

# GCA THRIVE STRATEGIC PLAN 2021-2022



For Internal and External Use



# INTRODUCTION

The GCA Thrive strategic plan identifies goals and plans for GCA Thrive and serves as an external document to share with partners and others interested in the organization's work.

To prepare the plan, the board reviewed the 2020 end-of-year report prepared in December 2020. That report was created with input from all board members. Each member participated in a written survey and phone conversation to collect their valuable ideas, feedback, and perspectives. The end-of-the-year report was a collection of insight gained from each member in regards to the organization's current strengths, weaknesses and opportunities. The purpose and intent of the report was to provide the Board with an overview of the core management areas of the organization, highlighting the corresponding strengths of which the organization would benefit from continuing/maintaining and any weaknesses of which the organization would benefit from addressing as they best see fit. The goal of the report was to serve as a foundation for developing a strategic plan for the organization.

In July 2021, GCA Thrive board members met to develop the strategic plan. The 2020 annual report was combined with current board member's input and collaboration.

## 2021-22 BOARD OF DIRECTORS

President, **ALICIA BELAY**

Board Chair, **BEVERLY ANAELE**

Treasurer, **RUTH TESFAYE**

Secretary & Fundraising Chair, **VALENTINA ASIEDU**

Communications Chair, **ISHAN KODAGODA-PEIRIS**

Member, **SARA HAGER**

Member, **FOWZIA ADDE**

Member, **DAMARIS BIBI**

Member, **JULIANA ANTWI**

Member, **MAHLET HABTEMESKEL**



# MISSION & IMPACT – PROJECTS

Objective 1: By July 2022, evaluate projects and impact of GCA Thrive.



Activity/Action Steps	Person/s Responsible	Completion Date (target)	Actual Completion Date & Notes
1. Complete written evaluation of GCA Thrive <ul style="list-style-type: none"> <li>Identify task force and strategy for evaluation</li> <li>Complete evaluation, including improvement recommendations</li> </ul>	Jen DeRose/task force	Task force identified: Dec 2021 board mtg  Evaluation complete: May 2022	✓ Feb 2022 board meeting, Jen shared evaluation information
2. Call recipients, record conversations, asking about the ways projects could be improved in the future, what worked well or not as well.	Volunteers	July 2021	✓ Feb 2022 Ethiopia: volunteer and co-founder Anteneh Belay visited 7 recipients in Ethiopia, obtaining video and photos.  ✓ Dec 2021 Kenya: interviews are available online <a href="#">here</a> . o Tanzania: interview questions have been shared as of March 2022.

Objective 2: By November 2021, complete project in Kenya and create report to share externally.



Activity/Action Steps	Person/s Responsible	Completion Date (target)	Actual Completion Date & Notes
<ul style="list-style-type: none"> <li>Call recipients, record conversations, asking what worked well or not as well.</li> <li>Write report</li> </ul>	Alicia & Valentina	Plan in place by October Complete report by July 2022	✓ Dec 2021 Kenya: interviews are available online: Host took over the interview process. Delay until 2022, since cohort 2 beginning. Annual report also serving as external report





Objective 3: Complete Ethiopia Project, complete final report to share externally

50% Complete

Activity/Action Steps	Person/s Responsible	Completion Date (target)	Actual Completion Date & Notes
1. Complete annual report. 2. Submit final installment of funds. 3. Interview recipients, get video/pics 4. Write report for media outlet 5. Submit final report to Rotary	Alicia	Dec 2021—report and new funds sent  March 2022—submit media piece	✓ Fall 2021 Completed annual report  ✓ January 2022 Sent final installment of funds

6. Include detail in annual 2022 report and/or develop final report to share externally		Dec 2022—final report  Jan 2023 annual or external report	<ul style="list-style-type: none"> <li>✓ Feb 2022 Ethiopia: volunteer and co-founder Anteneh Belay visited 7 recipients in Ethiopia, obtaining video and photos.</li> <li>✓ Feb 2022 Wrote report for submission to media outlet; making final revisions before submission</li> </ul>
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## BOARD RELATIONS

<p>Objective 4: By January 2022, hold two get-togethers for GCA Thrive Board Members</p> <div style="text-align: right;">  50% Complete </div>			
Activity/Action Steps	Person/s Responsible	Completion Date (target)	Actual Completion Date & Notes
<ol style="list-style-type: none"> <li>1. Hold fall/late summer event</li> <li>2. Select winter date</li> <li>3. Hold event</li> <li>4. Select new date—Feb 2022 date canceled due to weather!</li> </ol>	Alicia	<p>September 2021—summer event</p> <p>November 2021—identify winter date</p> <p>April 2022: select new date</p>	<ul style="list-style-type: none"> <li>✓ September 2021, held in-person event at Alicia’s house, inviting previous/leaving board members. All board members attended.</li> <li>✓ Nov 2021, selected President’s Day for winter event</li> <li>✓ Feb 2022, Event scheduled. canceled due to weather.</li> <li>✓ April 2022, Event scheduled for July 2022</li> <li>o Hold new event</li> </ul>
<p>Objective 5: By June 2022, create a documented process for board member recruitment and selection</p> <div style="text-align: right;">  0% Complete </div>			
Activity/Action Steps	Person/s Responsible	Completion Date (target)	Actual Completion Date & Notes
<ol style="list-style-type: none"> <li>1. Review/update current materials <ul style="list-style-type: none"> <li>• Confirm/edit roles/responsibilities document</li> </ul> </li> <li>2. Develop written document that formalizes board member recruitment and selection <ul style="list-style-type: none"> <li>• Share document with board for vote/review</li> </ul> </li> <li>3. Create online application</li> </ol>	Bibi + Bev	<p>September 1, 2022</p> <p>October 1, 2022</p> <p>October board meeting-review</p> <p>Nov 1, 2022</p>	<ul style="list-style-type: none"> <li>o Review/update materials</li> <li>o Develop written document</li> <li>o Share with board for vote/review</li> <li>✓ April 2022, Online application created and approved by Board.</li> </ul>

## COMMUNICATION & PR

Objective 6: Expand audience for GCA Thrive in at least four channels by June 2022.



Activity/Action Steps	Person/s Responsible	Completion Date(target)	Actual Completion Date & Notes
1. Every six months, hold meetings to introduce people to GCA Thrive and opportunities, develop volunteer activities, 'special projects' team	Alicia to arrange, ask for volunteers to participate	Nov 2021  May/June 2022	<ul style="list-style-type: none"> <li>✓ November 2021, Ishan, Bibi, Bev and Alicia presented online. Attendance was low. Had follow-up after to discuss ways to improve for next time.</li> <li>○ Event 2</li> </ul>
2. Have 50 followers on Instagram and Twitter respectively and 150 followers on Facebook by Dec 2021. <ul style="list-style-type: none"> <li>● Develop Social Media Strategic plan.</li> <li>● Post on each social media platform at least once a week.</li> </ul>	Media Team	Ongoing  Dates?	<ul style="list-style-type: none"> <li>✓ Social Media Team began convening in 2021, posts going out weekly</li> <li>✓ February 2022, Social Media Team developed social media plan</li> <li>○ Obtain 20 followers and Followers?</li> </ul>
3. By June 2022, complete two presentations (church, Rotary, etc.)	All board members	Nov 2021  June 2022	<ul style="list-style-type: none"> <li>✓ November 2021, Ishan, Bibi and Alicia presented at PM Rotary. Sold a few items, good turn out, posted on Facebook.</li> <li>○ Event 2</li> </ul>

## EXPANDING THE ORGANIZATION

Objective 7: Expand local US partnerships



Activity/Action Steps	Person/s Responsible	Completion Date(target)	Actual Completion Date & Notes
1. Monthly, seek at least one option for an activity, partnership, or new area of work	Alicia and Sara	ongoing	➤ Ongoing, monthly meeting
2. Make list of like-minded organizations and/or potential partners <ul style="list-style-type: none"> <li>● Divide organizations/approach them</li> <li>● Write up plans for partnership</li> </ul>	Bev	September 2021  October 2021  March 2022	<ul style="list-style-type: none"> <li>✓ September 2021</li> <li>✓ Nov and Dec 2021, approached orgs</li> <li>NA, no organizations appropriate for partnership</li> </ul>
3. Explore Co-op for childcare with New American Consortium	Bibi and Alicia	December 2021	Ongoing, weekly meeting
4. Post an internship description on Handshake.	Alicia	February 2022	✓ February 2022, posted description

## ADMINISTRATION & PLANNING

Objective 8: By September 2021, develop a long-term plan for the organization.



Activity/Action Steps	Person/s Responsible	Completion Date(target)	Actual Completion Date & Notes
1. Develop a strategic plan with SMART goals	All board members	September 2021	✓ Plan developed

Objective 9: By December 2021, develop communication plan for ensuring all board members know the timelines, project details, and other important info about GCA Thrive.



Activity/Action Steps	Person/s Responsible	Completion Date(target)	Actual Completion Date & Notes
1. Develop Powerpoint, updated monthly, keep in Teams, open monthly at board meetings	Alicia	ongoing	✓ Powerpoint developed ongoing
2. Create an annual timeline for projects (state and federal reporting, sales tax reports, project areas, etc..)	Alicia (with input from treasurer)	November 2021	✓ Timeline developed o Finalize

## FINANCIAL MANAGEMENT

Objective 10: Develop financial goals for GCA Thrive and regular strategy for reporting on financial health to the board.



Activity/Action Steps	Person/s Responsible	Completion Date(target)	Actual Completion Date & Notes
1. Develop budget with fundraising goal to share externally and use internally	Fundraising committee	August 2022	o Create budget
2. Reports provided to board members quarterly to update on financial status	Treasurer	March, June, September, December	✓ March 2022, report provided to Val from Ruth

# FUNDRAISING

Objective 11: By July 2022, implement plan for increased financial sustainability.



Activity/Action Steps	Person/s Responsible	Completion Date(target)	Actual Completion Date & Notes
1. Research/select fundraising options <ul style="list-style-type: none"> <li>● Create fundraising committee</li> <li>● Select option/s for increasing revenue</li> <li>● Present to board</li> </ul>	Fundraising committee	March 2022	<ul style="list-style-type: none"> <li>✓ Fundraising committee established and meets monthly</li> <li>✓ Carnival idea was identified and approved by board in March 2022               <ul style="list-style-type: none"> <li>● February 2022, Secured location</li> <li>● April 2022, created task list and identified volunteers</li> </ul> </li> <li>✓ Easter basket fundraiser implemented in March/April 2022. No revenue generated from fundraiser.</li> </ul>
2. Submit Pollination Grant <ul style="list-style-type: none"> <li>● Inquire about eligibility</li> <li>● Select project</li> </ul>	Valentina and Alicia	September 2022	<ul style="list-style-type: none"> <li>✓ October 2021 inquired about eligibility</li> <li>o Select project</li> </ul>
3. Submit Awesome Foundation application <ul style="list-style-type: none"> <li>● Identify project</li> </ul>	Alicia	September 2022	<ul style="list-style-type: none"> <li>o Select project</li> <li>o Write application</li> </ul>
4. Submit Spark application for co-op project	Bibi and Alicia	August 15 2022	<ul style="list-style-type: none"> <li>o Select project</li> <li>o Write application</li> </ul>