



# SHIELD

## Mentor Program

### **Organizational Development Plan: FY 2018-2021**

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## Introduction

Entering 2018, SHIELD Mentor Program was embarking on celebrating 10-years of operations as a youth development organization with a solid set of programs and a strong track record of results. Although the organization had served continuously for the past ten years, it steadily relied on the time capacity of volunteers and college interns to drive the operations.

SHIELD Mentor Program Executive Director is ready to accelerate growth. Encouraged by the impact their current operations are having, they are striving to serve more children while building a fully operating staff. While this growth imperative is clear, the details remained nebulous: How should they grow? With which set of programs? What changes would they have to make to their current organization to support this growth? How much funding did they need and where would it come from?

To answer these and other questions necessary to inform their growth plan, SHIELD Mentor Program's Executive Director, Precious McKoy, embarked on an intensive five-month organizational development process with assistance from the MDM Global Consulting. This Organizational Development Plan is a product of that process.

The purpose of developing the Organizational Development Plan is to help the staff and board set realistic goals with respect to the program, general operations, and funding process. The plan also outlines the strategic steps required to reach those goals, as well as board and staff responsibilities in accomplishing the plan.

This proposed FY 2018-2021 plan also identifies targeted financial goals necessary to support the FY 2018-2021 operating budget being recommended by the Executive Director. The plan will be revised and updated on an as-needed basis in conjunction with revisions to the programs and operating budget.

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## Executive Summary

SHIELD Mentor Program, is a 501(c)3 organization that strongly believe all youth should be mentored. The organization provides mentoring, youth leadership and development, and advocacy for children living in Greensboro, North Carolina and surrounding areas. Its services include interactive workshops, team building exercises, leadership development, and focus on a specific theme, such as goal setting, decision making, conflict resolution, effective communication and teamwork.

SHIELD Mentor Program seeks to operate an efficient program on a limited budget, aligning it with broad organizational strategies to increase the mentoring programming for clients and improve its connection within the community and schools. The Executive Director hired consultant, Masetta Dorley, of MDM Global Consulting, about the progress and challenges in expanding the program. MDM Global Consulting hopes that the information provided will help the Executive Director, the staff, and board members as they embark on the implementation phase of the program.

### **Four challenges were identified through the consulting process included by but not limited to:**

1. *Funding.* Budget constraints played a major role in the design of the program and in its current operations.
2. *Staff Capacity.* The on-site mentoring and administrative services are provided primarily by volunteers and college students. Retention of administrative and program staff are areas identified for improvement.
3. *Time commitment.* The program requires administrative and program staff to commit to the weekly activities during evening and weekend hours for a one-year preferential term.
4. *Community visibility.* The agency has been in the community for ten years and has limited connections to sources of potential volunteers and a solid donor engagement program.

### **The consulting process also uncovered four successes:**

1. *Creative response.* SHIELD Mentor Program has responded creatively to the barriers (such as funding) by developing a flexible program model to use group mentoring format. It will continue to keep costs (and risks) down by using volunteers.
2. *Funding.* SHIELD Mentor Program has been able to sustain its current facility and program operations through the support of the Executive Director in spite of limited corporate and grant funding.
3. *Alignment.* The program efficiently aligns multiple goals that serve each participant's needs as well as internal goals.
4. *Perception of Participants.* Young people and families who have been involved with the mentoring program have stated that they see the program as a support. Volunteers involved has used it as an aspiring means of helping in the community.

### **Recommendations provided from the consulting process includes:**

1. Starting and sustaining a non-profit is complex and requires dedicated staff, time, and constant oversight. Dedicated time can increase the pace of success.
2. Marketing is essential. Outreach is essential for a program relying on external donors, participants, and volunteers. Face-to-face meetings is the most effective.
3. Social media and web-based resources are essential communication tools.



# SHIELD Mentor Program Overview

SHIELD Mentor Program was founded in 2008 under the leadership of visionary Precious McKoy and her husband and co-founder, Antonio McKoy. Today, it is an agency that has provided mentoring services for youths across the city of Greensboro, NC. SHIELD Mentor Program's mission is **Strengthen, Help, Inspire and Encourage Leadership Development** by delivering structured mentoring activities and programs for young people. Its guiding values include bold change for lasting results, partnership, stewardship, respect, continuous learning, excellence, being youth-centered, and having a community focus. Its program objectives include helping young people experience leadership development that can strengthen them as individuals; helping young people define positive goals by establishing objectives toward an aspired future; and helping young people make positive choices.

## Program Description

A desired aim of SHIELD Mentor Program is through the use of volunteer mentors for services provided, program outcomes can include improved school performance and social skills and the accomplishment of community service and personal goals. Services include SHIELD Saturday Leadership Academy, Mentoring, and the Eagle Merit Program.

***SHIELD Saturday Leadership Academy:*** a 12-week leadership building intensive program for Greensboro youth (grades 4-12). Sessions are held every Saturday throughout the months of February - April. Youth participants and volunteers receive a certificate of completion after completing the curriculum.

***Eagle Merit Program:*** youth participants go through the life cycle of the eagle as they develop from childhood into adulthood. Youth participants are able to earn badges and move up in the organization based on completion of the following stages:

- **Hatchlings:** Point of entry program for all youth participants who must complete the SHIELD Saturday Leadership Academy (12- week leadership intensive program) to be eligible to participate as mentees.
- **Nestlings:** First year returning youth participants (must have already completed the 12- week leadership intensive program) are paired with mentors in mentoring clusters based on similar hobbies and interests. Participants are required to spend 52 contact hours within a year in order to complete the requirement to move up in the organization.
- **Fledglings:** Second year returning youth participants (must have already completed 52 additional mentoring hours) are paired with mentors in mentoring clusters based on similar hobbies and interests. Participants are required to spend 52 additional contact hours within a year in order to complete the requirement to move up in the organization.
- **Golden Eagle:** 6th grade and up (must have already completed 104 total mentoring hours) begin to build public speaking skills and public service skills to show exemplary leadership within the community. Mentoring clusters are formed to work on community initiatives such as homelessness prevention, childhood literacy, sustainable foods, etc.
- **Bald Eagle:** 8th grade and up (must have already completed 104 total mentoring hours and 45 SHIELD-related community service hours) will develop an entrepreneurial mindset and begin to learn how to manage money. They will present their learning by developing and presenting a mock business plan with a budget.
- **Soaring Eagle:** 10th grade and up (must have already completed 104 total mentoring hours and 45 community service hours) will serve on the youth leadership board to help direct the future of

the organization and serve in a leadership position as a peer mentor to help lead discussions during the leadership intensive program. Youth participants interact with local businesses for on-site visits. Upon completion, youth participants will develop a plan for the future.

***Mentoring:*** SHIELD Mentor Program aims to provide mentoring relationships to a minimum of 35 young people each year by offering assigned mentoring cluster relationships in which several young people will be mentored by an adult over a minimum one-year commitment. The organization settled on this model after reviewing a number of mentoring program models. It developed this model so that if one mentor is unavailable, the mentees would continue to have access to a mentor with whom they have established a relationship. In addition, SHIELD Mentor Program believes the model will help mentees develop mutually beneficial bonds.

Mentoring models often involve the mentor meeting with the mentee at various locations in the community. SHIELD Mentor Program has chosen a different approach. Mentoring is provided largely at its main office. SHIELD believes there are several benefits to this site-based approach. First, it allows the organization to closely supervise the mentors and mentees. The agency desires this supervision, especially during the program's expansion period, as a way to monitor quality and manage liability. Second, the approach modestly reduces SHIELD Mentor's costs, which is within the agency's limited budget. Third, most mentees will already be involved with the organization, and the on-site mentoring allows participants to continue this involvement.

### Mentee Selection Criteria

To participate, mentees must meet the following criteria:

1. They must be in grades 4th-12th or of that age group. Candidates who have dropped out of school may be accepted if they commit to returning to school. Candidates who are expelled from school must make a commitment to return to some form of education. For example, they must plan to attend another school, an alternative education program, or some other suitable educational program.
2. They must be able to get to SHIELD Mentor Program's office. The office is served by public transportation if the household does not have a personal vehicle.
3. Candidates must clearly state that they are committed to participating, and they must demonstrate their sincere desire to participate for a minimum of one year. Candidates must come to the SHIELD Mentor Program office and participate actively in screening interviews.
4. Candidates must be able to explain their goals for participating in the program.
5. Candidates' parents or caregivers must demonstrate support and be willing to participate in caregiver events.

### Mentor Recruitment and Training

The Recruitment Specialist of the mentoring program recruits mentors at community meetings, by meeting with people who have expressed an interest in helping SHIELD Mentor Program and who seem appropriate as mentor candidates, by outreaching to local organizations and schools, and through print and online materials. The most successful recruiting strategy has been face-to-face meetings with people who have expressed interest in helping SHIELD Mentor Program in some way, according to SHIELD Mentor Program's director. Online networking has also helped. By December 2018, the program had recruited twelve mentors to continue the provision of services.



Mentor recruitment and training occur in three phases. First, mentor candidates and SHIELD Mentor Program explore a mutual “fit.” During this phase, candidates receive an orientation to SHIELD Mentor Program’s mission and programs as well as to the mentoring program itself. At the end of this initial recruitment, they receive literature and then leave with time to consider whether they want to apply to become mentors.

If the candidates wish to continue, in the next phase they visit SHIELD Mentor Program office to see how it works and understand how mentoring complements the comprehensive services offered by the organization. During this visit, they have the opportunity to ask questions. A SHIELD Mentor Program staff member will interview the applicant to understand the applicant’s goals and motives, explain the mentoring program’s requirements and the need for a background check, and discuss possible start dates before the applicant makes a commitment. When a candidate agrees to volunteer, he or she fills out an application form and survey and undergoes a background check. Once fully accepted by the Program Coordinator and Executive Director, candidates are oriented to the mentoring process and expectations and the training begins.

Mentors are selected in part for their capacity to understand the struggles that young people have. Mentors enter the program with different levels of skill, however, so training can be provided in a group or individualized to each mentor’s needs. For example, a college student may need different preparation than someone who has social work experience. Mentors receive training in the following areas:

1. The program model and how it works.
2. Expectations regarding the mentor’s relationship with the mentee, including topics such as boundaries, appropriate contact, limitations to communications, and involvement of caregivers.
3. How to work with the youth.
4. The needs of specific mentees with which the mentor may be teamed.
5. The reporting structure and expectations, including how the mentor-mentee relationship will be monitored by SHIELD Mentor Program.
6. How to recognize and report unusual incidents such as school expulsions, interactions with law enforcement, concerns of caregivers, and so forth.

### The Mentor- Mentee Relationship

SHIELD Mentor Program expects the mentor and mentee to develop a relationship that emphasizes the mentee’s strengths, not deficits. This approach is consistent with the agency’s guiding values concerning services for youth. According to the program, being “strength-based” means that the mentee’s skills, strengths, assets, desires, and goals are reinforced and used to help address any deficits. The mentor is expected to “stay positive,” understand and remind the mentee of his or her strengths, and build the young person’s confidence, even when corrective efforts are needed. The agency notes that many of the young people it sees are accustomed to encounters that emphasize the negative aspects of the young person’s behavior, so it consciously seeks to counteract that by being positive, encouraging, and supportive.

The mentoring program requires that the mentor and mentee demonstrate respect to each other and that the mentor help the mentee practice respect toward other individuals and groups. The mentor is expected to be supportive of the mentee’s parents or caregivers and to support their goals for the mentee. The mentoring program requires that mentoring activities are targeted toward academic success.



## General Operations

SHIELD Mentor continues their work in developing a full staff in the 2018-2021 fiscal year to provide administrative and program duties. Staffing will come a variety of community partners such as local colleges-UNC-Greensboro, NC A&T, Guilford College, GTCC to name a few. Each staff and board member must complete an orientation prior to serving in their role. The chart below provides a description of current roles.

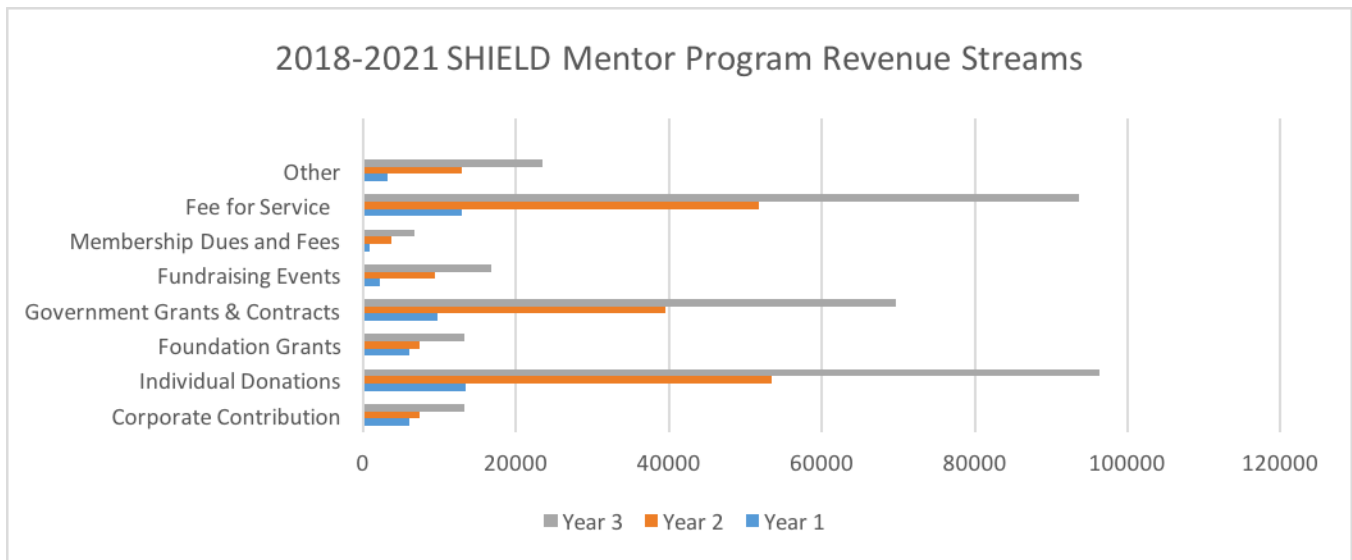
Role	Description	Status
Board of Directors	Advise, govern, oversee policy and direction, and assist with the leadership and general promotion of SHIELD so as to support the organization's mission and needs.	9 voting members  3-year term  Active
Mentor Advisory Council	Provide informed input to the organization on program activities regarding mentors and mentees to ensure that programs and services in the community are truly meeting the needs of young people.	11-15 member group  Pending fall 2019
Executive Director	Strategically manage growth according to the organization's overall vision and goals. This position involves administrative, fundraising, property management and personnel management skills. The Executive Director position requires the experience and ability to manage personnel and collaboration efforts as well as financial and operational aspects of SHIELD. The Executive Director is responsible for furthering the mission of serving youth through mentoring.	1 team member  Currently filled
Assistant Director	Assist the Executive Director by managing the coordination and administration of all aspects of an ongoing program including planning, organizing, staffing, leading, and controlling program activities.	1 team member  Currently filled
Marketing & Communications Director*	Create, deliver, and maintain communications and tools that effectively describe and promote the SHIELD Mentor Program, with the goal to enhance community & youth engagement. Works with the marketing team to produce materials that build and maintain the SHIELD brand and support key recruitment and fundraising initiatives.	1 team member  Vacant  Internal staff or outsource through a third party

Administrative Assistant	Provides administrative support to the Executive Director and staff, assisting in daily office needs and managing the organization's general administrative activities, including answering telephones, handling correspondence and scheduling meetings, as well as project-based work. This position may also greet visitors and route telephone calls to appropriate staff and/or provide data entry support.	1 team member Currently filled
Executive Assistant	Provides administrative support to the Executive Director, assisting in daily business needs and managing general administrative activities, including managing voicemails, handling correspondence and scheduling meetings, as well as project based work.	1 team member Currently filled
Program Coordinator	Oversees the coordination of program activities of both mentoring and eagle merit program in accordance with the mission and goals of the organization and ensures that program activities operate within the policies and procedures of the organization.	2 team members Currently filled
Recruitment Specialist*	Assist the Program Coordinator in such duties as responding to inquiries by potential volunteers, confirming volunteer schedules, assembling volunteer orientation packets, answering phones, and processing volunteer data.	1 team member Vacant
Videographer/Photographer	Work with the Marketing & Communications Director on recording, curating, editing, and publishing videos of programs and events. This person must also be able to create, manage, and execute production schedules while maintaining a strong attention to detail. Works with the marketing team to produce materials that build and maintain the SHIELD brand and support key recruitment and fundraising initiatives.	1 team member Currently filled
Social Media Specialist	Manage social media marketing campaigns and day-to-day activities. Works with the marketing team to produce materials that build and maintain the SHIELD brand and support key recruitment and fundraising initiatives.	2 team members Currently filled
Mentor	Serves as a caring adult in the youths' life and is available to listen, validate, and coach their mentee about navigating life and negotiating relationships as a young adult.	12-15 team member
Eagle Merit Program Lead	Explore community collaborations and planning and implementing community-based outreach activities for the badging programs (hatchlings, nestlings, fledglings, golden eagles, bald eagles and soaring eagles).	4 team member Currently filled



## Fund Development

Budget needs for SHIELD Mentor Program are projected to rise in 2018-2021 fiscal year, as components of new plans are implemented to support the organization’s expansion and growth. The highest costs will come from increasing the staff levels. At present date, the organization currently has 8 projected streams of revenue to support the program and daily operations with the listed in the chart below. What the chart shows is that *Individual Donations, Government Grants & Contracts; and Fee for Service* is projected to provide 66% of total revenue for the organization. *Corporate Contributions, Sponsorships, Foundation Grants, and Fundraising Events* are expected generate a great source of income for the organization. However, there will also be a focus to secure additional long-term and 3-5 year renewal contracts. The staff and board of directors will also work diligently to establish and expand the donor database to 250 active members.



- In order to meet the need of increased staff levels, SHIELD Mentor Program is looking for the greatest increases in support from individual donors, private-public foundations and corporate sponsorships. This plan aims to build on a successful campaign in the fall of 2018, completed with the help of a consultant to turn around the revenue streams. Key development strategies include but not limited to:
  - Expand donor membership and engagement.
  - Increase audiences at SHIELD Mentor Program events.
  - Achieve long-term funding commitment from federal contracts including Office of Juvenile Justice and Delinquency Prevention (OJJDP).
  - Maximize revenue through existing events.
  - Position SHIELD Mentor Program favorably to grant-making foundations.
  - Create contemporarily attractive corporate sponsorship opportunities.

Sources of Revenue

**Foundations and Government Support**

Grants are a focus for SHIELD Mentor Program to provide support for programs and services, allowing the organization to produce and deliver a high quality experience for community members and participants. Over the next three years, grant funds will be sought for implementation of plan components, especially development capacity, as well as for exhibits and programs.

Following is the preliminary grant application plan.

Foundation	Grant	Deadline*
<a href="#">Walmart</a>	Community Grants range from a minimum of <b>\$250</b> to the maximum grant of <b>\$5,000</b> . Organizations must submit an online application to be considered for funding.	TBD
<a href="#">Rotary Club</a>	The highest priority for the allocation of the Foundation’s funds will be to advance Rotary’s mission of service and to be responsive to community needs through Rotary approved projects. These are defined as projects designated by Rotary International, the Rotary Club of Greensboro Foundation Donations Committee, joint efforts with one or more local or district clubs, and local activities in which the Club or a member has a leadership role.	Ongoing
<a href="#">Community Foundation of Greater Greensboro</a>	The Community Foundation awards Community Grants from unrestricted and field-of-interest funds, as allocated by the Board of Directors, to support a wide range of community issues. These are one-time grants given to help nonprofits meet community needs and opportunities by building their capacity to reach their missions. Grants usually range in size from a few hundred dollars up to \$10,000, and tend to average \$3,000-\$5,000. Grants are available to nonprofits in the greater Greensboro area	TBD
<a href="#">United Way of Greater Greensboro</a>	United Way of Greater Greensboro offers Strategic Partner Grants for programs that work toward breaking the cycle of poverty for the Greater Greensboro community. Grants are offered in alternating years across four Impact Areas: Education, Health, Addressing Basic Needs, and Increasing Income & Financial Stability.	TBD

<a href="#">Mary Lynn Foundation</a>	The foundation seeks to support organizations with focus on health, education, and shelter. Half of the foundation's grants are awarded to foreign 501c3 organizations while the other half is designated for domestic 501c3 organizations.	Aug. 31, 2019
<a href="#">BB&amp;T</a>	Community Grants and Employer Based Program	TBD
<a href="#">Truliant</a>	Non-profit and community organizations supporting all aspects of education and youth programming from pre-k through high school including groups that provide teacher support, classroom enhancements, instructional materials, participation in sports, mentoring and leadership development for underserved/disadvantaged youth.	Quarterly
<a href="#">OJJDP</a>	OJJDP specifically supports awardee efforts to develop and implement effective and coordinated prevention and intervention programs and to improve the juvenile justice system so that it protects public safety, holds justice-involved youth appropriately accountable, and provides treatment and rehabilitative services	TBD 2019

### Corporate Sponsorships

Corporate sponsorships can provide a substantial amount of revenue for SHIELD Mentor Program. As the organization's visibility increases, so does the attractiveness of sponsorship of its programs. SHIELD Mentor Program will assertively market these opportunities to help offset program costs and increase unrestricted funds. SHIELD Mentor Program will also offer event sponsorships packages to raise additional revenue. The packages will be offered first to existing sponsors who will have right of first refusal for any events they have previously sponsored. Steps to secure new corporate sponsorships should include but not limited to:

1. Identify and develop a list of companies that already have a relationship with SHIELD Mentor Program such as:
  - a. Ticket holders to past events
  - b. Suppliers to the organization (insurance, printing, venue rentals etc.)
  - c. Personal and professional contacts of board and staff
2. Identify groups that have a strong alignment with the mission and vision of SHIELD Mentor Program such as:
  - a. Brand categories and companies that support the organization
  - b. Companies that manufacture or provide services to the area that SHIELD Mentor Program event (such as the Human Race) focuses on.
3. Determine the portal of entry for new engagement by SHIELD Mentor Program
  - a. Start with connections of staff, board and members (an internal LinkedIn)
  - b. Begin with the person in the most senior position
  - c. Create an asset map with the help of staff and interns



4. If there is no direct contact at the company, develop an engagement strategy with SHIELD Mentor Program before calling them for a meeting so that they are familiar with the organization. This could include things like:
  - a. Extend an invitation to the Annual Award Ceremony in April.
  - b. Host a “lunch-and-learn” with key members of SHIELD Mentor Program with the sole purpose of bringing new people in to learn more about the program and services.
  - c. Establish “cup of joe” lunch meeting for one-on-one engagement with potential business to grab a coffee to get their advice on how SHIELD Mentor Program can be an established partner.
5. Set a target number of partnerships to outreach each quarter and work backwards on planning these lunch meetings.

Individual Donors

Individual donors have provided significant funding, projected to account for 22.56% of projected revenue in 2018-2019. The majority of this amount will be gained in the 2<sup>nd</sup> and 3<sup>rd</sup> quarter of the year, as a result of a new campaign. New requests will account for the majority of the balance. In future years both the campaign to engage new members and the annual renewal requests will continue. The renewal program will add follow-up calls for those who do not renew within 30 days, to remind them about the request and determine if there is a reason they are choosing not to renew.

Individual gifts will be solicited through the following methods.

**Major Gifts**

A major gifts program (gifts of \$5,000 and above) is of primary concern and importance and was a major focus of the fall campaign. Unrestricted gifts will be needed to launch components of the new plans and lay the foundation for future success.

**Membership**

All individuals who are involved with or connected to SHIELD Mentor Program in any way will be asked to contribute by becoming donors. Over the next three years, the basic membership rate will be established and remain the same. Added benefits of membership, including better communications and new membership incentives to make membership more attractive.

As of mid-2018, SHIELD Mentor Program desires to increase the individual donor membership based within their database. However, an accurate account of membership giving between \$25 and \$1,000, as demonstrated in this sample chart must be tracked for future insight to increase revenue.

\$1,000	\$500	\$250	\$100	\$65	\$45	\$35	\$25	TOTAL
3	2	7	25	6	29	5	37	250
2.60%	1.80%	6.10%	22%	5.30%	25.40%	4.40%	32.50%	
\$3,000	\$1,000	\$1,750	\$2,500	\$390	\$1,305	\$175	\$925	\$11,000

The staff and Board of Directors should meet with at least four donors per month in the coming year, to involve them in the implementation of the organization’s plan and request an increase in their level of giving. All letters asking for a renewal of membership will also make the case and provide the opportunity for increased giving.

## ***Program Sponsorship***

Program sponsorship opportunities will be offered to individuals, as way to further engage their support.

Fee for Service for the Eagle Merit Program can generate revenue by securing individual and corporate donor to sponsor a child. The following prices below list the cost per child for each level.

- Shield Mentor Program Orientation (~12 weeks)
- Summer Program (12-15 participants)
- Golden Eagles (per year based on returners 6<sup>th</sup> graders and up)
- Bald Eagles (year based on returners 8th grade and up)
- Soaring Eagles (year based on returners 10th grade and up)

## ***Special Events***

The staff and Board of Director will spend a significant amount of time putting on events and managing daily programs. These annual events such as the Awards Ceremony, 12-week Leadership Development Training and the Human Race are projected to generate a substantial amount of revenue, with an increase in engagement in 2019. These programs will continue, with improved communication about how they benefit SHIELD Mentor Program and increased outreach to potential participants in order to maximize revenue from them.

## ***Sponsor Recognition***

Regardless of the source of revenue, consistent and effective recognition will help guarantee satisfied donors and their ongoing, long-term support. Sponsors provide funds to carry out the programs and events of an organization. Their contributions are made in exchange for alignment of their name or brand with that of the nonprofit or cause. Businesses, in particular, use their sponsorships to build brand recognition and garner community recognition. The Neighbor of Choice theory says that those businesses that support community organizations will be looked upon more favorably by that community, resulting in more business and less resistance to potentially controversial business decisions.

SHIELD Mentor Program is well positioned to provide positive recognition for its sponsors. In exchange for sponsorship, SHIELD Mentor Program should provide the following recognition listed in the table below to sponsors. In this system, logo inclusion should be provided for all major sponsors for any event, so as not to dilute the recognition. Sponsorship benefits may also be extended to individuals, as incentive for them to contribute at certain levels.

Providing recognition will help turn supporters into life-long donors. The following recognition listed in the table below should be provided to individual donors. In addition, the Board and staff should undertake an annual Thank-A-Thon in May of each year, to express appreciation and solicit feedback. Individual donors may choose to direct their contributions to specific programs, in which case the benefits described below will accrue to the donor, in lieu of membership recognition.

## Individual Donation & Corporate Sponsorship Recognition

Donation Amount	Recognition
\$25 monthly	Individual <ul style="list-style-type: none"> <li>● Recognition in annual report</li> <li>● Tax deduction as allowed by law</li> <li>● One reserved ticket to Award Ceremony</li> <li>● Acknowledgement in the next publication of the quarterly newsletter</li> </ul>
\$35 monthly	Individual/Family Member <ul style="list-style-type: none"> <li>● Recognition in annual report</li> <li>● Tax deduction as allowed by law</li> <li>● One reserved ticket to Award Ceremony</li> <li>● Acknowledgement in the next publication of the quarterly newsletter</li> </ul>
\$45 monthly	Family Membership <ul style="list-style-type: none"> <li>● Recognition in annual report</li> <li>● Tax deduction as allowed by law</li> <li>● One reserved ticket to Award Ceremony</li> <li>● Acknowledgement in the next publication of the quarterly newsletter</li> </ul>
\$65 monthly	Fellow Membership <ul style="list-style-type: none"> <li>● Recognition in annual report</li> <li>● Tax deduction as allowed by law</li> <li>● One reserved ticket to Award Ceremony</li> <li>● Acknowledgement in the next publication of the quarterly newsletter</li> </ul>
\$100 monthly	Sustainer <ul style="list-style-type: none"> <li>● Recognition in annual report</li> <li>● Tax deduction as allowed by law</li> <li>● Two reserved ticket to Award Ceremony</li> <li>● Acknowledgement in the next publication of the quarterly newsletter</li> <li>● Name on advertising and materials for the event</li> <li>● Special thank you by event MC when available</li> <li>● Logo and organization description included on website</li> <li>● Two event independent social media promotion</li> </ul>
\$150 monthly	President's Club <ul style="list-style-type: none"> <li>● Recognition in annual report</li> <li>● Tax deduction as allowed by law</li> <li>● Three reserved ticket to Award Ceremony</li> <li>● Acknowledgement in the next publication of the quarterly</li> </ul>

	<p>newsletter</p> <ul style="list-style-type: none"> <li>● Name on advertising and materials for the event</li> <li>● Special thank you by event MC when available</li> <li>● Logo and organization description included on website</li> <li>● Three event independent social media promotion</li> </ul>
\$250 monthly	<p>Sponsor</p> <ul style="list-style-type: none"> <li>● Recognition in annual report</li> <li>● Tax deduction as allowed by law</li> <li>● Four reserved ticket to Award Ceremony</li> <li>● Acknowledgement in the next publication of the quarterly newsletter</li> <li>● Name on advertising and materials for the event</li> <li>● Special thank you by event MC when available</li> <li>● Logo and organization description included on website</li> <li>● Four event independent social media promotion</li> </ul>
\$500 semi-annually	<p>Patron</p> <ul style="list-style-type: none"> <li>● Recognition in annual report</li> <li>● Tax deduction as allowed by law</li> <li>● Five reserved ticket to Award Ceremony</li> <li>● Acknowledgement in monthly newsletter for 9 months</li> <li>● Name on advertising and materials for the event</li> <li>● Special thank you by event MC when available</li> <li>● Logo and organization description included on website</li> <li>● Five event independent social media promotion</li> </ul>
\$1,000 annually	<p>Patron Benefactor</p> <ul style="list-style-type: none"> <li>● Recognition in annual report</li> <li>● Tax deduction as allowed by law</li> <li>● Table reserved ticket to Award Ceremony</li> <li>● Acknowledgement in monthly newsletter for 12 months</li> <li>● Name on advertising and materials for the event</li> <li>● Special thank you by event MC when available</li> <li>● Logo and organization description included on website</li> <li>● Six event independent social media promotion</li> <li>● Six promotional item placed in registration bags</li> </ul>

## Marketing and Communications

In addition to vigorously marketing SHIELD Mentor Program, staff and board will work to better communicate plans, activities and accomplishments to the local community and to its supporters. Good communications should be at the heart of building visibility, support and excitement for the SHIELD Mentor Program.

Developing a comprehensive strategy and managing the Marketing and Communications plan should fall into the scope of work for the Marketing and Communications Director.

### Marketing Strategies

SHIELD Mentor Program will work to participate in cost effective marketing opportunities, including advertising and promotions opportunities, as resources allow. It should also budget for events to allow targeted advertising in media in target audiences.

Raising SHIELD Mentor Program's visibility can be enhanced by displays in local agencies. These displays will encourage both attendance and membership in SHIELD. Locations for the displays are to be determined but will be selected for their visibility and cost effectiveness.

### Communications Strategies

**Website:** The website should be updated ensuring current information is available at all times. Updates should include new donor recognition and links at appropriate locations to encourage online giving.

**E-update:** SHIELD Mentor Program will establish a quarterly newsletter which includes highlighting recent accomplishments and upcoming activities with more graphics and videos. The report should be in a short, easy-to-read format, and sent electronically. It should be positioned as a free subscription, provided to all supporters and offered to anyone who signs up to receive it. The staff and board should actively recruit subscribers. Each edition should provide an opt-out option, and should be heavily linked to the website.

**Public Presentations:** Both the Executive Director, Assistant Director, and members of the Board of Directors should increase the number of presentations about SHIELD Mentor Program they make to target communities. They should actively seek opportunities to speak with groups. To ensure a consistent message, the Executive Director can provide a simple PowerPoint presentation at multiple events in the community outlining key messages to improve local engagement.

**One-on-one Discussions:** In addition to formal presentations, the board and staff should seek opportunities to speak with community members one-on-one. These informal conversations should focus on current activities and seek to involve those individuals with SHIELD Mentor Program.

**Promotional Brochures:** Staff should ensure that a supply of brochures is available for Board of Directors and staff to distribute at local businesses, local organizations, and events with any potential affinity for SHIELD.

**Event Promotions:** Flyers or postcards promoting upcoming activities should be printed and distributed as a supplement to promotional brochures. These flyers can also be used by board and staff as handouts at public presentations and during one-on-one discussions.

## Media Plan

**Media Relations:** Staff will continue to work to identify preferred methods of communication for all media in the region, and consistently provide timely and appropriate information.

**Earned Media:** Every activity at SHIELD Mentor Program should be assessed as a media opportunity with press releases sent on a regular basis. Staff should follow-up to ensure the information has been received and to answer questions.

**Opinion-Editorials and Letters to the Editor:** Staff should create a schedule of opinion pieces to be written and submitted to local print media, and invite board members and other supporters to contribute.

**Public Service Announcements:** Staff should submit PSA's for every event to radio stations that cover nearby communities.

## Opportunities for Improvement

Four challenges have required creative responses within the organization. These are lack of funding, staff capacity, mentor time commitment, and community visibility. These factors have made organizational expansion challenging.

**Funding:** SHIELD Mentor Program has a limited budget for this program. Budget constraints have shaped the program design, the pace of development, and the pace of recruitment. The Executive Director has noted limited funding means that involved volunteer staff members are essentially adding to their workload. The Executive Director expressed for optimal program functioning, a one-half to three-quarter-time Assistant Director is essential to share the administrative responsibilities while she operates in the role of fund developer.

**Staff capacity:** Lack of staff time has limited the timeliness of response to and from potential mentors, potential mentees, and caregivers of potential mentees. This is a problem presented during the initial interview for this report. The program continues to be an additional duty extra to other job requirements of the volunteers, and this has slowed implementation.

**Mentor time commitment:** Mentors must commit to a full year. This limits the number of professional volunteers, complicating the recruitment process. SHIELD Mentor Program responses to this challenge has been to use students as mentors; 12 are currently serving in this capacity. Meanwhile, SHIELD Mentor Program is aggressively pursuing new relationships that may lead to additional mentoring, including with nearby university programs whose students may have an interest in mentoring.

**Community visibility:** As SHIELD has been in the community for ten years, it has limited connections that might yield potential volunteer mentors and funders. It is seeking to remedy this by contacting local agencies for best practices such as United Way of Greater Greensboro Mentoring Matters, by direct contact, and by making community presentations about its mentoring service. At each of these contacts, it attempts to recruit mentor candidates. In 2011, SHIELD worked collaboratively with Reclaiming Futures as a mentoring partner agency.

Four successes have included creative response to budget constraints, fund development, alignment of program goals with organizational strategy, and perception of mentees.

***Creative response:***

SHIELD has responded creatively to the barriers noted above. First, the organization is keeping costs down by allocating current staff to develop the program and allowing them to volunteer as mentors. The Organization will continue to keep costs (and risks) down by using a volunteer mentor approach, by keeping the mentoring services office-based so that they can be monitored for quality and liability, and by adopting a flexible cluster model that addresses some of the challenges of mentor recruitment and retention. The Executive Director has developed an advance schedule of mentor orientations so that potential candidates can be slotted into a program immediately, which helps maintain partner engagement.

SHIELD has responded creatively to the problem of attracting volunteer mentors and participating mentees by reducing the expected time commitment to 52 contact hours for the year and by supplementing the needs of mentees through the creation of the Saturday Leadership Academy. This 12-week activity will feature specific topics and activities to develop youth, including community projects, communication and public speaking, self-esteem, career topics, and fun activities.

***Fund Development:*** SHIELD has committed to make fund development a priority goal for 2019, securing funds from grantmakers, corporate sponsors, and individual donors. This is a great step in the pathway of success and organizational sustainability.

***Alignment:*** As explained, the program itself successfully aligns multiple goals for SHIELD's participants with internal goals to begin changes that the organization hopes will help it be more responsive to the communities in which it has facilities.

***Perception of mentees:*** Many of the mentees may come from environment with poverty, low-income, single parent home, or other economic and social barriers. It is important to SHIELD Mentor Program that participants do not attach a stigma to participation in the program. The youth who have been involved in the mentoring program have stated that they see the program as a support, according to the Executive Director.

Strategies and Action Plan

***Strategy: Ensuring sufficient staff and support to execute daily operations***

- *Key Action Items:* Contract with consultant to develop team and board of director infrastructure. Facilitate orientation for board of directors and new staff. Revised job descriptions and placed on employment seeking website. Review and schedule appointments to review resume and conduct interview ensuring good match between candidate and organization.

***Strategy: Implement effective communication***

- *Key Action Items:* On-board a Marketing & Communications Director to execute the upgrade and implement the organization's strategic marketing and communications plan. Create strong recognition and branding opportunities with Marketing & Communications Director. Utilized all

platforms including website, social media, and print materials to be distributed at community meetings.

- Implement strategic marketing and communications plan to include:
- Quarterly Newsletter (February, May, August, November) - Revise format to match the newly designed website with more graphics and visual design. Deliver timely updates, reinforce organization mission, vision and value, promote attendance to upcoming events, workshops and community activities. Also, upload all newsletters onto the website.
- Daily Social Media Posts - at minimum 3x/day on all platforms of Twitter, Facebook, Instagram, Flickr, and LinkedIn.
- Annual Report - released in the month of June
- Attend community events as a vendor every quarter
- Become members of local and national civic associations to expand public relations (MENTOR: The National Mentoring Partnership, United Way of Greater Greensboro Mentoring Matters, Volunteer Center of Greensboro, Trauma Provider Network, Greensboro Parks and Recreation)

***Strategy: Establish active individual donor membership database to include at least 50% active members with (250 active members)***

- *Key Action Items:* Undertake annual membership campaign each fall to expand donor database and engagement. Giving Tuesday in November is a potential resource to be used to launch membership engagement.
  - Undertake annual donor campaign each fall-January (for when organization was founded and its National Mentoring Month)
  - Phone-a-thon=Individual Donors
  - Event (lunch or dinner)=Community Awareness of org/mentoring/sit down meal, registration for tickets, keynote, vendors, silent auction.
  - Select a viable donor tracking database using platforms such as Little Green Light, DonorPerfect, Salesforce, or NationBuilder.

***Strategy: Increase visits to Shield Mentor Program events***

- *Key Action Items:* Increase physical representation at community events to share the mission/values of the organization. Expand partnership by providing open invite for exhibiting vendors and corporate sponsors at SHIELD events.

***Strategy: Achieve long-term funding commitment***

- *Key Action Items:* Apply for a 10-12 grants with private and public foundations such as the Community Foundation of Greensboro and others.

***Strategy: Maximize revenue through existing events***

- *Key Action Items:* Market events to potential sponsors, members, and through e-newsletter for Giving Tuesday, Awards Ceremony, and Human Race 2019.



## Conclusion

SHIELD Mentor Program is still in expansion mode. Executive Director, Precious McKoy has been primarily responsible for the development, in addition to her regular duties. She reports the following lessons learned throughout the past ten years.

Dedicate staff and time to the expansion. Program activities require ongoing effort and follow-through. For example, with limited staff time, it is difficult to respond to the people who want to be in a mentoring program. Each contact requires regular follow-up to remain on track.

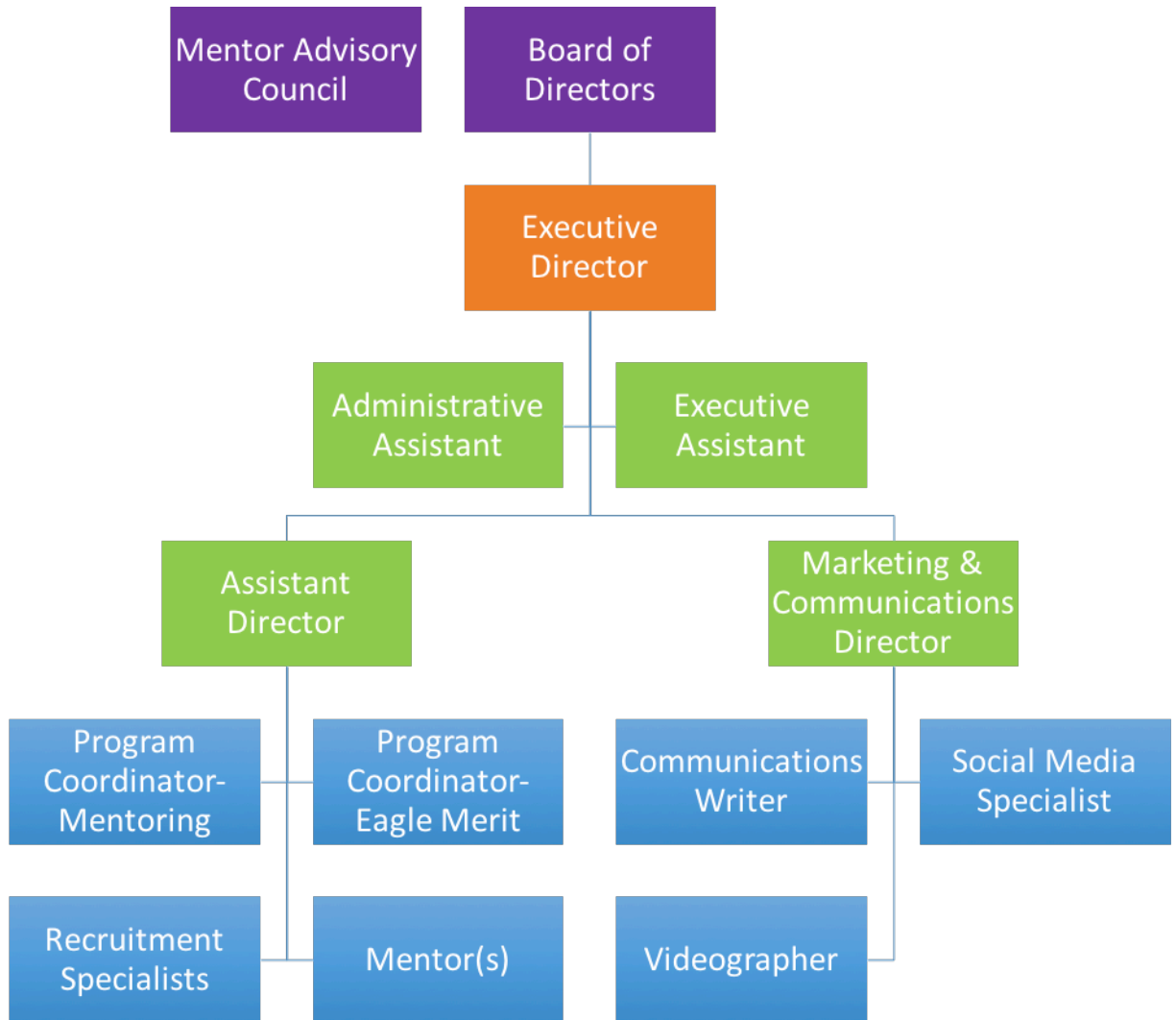
Expanding a program of any kind can be difficult, especially at a time when external resources are constrained. As a strategy, SHIELD Mentor Program effectively aligns its strategies within a unique program model. The staff has responded creatively to the challenges of a startup in this environment. The program is still in early development. More time is needed to learn if the initial successes can be carried forward into a permanent program.



## Appendices

- 2018-2021 Organizational Chart
- 2018-2021 FY Projected Budget
- 2018-2021 Program Timeline

## 2018-2021 Organizational Chart



## 2018-2021 FY Projected Budget

<b>SHIELD 2019 Budget</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>
<b>Income</b>			
Corporate Contribution	\$ 6,000.00	\$ 7,440.00	\$ 13,320.00
Individual Donations	\$ 13,450.00	\$ 53,520.00	\$ 96,300.00
Foundation Grants	\$ 6,100.00	\$ 7,440	\$ 13,279.00
Government Grants & Contracts	\$ 9,730.00	\$ 39,600.00	\$ 69,714.79
Fundraising Events	\$ 2,300.00	\$ 9,360.00	\$ 16,800.00
Membership Dues and Fees	\$ 930.00	\$ 3,720.00	\$ 6,660.00
Fee for Service	\$ 13,000.00	\$ 51,720.00	\$ 93,600.00
Other	\$ 3,250.00	\$ 12,960.00	\$ 23,400.00
Total income	\$ 54,760.00	\$ 185,760.00	\$ 333,073.79
<b>I. Personnel</b>	<b>YEAR 1</b>	<b>YEAR 2 (part-time)</b>	<b>YEAR 3 (full-time)</b>
Full-time Executive Director	\$ -	\$ 32,500	\$ 65,000
Full-time Assistant Director	\$ -	\$ 22,500	\$ 45,000
Full-time Program Coordinator	\$ -	\$ 15,000	\$ 35,000
Full-time Marketing & Communications Director	\$ -	\$ 15,000	\$ 35,000
Consultants and Contract Services	\$ 4,500	\$ -	\$ -
Fringe Benefits	\$ -	\$ -	?
Subtotal	\$ 4,500	\$ 85,000	\$ 180,000
<b>II. Non-Personnel</b>	<b>35 YOUTH</b>	<b>70 YOUTH</b>	<b>105 YOUTH</b>
Web hosting 1 year including domain names	\$ 200	\$ 200	\$ 200
Annual website updates	\$ 1,200	\$ 1,200	\$ 1,200
Office Supplies	\$ 500	\$ 1,000	\$ 1,500
Printing (SHIELD manuals, business cards, postcards, etc.)	\$ 5,000	\$ 6,000	\$ 7,500
Postage	\$ 750	\$ 1,500	\$ 2,250
Telephone	\$ 240	\$ 240	\$ 240
Dues and Subscriptions	\$ 700	\$ 700	\$ 700
Liability Insurance	\$ 2,300	\$ 2,300	\$ 2,300
Promotional video	\$ 500	\$ 500	\$ 500
Fees for CPA Audit	\$ 5,000	\$ 5,000	\$ 5,000
Rent	\$ 4,740	\$ 9,480	\$ 14,220

Subtotal	\$ 21,130	\$ 28,120	\$ 35,610
<b>III. Mentoring/Eagle Program Costs</b>	<b>35 YOUTH</b>	<b>70 YOUTH</b>	<b>105 YOUTH</b>
Online Mentoring Platform	\$4,500	\$9,000	\$13,500
Printing (flyers, handouts, workshop information, etc.)	\$500	\$1,000	\$1,500
Staff Training and Development	\$1,000	\$2,000	\$3,000
Incentives	\$2,500	\$5,000	\$7,500
Subtotal	\$8,500	\$17,000	\$25,500
<b>IV. Summer Camp Costs</b>	<b>35 YOUTH</b>	<b>70 YOUTH</b>	<b>105 YOUTH</b>
Supplies (binders, file folders, etc.)	\$600	\$1,200	\$1,800
Snacks	\$480	\$960	\$1,440
Trips	\$180	\$360	\$540
Transportation	\$500	\$1,000	\$1,500
Subtotal	\$1,760	\$3,520	\$5,280
<b>V. SHIELD Saturday Leadership Academy Costs</b>	<b>35 YOUTH</b>	<b>70 YOUTH</b>	<b>105 YOUTH</b>
Curriculum poster	\$100	\$200	\$300
T-shirts	\$600	\$1,200	\$1,800
Letterhead and envelopes for acceptance letters	\$100	\$200	\$300
Food	\$1,000	\$2,000	\$3,000
Materials for training	\$227	\$454	\$681
Criminal background checks	\$400	\$800	\$1,600
Professional photographer	\$300	\$600	\$900
Supplies (paper, glue, arts and crafts materials, etc.)	\$3,000	\$6,000	\$9,000
SHIELD portfolios	\$500	\$1,000	\$1,500
Subtotal	\$6,227	\$12,454	\$19,081
<b>VI. Awards Ceremony Costs</b>	<b>35 YOUTH</b>	<b>70 YOUTH</b>	<b>105 YOUTH</b>
Facilities rental	\$600	\$600	\$600
Printed materials (program, awards, banner, etc.	\$150	\$300	\$750
Refreshments	\$2,500	\$5,000	\$7,500
Guest speaker honorarium	\$375	\$750	\$1,125
Professional photographer	\$300	\$300	\$300
Other awards misc.	\$300	\$600	\$900
Subtotal	\$4,225	\$7,550	\$11,175
Total annual budget and program expenses	\$46,342	\$153,644	\$276,646
Cost per youth	\$1,324	\$2,195	\$2,635

## 2018-2021 Program Timeline

Activity	January	February	March	April	May	June
<b>Programs</b>						Recruitment Planning
	National Mentoring Month/Annual Fundraising Campaign	12 Week Leadership Development for Students			Human Race	Summer Camp
				Award Ceremony	Break	

Activity	July	August	September	October	November	December
<b>Programs</b>	Recruitment Planning		Mentoring Program-Cohort			
	Summer Camp		Suicide Prevention Month	Anti-Bullying Month		Giving Tuesday

<b>Fund Development (Ongoing)</b>	Aetna & AT&; Amazon Smile; Individual Donors; Corporate Sponsors; Private & Public Foundations-Walmart, Rotary Club of GSO, Government Grant
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