sector in Palm Beach County. The staff supporting the operations and program delivery have been small but mighty. The organization has achieved several successes in developing new innovative programs, establishing a physical location in the Belle Glade community, and connecting students to high paying jobs and opportunities. The current need is to improve organizational processes and procedures to support program delivery and increase operational efficiencies.

### Highlights:

- Processes and technology to support management operations
- Data and evaluation for operations and programs
- Facility improvement and expansion
- Improved communication
- Improved financial and grant processes



Organizational Capacity (1)	
Goals	Objectives
Human Resources- Develop and Revise HR documents including training and accountability.	Develop onboarding processes offboarding requirements
	Establish and maintain a more formalized ongoing training program for all staff and volunteers
	Revise and schedule annual reviews of employee policies, procedures, and handbook
	Implement annual performance reviews, coaching, corrective action, termination processes and procedures
	Determine salary ranges, method for raises, benefits information
	Ensure that Job descriptions reflect organizational culture and structure
	Develop and implement employee, student, and partner satisfaction survey

Organizational Capacity (2)	
Goals	Objectives
Organizational Culture and Structure	Review org chart and ensure that structure supports clarity of decision making and accountability
	Ensure that every person hired has the ability to give every student the "ACE" experience
	Develop and implement an ACES Core Value Contract (Employee, Student, Alumni, Partners, Board)
	Develop and Review Program Key Performance Indicator Monthly reports
	Plan staff and board yearly retreats/team building
	Plan regular staff and leadership meetings
Financial Management	Produce timely, accurate financial reports for the organization as a whole and for all departments
	Contract accounting support to maintain computerized accounting system capable of producing detailed and accurate reports for internal and external stakeholders
	Assess organization's internal controls annually to ensure adequate safeguard of all resources
	Assess and improve grant management process
Internal/External Communications	Implement a leadership/management and program calendar for staff and stakeholders
	Develop and implement PR and Marketing calendar (success stories, social media, etc.)
Information technology and Management Information Systems	Explore and research information technology and management systems that integrate communication, data/file management, calendaring, security, remote meetings, and team/group interaction and work integration.
	Implement identified technology and management system
	Research, implement and integrate solutions for security and IT
	Train staff and increase full utilization of new technology
Facilities and Equipment-Captains Summit, Flagship Program	Research and obtain program designated, handheld registration devices, i.e. Ipads, (develop purchase, set up, and monitoring processes)
	Buy, organize, and maintain Team Building Equipment Unit to organize and store resources for Captain's Summits, Flagship Program
	Develop, implement, monitor and revise organizational KPIs
	Build, monitor, utilize, revise Webauthor for data management and reporting
	Develop and use data feedback loops to improve program and organizational quality and outcomes



# LEADERSHIP GOALS & OBJECTIVES

## Background to the "Leadership" strategies:

Student ACES has a highly active board who contribute both in kind and financially. There is a high level of business expertise supporting the governance of the organization. The identified strategic need includes developing clear expectations for increased cohesive engagement.

## Highlights:

- Improved board reporting and communication
- Identify and enhance structure for board involvement in committees and/or site visits.

Leadership	
Goals	Objectives
Effective board communication and engagement	Schedule and utilize board communication platform for board updates and interaction
	Develop and schedule regular template for updates and reports to the board
	Revise current document outlining the development of the implementation of the committee process

# 2023

10 YEARS OF STUDENT ACES



# Appendix A

## Interview Questions

### INTERVIEW QUESTIONS:

#### **ASSESSMENT OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

- What do you think are the organization's strengths and weaknesses?
- What trends do you think are happening in the city, state, and nation that might have a positive or negative impact on the organization?
- What are the opportunities or threats facing the organization?
- How might the organization respond to those trends?
- What do you think are the major obstacles to our organization's success?

#### **PERCEPTION OF THE DELIVERY OF SERVICES IN TERMS OF QUALITY AND COMPETITIVE POSITION**

- What do you [or your organization] expect from our organization—what are the criteria you use to judge our performance? How well do we perform against those criteria?
- What do you think are the best ways our organization can help our constituencies? Given the myriad programs and projects that we currently offer (provide list if appropriate), are there any on which you think we should primarily focus our resources (or are there specific projects and programs that you think we should be emphasizing over the next three years that you think would make significant impact on our ability to achieve our mission)?
- Who are other groups that are doing similar work? What distinguishes our organization from the competition?
- What are the service gaps that you think might exist for our clients, and what role should we be filling in meeting those gaps?
- Are there additional or increased programs or services that you think we should be offering if resources were available?
- What do you think our organization should be doing more or less of?

#### **ASSESS COLLABORATION AND PARTNERSHIP**

- How can our organization best partner and work with you?
- How well do you think our current partnership is going?
- Are there ways we can increase our work together—or make it work better? How might we work together to accomplish our overlapping missions?
- Are there groups (national, regional, and local) we should be aligning ourselves with to help accomplish our purpose?

# Appendix A

## Interview Questions

### INTERVIEW QUESTIONS (CONT.)

#### ASSESS HOW TO LEVERAGE RESOURCES AND GARNER ADDITIONAL SUPPORT

- How could we better utilize our members and/or the public to become advocates for our organization?
- Do you have any ideas about how we might increase our visibility and improve our image throughout our geographic location?
- How can we get our name out in the community so more people will avail themselves of our services?
- How good do you think we are at positioning ourselves in the political arena?
- Are there things we should be doing to be able to work with administrations from both political parties?
- How can we more effectively work with government officials and legislators?
- Are there some key allies we should be working more closely with?

#### FEEDBACK FROM KEY STAKEHOLDERS ON THEIR "WHY"

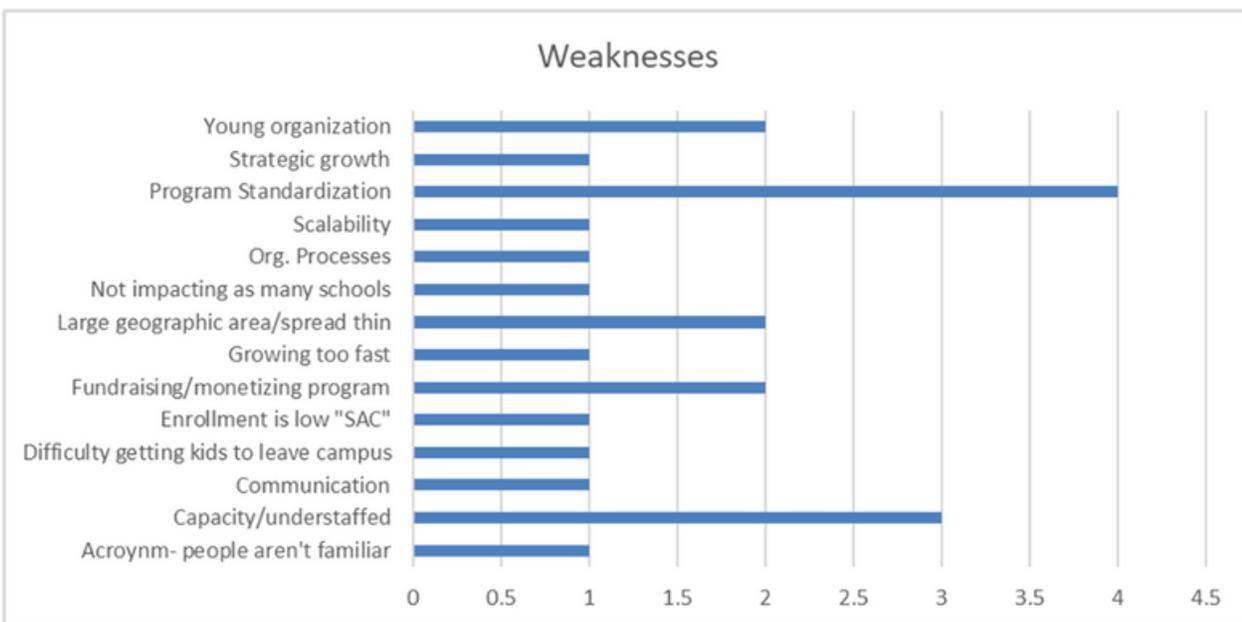
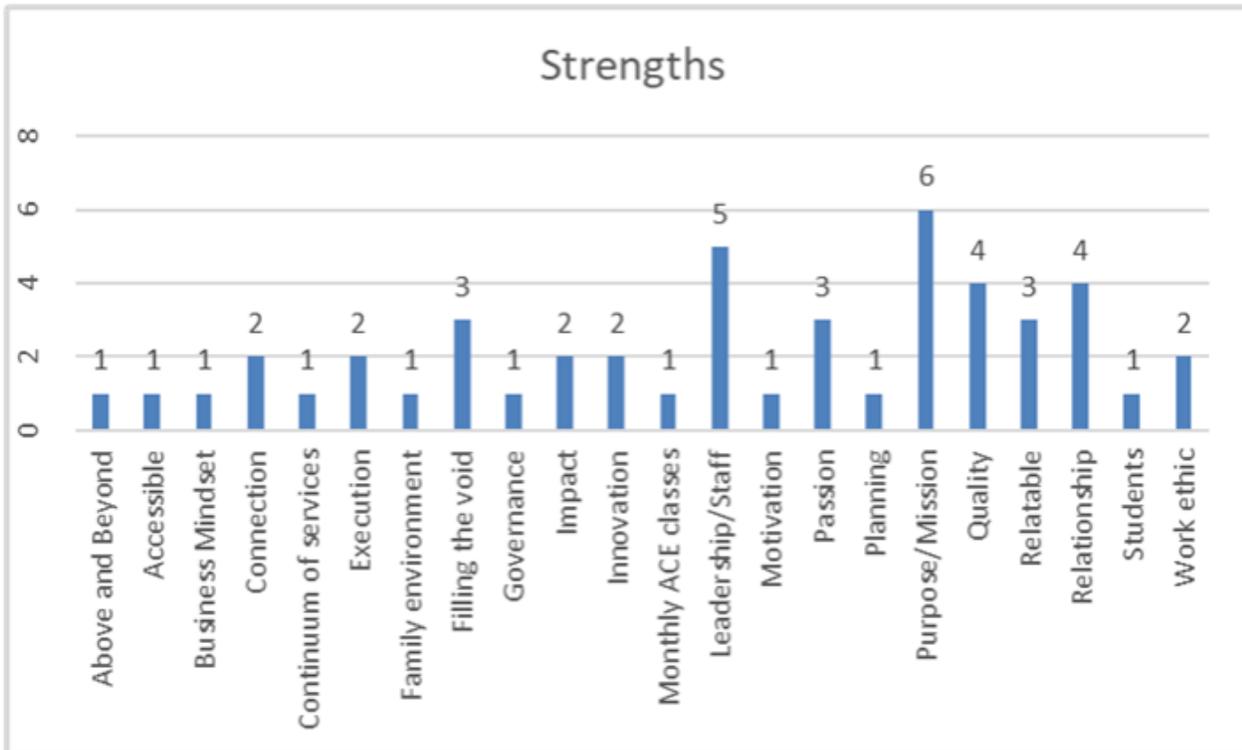
- Why did you first get involved with our organization?
- What are the particular projects and programs of ours that are of the most interest to you? (Name or show list of all projects if they are not familiar with all that the organization does.)
- Are there some other projects and programs that you would be interested in having our organization support if resources were available?
- How would you prioritize our possible efforts to raise discretionary endowment funds versus using resources to raise funds for specific projects? (Depending on the relationship you have, you may or may not ask this question if you are considering starting an endowment fund.)
- What ideas do you have about how we might increase our membership and/or fundraising efforts?
- How do you best like to be communicated with? How might we best keep you informed of our organization's progress?

#### MEDIA AND COMMUNICATIONS

- How would you like us to keep you informed about what is happening in the field?
- Do you have any ideas about how we might increase our visibility? How can we raise our image and name?

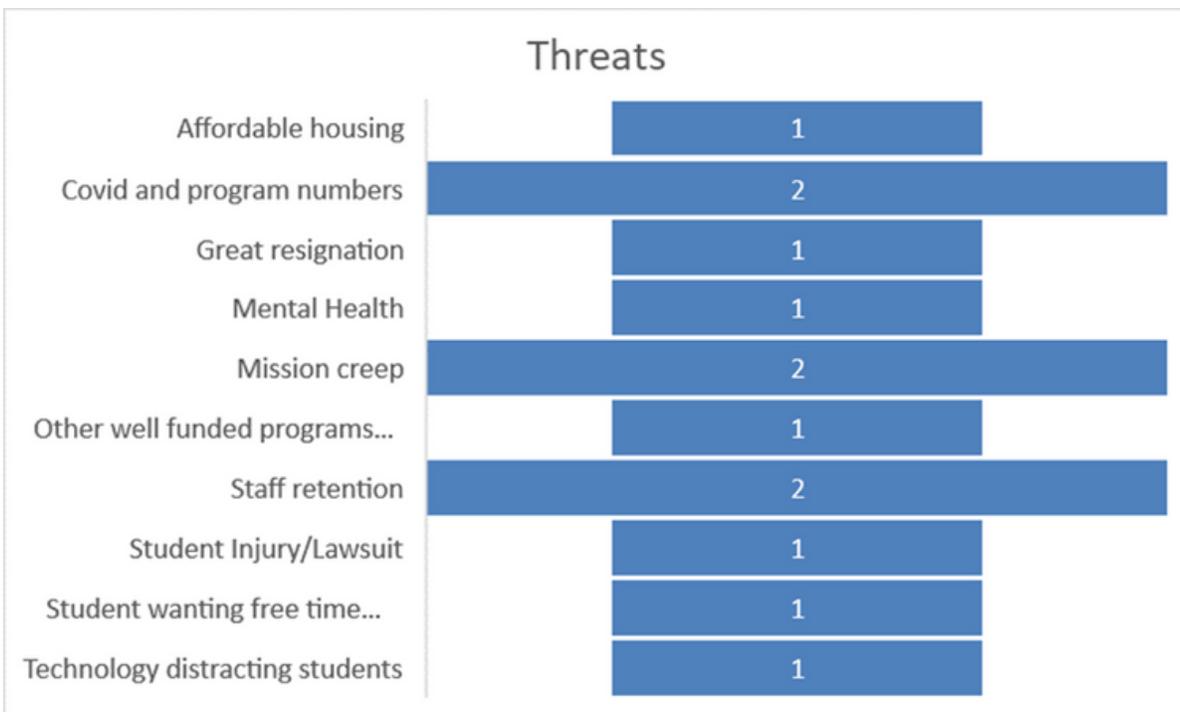
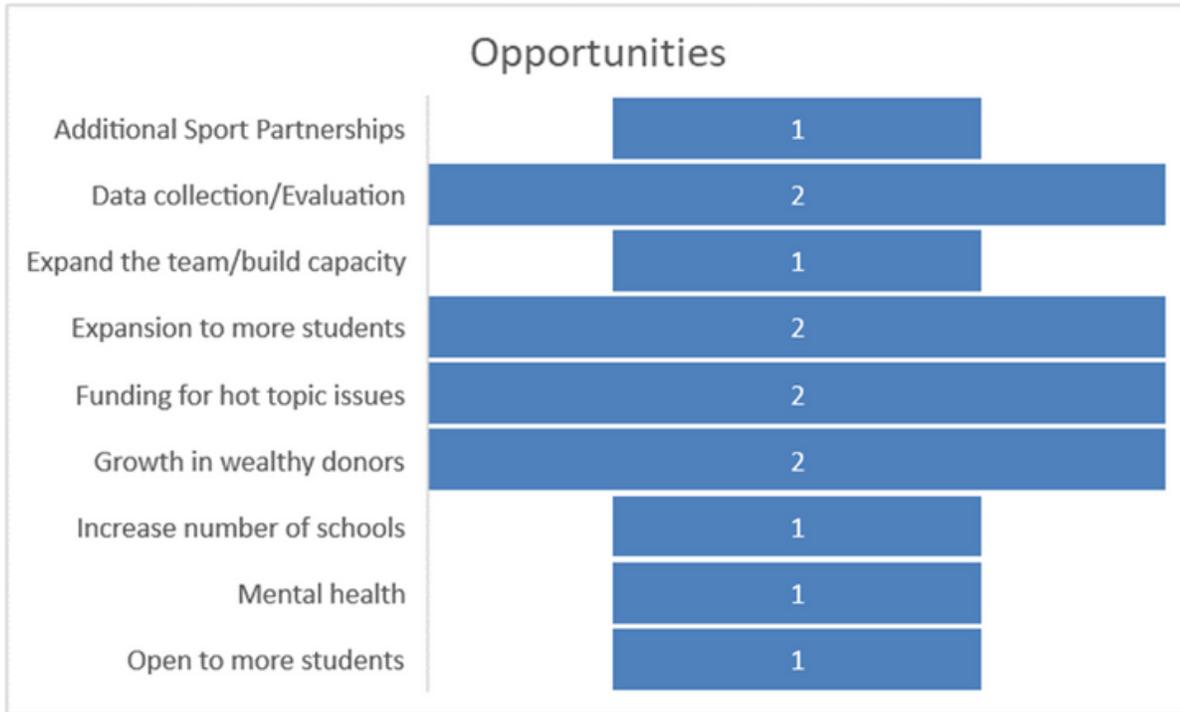
# Appendix B

## Survey - Strengths & Weakness Top Results



# Appendix B

## Survey - Opportunities & Threats Top Results



# ANNUAL PLAN

FY 2023



## 2023 Annual Plan Contents:

- Program Goals & Objectives
- Organizational Capacity Goals & Objectives
- Leadership Goals & Objectives

*Business Goals & Objectives are planned to be completed in FY 2 and 3 of the Strategic Plan and are not included the FY 1 Annual Plan.*



This Annual Plan has been crafted to prioritize the goals and objectives of the first year in our Strategic Plan. For all objectives of the Annual Plan, the Executive Director, Krissy Webb, is accountable for completion; The COO, Rebecca Werner, is responsible and Buck Martinez, the Chairman of the Board is informed and consulting. Other program staff, contracted employees and stakeholders are contributing members utilizing their specific expertise.

The completion of each objective is assigned a completion deadline in association to the quarters of our fiscal year, which is October 1 - September 30. Quarters are broken out by the following months:

- Quarter 1: October - December
- Quarter 2: January - March
- Quarter 3: April - June
- Quarter 4: July - September

**Programs Annual Plan FY 2022**

Goals	Objectives	Beginning	Completion
Programs are effective and delivered with consistent high quality.	Create a program playbook to promote consistent delivery of program with fidelity	Q1	Q2
	Create a staff training program to promote consistent delivery of program	Q3	Q4
	Create and record program evaluations to capture program effectiveness	Q1	Q3
Increase awareness, enrollment and school commitment to the program	Create marketing brand kit to increase Stakeholder's value of the program, including placemat, videos, talking points and data.	SAC Q1 Flagship Y2 Captain's Summit Y2	SAC Q3
	Increased program visibility through influencer network and alumni ambassador network.	SAC Q4 Flagship Y2 Captain's Summit Y2	SAC Y2
Alumni are connected, supported and thriving	Define who ACE alumni are and how they qualify for Alumni benefits	SAC Q4 Flagship Y2 Captain's Summit Y2	SAC Y2
	Determine Alumni benefits and support structures	SAC Q4 Flagship Y2 Captain's Summit Y2	SAC Y2
	Build an ACE Alumni Ambassador program	SAC Q4 Flagship Y2 Captain's Summit Y2	SAC Y2

## Organizational Capacity Annual Plan FY 2022 (Part 1)

Goals	Objectives	Beginning	Completion
Human Resources- Develop and Revise HR documents including training and accountability	Develop onboarding processes offboarding requirements	Q2	Q4
	Establish and maintain a more formalized ongoing training program for all staff and volunteers	Q3	Q4
	Revise and schedule annual reviews of employee policies, procedures, and handbook	Q3	Q4
	Implement annual performance reviews, coaching, corrective action, termination processes and procedures	Q3	Q4
	Determine salary ranges, method for raises, benefits information	Q3	Q4
	Job descriptions reflect organizational culture and structure	Q3	Q4
	Develop and implement employee, student, and partner Satisfaction Survey	Q3	Q4
Organizational Culture and Structure	Review org chart and ensure that structure supports clarity of decision making and accountability	Q2	Q2
	Ensure that every person hired has the ability to give every student the "ACE" experience	Q4	Y2
	Develop and implement an ACES Core Value Contract (Employee, Student, Alumni, Partners, Board)	Q3 (End)	Y2
	Develop and Review Program Key Performance Indicator Monthly reports	Q2	Q4
	Plan staff and board yearly retreats/team building	Q4	Y2
	Plan regular staff and leadership meetings	Q2	Q4

## Organizational Capacity Annual Plan FY 2022 (Part 2)

Goals	Objectives	Beginning	Completion
Financial Management	Produce timely, accurate financial reports for the organization as a whole and for all departments	Q1	Q2 (Beginning)
	Contract accounting support to maintain computerized accounting system capable of producing detailed and accurate reports for internal and external stakeholders	Q1	Q2
	Assess organization's internal controls annually to ensure adequate safeguard of all resources	Q2	Q2
	Assess and improve grant management process	Q2	Q4
Internal/External Communications	Implement a leadership/management and program calendar for staff and stakeholders	Q1	Q2
	Develop and implement PR and Marketing calendar (success stories, social media, etc.)	Q1	Y2
Information Technology and Management Information Systems	Explore and research information technology and management systems that integrate communication, data/file management, calendaring, security, remote meetings, and team/group interaction and work integration.	Q1	Q2
	Implement identified technology and management system	Q1	Q2
	Research, implement and integrate solutions for security and IT	Q1	Q1
	Train staff and increase full utilization of new technology	Q1	Q2

**Organizational Capacity Annual Plan FY 2022 (Part 3)**

Goals	Objectives	Beginning	Completion
Facilities and Equipment-Captains Summit, Flagship Program	Research and obtain program designated, handheld registration devices, i.e. Ipads	Q3	Q4
	Buy, organize, and maintain Team Building Equipment Unit to organize and store resources for Captain's Summits, Flagship Program	Q3	Q4
	Develop, implement, monitor and revise organizational KPIs (All programming)	Q2	Q4
	Develop, implement, monitor and revise organizational KPIs (The SAC)	Q2	Q4
	Build, monitor, utilize, revise Webauthor for data management and reporting	Q2	Q4
	Develop and use data feedback loops to improve program and organizational quality and outcomes	Q2	Q4

## Leadership Annual Plan FY 2022

Goals	Objectives	Beginning	Completion
Effective board communication and engagement	Schedule and utilize board communication platform for board updates and interaction	Q2	Q4
	Develop and schedule regular template for updates and reports to the board	Q2	Q3
	Revise current document outlining the development of the implementation of the committee process	Q4	Y2

ATHLETICS + COMMUNITY + EDUCATION



STUDENT ACES, INC.

[www.studentacesforleadership.com](http://www.studentacesforleadership.com)