

<b>AYP STRATEGIC PLAN</b> <b>May 2024-May 2029</b> <b>FINAL</b>	
<b>Organization:</b>	<b>ARMORY YOUTH PROJECT (AYP/THE ARMORY)</b>
	<b>STRATEGIC PLAN MAY 2024 – MAY 2029</b>
<b>Mission:</b>	AYP is a not-for-profit organization that provides a safe environment where young people can build community and be encouraged in their educational, emotional, physical, and Christian spiritual development
<b>Vision:</b>	Our vision is to create a flourishing youth culture in Manistee County where every young person feels valued, finds a pathway to opportunity, and has the tools to realize a more promising future.
<b>Strategic Plan Timing:</b>	<b>May 1, 2024 - May 31, 2029</b>  <i>The Strategic Plan will be evaluated and updated on an ongoing basis with formal reviews each year. AYP staff will maintain a progress tracker and share with the board on a quarterly basis. More detailed action plans will be managed by each committee – Fund Development, Communications, Facilities, etc.</i>
<b>Strategic Goal 1:</b>	<b>AYP will create and deliver events and programming which increase awareness, participation and engagement resulting in "broad buzz," personal relationships with students and impact to sustain donors and funding</b>
<b>Objective 1.1</b>	<b>Attract and retain new students through 5<sup>th</sup> grade orientation</b>
<b>Measures of success:</b>	Number of registrations and attendance post the 5 <sup>th</sup> grade orientation. Target 20% registration.
<b>Objective 1.2</b>	<b>Create events that drive increased attendance and exposure to current and potential stakeholders including donors, volunteers, students, caregivers, and educators</b>
<b>Measures of success:</b>	# of new events, new visitors to organization, new donors, increased donations, new volunteers, new student registrations
<b>Objective 1.3</b>	<b>Maintain marketing to accurately communicate offering and recruit students.</b>
<b>Measures of Success:</b>	Student attendance
<b>Strategic Goal 2:</b>	<b>AYP will create and offer quality, outcome-based programming which produces meaningful change in the lives of the youth.</b>
<b>Objective 2.1</b>	<b>Effectively deliver Discover You, an evidence-based program focused on the emotional pillar of the AYP mission.</b>

<b>Measures of success:</b>	Pre and post survey outcomes. Student/Parent testimonials
<b>Objective 2.2</b>	<b>Develop Continued Quality Improvement plan</b>
<b>Measures of success:</b>	Utilize MOST (Michigan Out of School Time) Standards.
<b>Strategic Goal 3:</b>	<b>AYP will build stronger relationships and networks with collaborators and partners to further broaden exposure for the organization and increase its reach, value and impact to the Manistee County community.</b>
<b>Objective 3.1</b>	<b>Grow our existing Manistee County school relationships.</b>
<b>Measures of success:</b>	Increased student participation from area schools with counselors, administration and teachers serving as knowledgeable referral sources. List of teachers/staff known to AYP staff.
<b>Objective 3.2</b>	<b>Build on our relationships with Manistee County churches</b>
<b>Measures of success:</b>	Increased student and volunteer registrations
<b>Objective 3.3</b>	<b>Create and build relationships and collaboration with other key community resources and organizations</b>
<b>Measures of success:</b>	Ability to provide referrals and resources to serve students in need of more resources than AYP can provide. To be a recognized partner and to be listed as we are today with 211. Opportunity for connections/socialization/emotional development.
<b>Objective 3.4</b>	<b>Collaborate with other out of school organizations in the state to share best practices and build partnerships.</b>
<b>Measures of Success</b>	Increased understanding of tools and resources in the state.
<b>Strategic Goal 4:</b>	<b>AYP will improve financial sustainability and predictability to our revenue sources and streams of income allowing for strong staffing, operational effectiveness and identified improvements to our facilities.</b>
<b>Measures of success:</b>	Meet or exceed revenue goals that are more than expenses (including capital projects and maintenance items) annually over the next five years
<b>Objective 4.1</b>	<b>Increase grant revenue through the State of MI</b>
<b>Measures of success:</b>	Amount of revenue generated each year in comparison to expenses, while increasing current asset base.
<b>Objective 4.2</b>	<b>Research and obtain multi-year funding through private foundations grants and donations</b>
<b>Measures of success:</b>	Amount of revenue generated over the next 5 years.

<b>Objective 4.3</b>	<b>Plan and determine if support exists to conduct AYP Campaign in 2026 to solidify longer term goal of commitments for \$2.5M-\$5M over the next 5 years</b>
<b>Measures of success:</b>	Donations, multi-year pledges for minimum \$500,000 per year for five years.
<b>Strategic Goal 5</b>	<b>AYP will keep the facility safe and healthy so that it continues to serve our mission. To maintain a safe and cost effective as possible to enable us to offer our programming to Manistee County students in grades 6-12.</b>
<b>Objective 5.1</b>	<b>Prioritize capital needs based on Kendra Thompson initial report and consulting with ad hoc committee, construction, and building maintenance experts.</b>
<b>Measures of success:</b>	List of priority projects
<b>Objective 5.2</b>	<b>Create the position of facilities property manager to help manage the scope, budget and execution of capital projects such as HVAC, plumbing, roofing, etc.</b>
<b>Measures of success:</b>	Finalize contract for Facilities property manager position for 2025 to help prioritize, scope, budget and oversee execution of projects.
<b>Objective 5.3</b>	<b>Continue to solicit rental client contracts that allow us to utilize the AYP space during off hours and help benefit the community overall.</b>
<b>Measures of success:</b>	Revenue generating rentals that do not interfere with AYP programming and allow best utilization of AYP space in non-student hours.
<b>Objective 5.4</b>	<b>AYP will aggressively seek grants and larger donations to address mission-critical items.</b>
<b>Measure of Success:</b>	Number of new and existing grants awarded to help fund capital projects.