



# Strategic Plan 2024 - 2027



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November 2023

Dear Stakeholders,

I am excited to share the vision of Elev8 2027. We embarked on this journey in the spring of 2023 with the bold goal of holding space for students, parents, school leaders, community partners, staff, and our Board of Directors. I want to thank those that participated in sessions both online and in-person, your dedication to this organization has not gone unnoticed or appreciated.

Since our original launch in 2009, Elev8 has grown from a middle school focused program to a city-wide human services organization that centers our work in the success of students and their families. We are more than a collection of programs that serve you, we are an organization that is committed to change through our core values. *Servant Leaders* that build *Authentically* build *Trust* with and for stakeholders through *Honesty* and centering our work in *Love*, these values I know to be how together we will build a stronger Baltimore and in turn a better Maryland. The road in front of us is long, but our work is so incredibly important. The children, families, and communities that we serve are worth it. Our team is worth this investment. Our city deserves this investment.

As you continue to read and digest our vision and roadmap, please consider the following:

- How can I be a change agent supporting communities?
- What can I leverage to strengthen the talent pool in our city?
- How can I invest in our city?

This plan is not just a document that will be filed, but this is a living commitment to our mission and vision. It will center our programmatic and organizational decisions, set priorities, and allocate resources. I encourage you to familiarize yourself with our plan—hold us accountable and join us as we take Elev8 Baltimore into the future.

In Service,

Alexandria Warrick Adams  
Executive Director





# Executive Summary

Elev8 Baltimore is now in its thirteenth year of operation and has firmly established itself as a provider of comprehensive student supports and an influential voice on policy issues impacting youth in Baltimore City. From a middle school program to a citywide initiative serving the continuum of youth across the City, Elev8 continues to grow and impact the community by providing an Adult High School, out-of-school time support for elementary and middle school students, school-based health services, resources, supports, and outreach for the families served.

In preparing for its next phase of growth, Elev8 developed this Strategic Plan as a framework to expand its impact and support its goal of providing every participant with the tools and resources needed to thrive in their school and community. Elev8 Baltimore will leverage the following four areas of impact to reach its goals over the next three years:

- **Capacity Building** to elevate Elev8 Baltimore as a leader and expert in the field of youth development and providing educational support;
- **Strategic Partnerships** to improve student achievement and engagement;
- **Professional Growth** to provide its internal team with clear and attainable career advancement and growth opportunities; and
- **Equipping Youth and Families** to lead change for community impact.

The Elev8 Strategic Plan was developed in partnership with community members and stakeholders to ensure that those served remain at the center of this work moving forward. Over 50 stakeholders were engaged to co-design the Strategic Plan. This document integrates the voices of staff, principals, school partners, families, and community members. Most importantly, throughout the process, the voices of young people were elevated as co-creators of this plan so that their needs would remain the focus for any planned future impact. As Elev8 moves into its next phase of impact, it will continue to engage thoughtfully and strategically to address Citywide system gaps and support students in reaching their full potential.



# Guiding Principles

## *Culturally Responsive Programming*

Commitment to liberation and equity by developing programming that honors and respects the cultural backgrounds and experiences of Baltimore City participants, recognizing the value of diversity in the learning process

## *Academic Enrichment*

Offer academic support, tutoring, and opportunities for project-based learning that complement and enhance students' classroom experiences. Foster a love for learning and curiosity that extends beyond traditional school hours

## *Develop Student Leaders*

Equip students with essential life skills, such as critical thinking, problem-solving, communication, and teamwork. Foster leadership skills that empower students to take ownership of their growth and contribute positively to their communities

## *Community Engagement*

Forge strong partnerships with local community organizations, schools, parents, and volunteers to foster a collaborative network that supports the students' growth and creates a sense of belonging

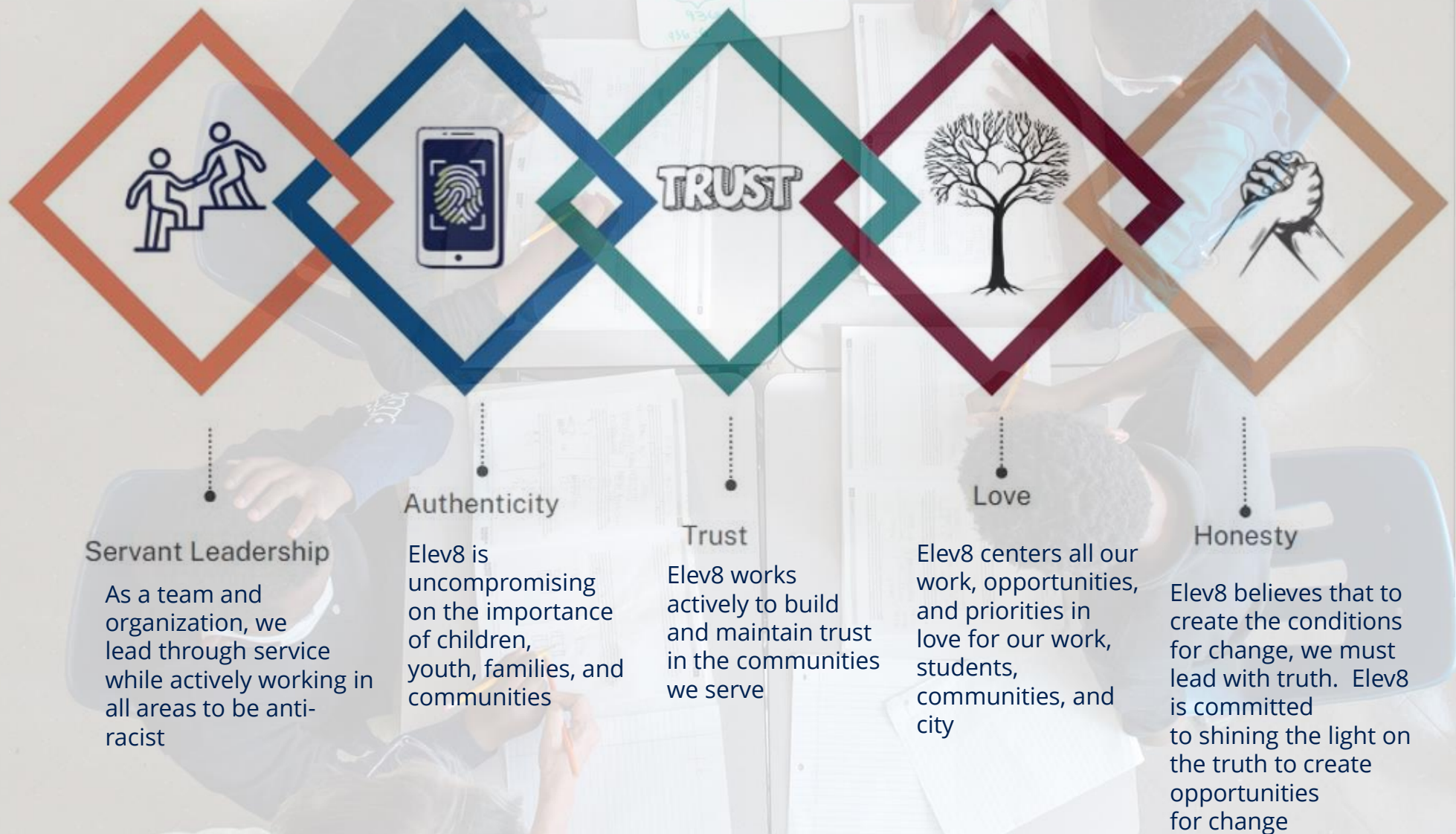
## *Data-Driven Improvement*

Leverage data from program outcomes, participant feedback, and academic progress to refine programmatic structures and frameworks and drive program effectiveness

## *Continuous Learning and Growth*

Foster a culture of continuous improvement and learning for all employees by staying informed about best practices in youth development, education, and community engagement and adapting the program to address evolving needs and trends of participants and families







*Thank you to the following contributors and supporters in the development of this plan*

### **Elev8 Participants**

- Kira Merrill
- Olivia Baez
- Samiyah Blue
- Elev8 Summer Participants

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### **Elev8 Parents**

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### **Elev8 School Partners**

- Collington Elementary (Ms. Ware – Former Principal)
- Claremont Middle/High School (Dr. Edwards)
- Youth Opportunity Academy (Frederico Adams)
- Baltimore Montessori Public Charter School (Meghan Rennard)
- Thomas Jefferson Ele./Mid. School (Danielle Davis)
- Arundel Elementary School (Rochelle Machado)
- Career Academy (Jamel Crandall)
- New Song Community Learning Center (Jayson Green)

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### **Elev8 Team Members**

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## **Community Partners**



# Strategic Plan Overview

## GOAL 1: CAPACITY BUILDING

*Demonstrate a command of technical job skills and program knowledge to meet the changing needs of students and families and increase student outcomes*

**STRATEGY 1A.** Ensure that all team members have significant knowledge of subject matter area

**STRATEGY 1B.** Able to train others on changes and help others manage or adapt to new ideas and ways of doing things

**STRATEGY 1C.** Leveraging knowledge used in one area of organization across similar issues within organization with a focus on data quality

## GOAL 2: STRATEGIC PARTNERSHIPS

*Demonstrate an understanding of the citywide landscape and create strategic partnerships with adjoining systems to support improved student achievement and engagement*

**STRATEGY 2A.** Increase partnerships that provide culturally responsive opportunities for students to grow personally and professionally

**STRATEGY 2B.** Increase student and family access to community partners that provide evidence-based resources and practices which improve the eco-system supporting student achievement

**STRATEGY 2C.** Increase buy-in by school team participation in creating site-based supports for students and families that are essential to student and school improvement



# Strategic Plan Overview

## GOAL 3: PROFESSIONAL GROWTH

*Create shared standard of excellence and group norms across the Elev8 organization in how we engage with each other and external stakeholders*

**STRATEGY 3A.** Create an environment where every team member feels valued, respected, and empowered to contribute their best to the organization's success

**STRATEGY 3B.** Provide employees with opportunities for continuous learning, skill development, and career advancement within the organization

**STRATEGY 3C.** Establish a culture of continuous learning and growth within the organization, emphasizing the importance of maintaining and enhancing professional skills and knowledge throughout employees' careers.

## GOAL 4: PROGRAM IMPACT

*Enhance and improve the fidelity of Elev8 programming to equip and empower families with the tools and resources they need to achieve improved academic and community outcomes*

**STRATEGY 4A.** Equip and empower students and families with the tools and resources needed to co-design and lead change within their schools and communities

**STRATEGY 4B.** Develop hub of accessible community and youth development resources for students and community partners

**STRATEGY 4C.** Increase the fidelity of implementation of the Community Schools model across sites



# The Plan



## Capacity Building

- Operationalizing professional training
- Leveraging job knowledge across programs



## Strategic Partnerships

- Partner engagement
- Family engagement
- School engagement



## Professional Growth

- Workplace culture
- Professional Advancement
- Professional Maintenance



## Program Impact

- Equipping student and family leaders to lead
- Develop hub of community and youth resources
- Increase fidelity of Community Schools model implementation

# Goal 1: Capacity Building



① Each student is a number  
② Each student is worth an hour  
③ Each student is worth a share  
④ Each student is worth a gift  
⑤ Site Google will add gift card to the pot

**A Special Friend I Know**  
4pm Start Time  
Essential Skills - Share feelings, Discover Gifts  
Material - None (5-10 mins)  
Checkin - When were you a special friend to someone?  
Transition (1 min) - Movement Activity  
Activity 1 20 mins  
Tell why you would make someone your special friend.  
Activity 2 20 mins  
Why is Friendship important?

Transition (1 min)  
Debrief (2-5 min)  
Reflection: I liked it when...  
It helped me when...

End of Lesson  
Physical product  
is not one  
you. It is my  
I like it  
(3-5 min)  
(1 min)

**WAYS TO BUILD RAPPORT**  
- USE EVERY OPPORTUNITY TO LISTEN  
- FOLLOW UP & STAND ON YOUR COMMITMENTS  
- PROVIDING INCENTIVES  
- MENTORING  
- GAMES  
- DISCUSS THE  
- MIDDLE TIME  
- MANGE  
- M ABOUT THEIR





## Goal I

Deepen and expand internal capacity and expertise in leading youth development and providing educational supports, resulting in 80% of students, school leaders, and families reporting satisfaction following engagement with an Elev8 program or initiative



### VISION

#### THE WHAT

We partner with schools, families and the community to ensure that every student is prepared for high school, college career and life



### MISSION

#### THE HOW

We are working to ensure that students succeed in school and in life, providing opportunities and supports to young people, families and communities.



### GOALS

#### THE APPROACH

- Commitment to liberation and equity
- Elev8 Baltimore works to create liberating opportunities for youth and communities that have been oppressed by white supremacist structures and systems. We build committed partnerships with other organizations to provide training and tools for youth to advocate for themselves and bring equity to their communities.



# GROW YOUR OWN

Goal 1 Capacity Building	<i>Demonstrate a command of technical job skills and program knowledge to meet the changing needs of students and families and increase student outcomes</i>	
Strategy	Major Milestones	Measures of Success
Ensure that all team members have significant knowledge of subject matter area	<ul style="list-style-type: none"><li>• Design a comprehensive training program to deepen internal staff member’s subject matter expertise in leading youth development and providing educational supports, including content modules and tools to track knowledge gained (2024)</li><li>• Develop a knowledge management system (e.g., intranet) to support team members in accessing and sharing the most current information about key community partners, program resources, staff roles/responsibilities, toolkits (e.g., resources guides), and training materials (2024)</li><li>• Identify opportunities for team members to present or speak at internal/external community forums (2025)</li><li>• Expand clinical offerings utilizing a unique approach meeting the cultural needs and interests of individuals and the community (2025)</li></ul>	<ul style="list-style-type: none"><li>• 70% of direct service personnel are knowledgeable about Elev8 programming, practices, and policies and able to share with school-based teams</li><li>• 100% of Extended Learning Coordinators partnering with school teams to align Elev8 interventions with Common Core State Standards</li><li>• 5% increase in team members contributing to resource development efforts of the organization</li><li>• 30% increase in team members presenting or speaking at internal/external community forums</li></ul>



# GROW YOUR OWN

Goal 1 (cont.) Capacity Building			<i>Demonstrate a command of technical job skills and program knowledge to meet the changing needs of students and families and increase student outcomes</i>
Strategy	Major Milestones	Measures of Success	
Ensure that all team members have significant knowledge of subject matter area	<ul style="list-style-type: none"><li>• Provide technical assistance to team members on leveraging knowledge management system for key tasks and resources (2025)</li><li>• Assess team members' acquisition of intended learning goals and skills from training and the degree to which team members apply learnings from training in daily work, as measured by feedback surveys, HR analytics, process adoption, and observation (2025)</li><li>• Team members apply training and technical assistance by presenting or leading speaking engagements with school and community partners on leading youth development and education supports, with increasing responsibility from participating as a learner to facilitator to presenter on relevant subject matter (2026)</li><li>• Evaluate training and supports offered to team members for effectiveness and update training or practice to achieve desired student program outcomes (2027)</li></ul>	<ul style="list-style-type: none"><li>• 70% of direct service personnel are knowledgeable about Elev8 programming, practices, and policies and able to share with school-based teams</li><li>• 100% of Extended Learning Coordinators partnering with school teams &amp; Adult HS Team to align Elev8 interventions with Common Core State Standards</li><li>• 5% increase in team members contributing to resource development efforts of the organization</li><li>• 30% increase in team members presenting or speaking at internal/external community forums</li></ul>	





# GROW YOUR OWN

Goal 1 (cont.) Capacity Building			Demonstrate a command of technical job skills and program knowledge to meet the changing needs of students and families and increase student outcomes
Strategy	Major Milestones	Measures of Success	
Able to train others on changes and help others manage or adapt to new ideas and ways of doing things	<ul style="list-style-type: none"><li>Assess and update HR practice tools (e.g., employee handbook, performance evaluation tool) to align employee performance expectations with organizational strategic goals (2024)</li><li>Develop a streamlined HR onboarding process to ensure all candidates have increased likelihood of success and desire to remain with organization (i.e., developing a buddy mentor system, ongoing training program, increasing connection with manager/site) (2024)</li><li>Align organizational policies with desired programmatic practices and train team to ensure a shared understanding of policies across team members (2025)</li></ul>	<ul style="list-style-type: none"><li>5% increase in team members participating in the development of practice guides, presentations, resource guides, etc.</li><li>Increase of 7 additional team members leading training on practices, policies and procedures within teams, improved efficacy in operations</li><li>Stakeholder results from Annual Needs Assessment survey</li></ul>	



# GROW YOUR OWN

Goal 1 Capacity Building			Demonstrate a command of technical job skills and program knowledge to meet the changing needs of students and families and increase student outcomes
Strategy	Major Milestones	Measures of Success	
Leveraging knowledge used in one area of organization across similar issues within organization with a focus on data quality	<ul style="list-style-type: none"><li>• Develop a planning team review model to identify strategies and supports needed to ensure that participants and families receive the needed supports across the network, based on data collected within each program- (2024)</li><li>• Managers create schedule and meeting cadence for new team cross-collaboration meetings (2024)</li><li>• Align action plan and resources to operationalize supports (including partnerships) identified for participants and families (Ongoing)</li><li>• Core team manager will select team members (Fall 2024/Winter 2025) to host monthly lunch and learns on relevant topics</li><li>• Teams use fishbowl protocol to troubleshoot problems of practice and identify solutions in programs (2025)</li></ul>	<ul style="list-style-type: none"><li>• 15% increase in the application of successful interventions across Elev8 programs: application of successful interventions across Elev8 programs: case management, programming, adult education, and workforce development programs</li><li>• 80% participation in collaboration meetings</li><li>• Participants within the same household in different programs, more than 1 program engaged (clinical services, leadership opportunities, can now use evaluation team to determine the recommended dosage of programming in a child's life to change the trajectory of their life)</li><li>• 35% increase in cross referrals across programs regardless of where anchor program is located</li><li>• Increase usage of data collection tool to create a support network for family, beyond an afterschool or clinical support</li><li>• 80% of stakeholders leveraged report satisfaction on staff 360 evaluations</li></ul>	



## Goal II: Strategic Partnerships





### VISION

#### THE WHAT

We partner with schools, families and the community to ensure that every student is prepared for high school, college career and life



### MISSION

#### THE HOW

We are working to ensure that students succeed in school and in life, providing opportunities and supports to young people, families and communities.



### GOALS

#### THE APPROACH

Commitment to liberation and equity

- Elev8 Baltimore works to create liberating opportunities for youth and communities that have been oppressed by white supremacist structures and systems. We build committed partnerships with other organizations to provide training and tools for youth to advocate for themselves and bring equity to their communities.

## Goal II

Increase access to community partners and resources by demonstrating an understanding of the community eco-system and leveraging strategic partnerships to support improved student achievement



# PARTNERING FOR SUCCESS

## Goal: Strategic Partnerships

*Demonstrate an understanding of the citywide landscape and create strategic partnerships with adjoining systems to support improved student achievement and engagement*

### Strategy

Increase partnerships that provide culturally responsive opportunities for students to grow personally and professionally

### Major Milestones

- Increase current partners at each community school and provide partner appreciation opportunities to celebrate partners and contributions to school community (2024)
- Audit existing partnership lists/tools and develop (or update) single cross-team list/tool that can be used to identify current partners and primary point of contact for staff outreach and family engagement (2024)
- Define expanded data points to quantify stakeholders' engagement/impact (2025)
- Establish corporate partnerships that are mission and value aligned to support funding and program initiatives (2026)

### Measures of Success

- 15% increase year over year in school specific partners at each community school
- Organizational donor initiative \$100K



# PARTNERING FOR SUCCESS

## Goal: Strategic Partnerships

*Demonstrate an understanding of the citywide landscape and create strategic partnerships with adjoining systems to support improved student achievement and engagement*

### Strategy

Increase student and family access to community partners that provide evidence-based resources and practices that improve the eco-system supporting student achievement

### Major Milestones

- Conduct focus groups and staff surveys to create a shared definition and expectations for “culturally responsive community partners” (2024)
- Define new Community School Coordinators and case management roles and functions (e.g., case management, follow-up, data collection) (2024)
- Develop a standardized process for how Community School Coordinators identify the needs of students to support family stability and student success (2024)
- Establish best practices for Community School Coordinators to track outcomes for students referred to community partners (intake/assess/refer/evaluate) (2024)
- Audit existing partnership lists/tools and develop (or update) single cross-team list/tool that can be used to identify current partners and primary point of contact for staff outreach and family engagement (2024)
- Fortify existing relationships with current partners (2024)

### Measures of Success

- Shared internal framework providing definition and expectations for “culturally responsive community partners”
- Increase in partners that are culturally responsive and meet the needs of the community, schools and students





# PARTNERING FOR SUCCESS

## Goal: Strategic Partnerships

*Demonstrate an understanding of the citywide landscape and create strategic partnerships with adjoining systems to support improved student achievement and engagement*

### Strategy

Increase student and family access to community partners that provide evidence-based resources and practices which improve the ecosystem supporting student achievement

### Major Milestones

- Expand partnerships with mission-aligned organizations that support both the family and student with student achievement (e.g., local libraries for hosting parent/student reading sessions; parent engagement activities that incentivize reading, Parent/Student book clubs) (2025)
- Develop a vetting process to determine tiered referral approach for families, including clear measures for success based on resources offered and tracking stakeholder participation (2025)
- Develop a streamlined process for case managers and team members to help families navigate through the cycle of engaging with external partners (e.g. all stakeholders know the process, understand the process, and receive the right resource based on need) (2025)
- Develop categorized, and tiered resource documenting eligible and vetted partners that is current, accurate, and comprehensive for use by team members, including feedback loops post-assessment to ensure that referral aligned with participant/family need (2026)

### Measures of Success

- Increase in partners that are culturally responsive and meet the needs of the community, schools, and students
- 100% of Elev8 staff use the vetting process when initiating referrals to community partners
- Provide at least two methods to communicate with students, families, and community partners to create a feedback loop
- 80% of families connected with community partner that complete the recommended course of treatment, achieve measure of success following engagement with community partner referral



# PARTNERING FOR SUCCESS

<b>Goal:</b> <b>Strategic Partnerships</b>	<i>Demonstrate an understanding of the citywide landscape and create strategic partnerships with adjoining systems to support improved student achievement and engagement</i>	
Strategy	Major Milestones	Measures of Success
Increase buy-in with school-based teams to drive site-based support for students and families that are essential for students and school improvement	<ul style="list-style-type: none"><li>• Identify key functions or roles at each program location needed to help influence or support the implementation of site-based supports (2024)</li><li>• Develop a framework to annually review and align local initiatives, including City School initiatives, school-level Needs Assessment, and site-based supports to increase the fidelity of program planning and implementation across sites (2024)</li><li>• Design internal team onboarding structure to annually reach a shared understanding of the alignment between Elev8 site-based supports, school-level Needs Assessment, and State and City Schools initiatives to translate classroom learnings into real-world relevance (2024)</li><li>• Create and provide resources and tools, including meeting templates, to support Elev8 staff in effectively communicating, participating, and leading engagement with school-based teams (2024)</li></ul>	<ul style="list-style-type: none"><li>• Schools actively participate in co-planning with Elev8 site staff to design programming that meets the needs of their school communities by attending and participating in 3 out of 5 meetings scheduled.</li><li>• Partners report 80% satisfaction with Elev8 programming as measured by yearly school leader survey and district feedback opportunities.</li></ul>



# PARTNERING FOR SUCCESS

<b>Goal: Strategic Partnerships</b>	<i>Demonstrate an understanding of the citywide landscape and create strategic partnerships with adjoining systems to support improved student achievement and engagement</i>	
Strategy	Major Milestones	Measures of Success
Increase buy-in with school-based teams to drive site-based support for students and families that are essential for students and school improvement	<ul style="list-style-type: none"><li>• Share best practices with team members (e.g., Team App); develop a What Works resource for teammates; create opportunities to learn and apply strategies that work (2025)</li><li>• Expand family engagement outreach on site-based supports by adding different modes of communication and offering during non-traditional hours (2025)</li><li>• Conduct a quantitative comparison of year-over-year data to determine areas of growth and key changes needed to achieve measures of success (2025)</li><li>• Provide at least quarterly updates of measures of success on pre-determined metrics to school partners (e.g., student attendance, discipline, literacy growth on assessments, completion rate) (Ongoing)</li></ul>	<ul style="list-style-type: none"><li>• Schools actively participate in co-planning with Elev8 site staff to design programming that meets the needs of their school communities by attending and participating in 3 out of 5 meetings scheduled.</li><li>• Partners report 80% satisfaction with Elev8 programming as measured by yearly school leader survey and district feedback opportunities.</li><li>• 15% improvement in student ELA and math as measured by school performance data</li></ul>



## Goal III: Professional Growth





#### THE WHAT

We partner with schools, families and the community to ensure that every student is prepared for high school, college career and life



#### THE HOW

We are working to ensure that students succeed in school and in life, providing opportunities and supports to young people, families and communities.



#### THE APPROACH

Commitment to liberation and equity

- Elev8 Baltimore works to create liberating opportunities for youth and communities that have been oppressed by white supremacist structures and systems. We build committed partnerships with other organizations to provide training and tools for youth to advocate for themselves and bring equity to their communities.

## Goal III

Implement a shared standard of excellence across all programs resulting in 90% of team members reporting access to high quality professional development opportunities and a clear understanding of advancement and growth opportunities within the organization



# EVERYONE A LEADER

Goal: Professional Growth			<i>Create shared standard of excellence and group norms across the Elev8 organization in how we engage with each other and external stakeholders</i>
Strategy	Major Milestones	Measures of Success	
Create an environment where every team member feels valued, respected, and empowered to contribute their best to the organization's success	<ul style="list-style-type: none"><li>• Research questions and platform to administer Employee Experience survey (2024)</li><li>• Design employee engagement survey aligned with Elev8 values (2024)</li><li>• Administer Staff Survey (2024)</li><li>• Review survey results (2024)</li><li>• Share out survey results with Elev8 Staff (2024)</li><li>• Create working group to create actions from survey insights (2024)</li><li>• Conduct annual survey of staff experience and determine shifts needed in culture, practice or norms to ensure team members feels valued, respected and empowered (Annually)</li></ul>	<p>Team members hold each other accountable to the Elev8 ways of being centering our shared values as measured by an annual staff survey:</p> <ul style="list-style-type: none"><li>• <b>Servant Leadership:</b> As a team and organization, we lead through service while actively working in all areas to be anti-racist</li><li>• <b>Authentic:</b> As an organization, we are uncompromising on the importance of children, youth, families, and communities</li><li>• <b>Trust:</b> Elev8 works actively to build and maintain trust in the communities we serve</li><li>• <b>Transparency:</b> Elev8 strives to ensure we are transparent with all stakeholders and share identified boundaries</li><li>• <b>Love:</b> Elev8 centers all our work, opportunities, and priorities in love for our work, students, communities, and city</li><li>• <b>Honesty:</b> Elev8 believes that to create the conditions for change, we must lead with truth. Elev8 is committed to shining the light on the truth to create opportunities for change</li></ul>	



# EVERYONE A LEADER

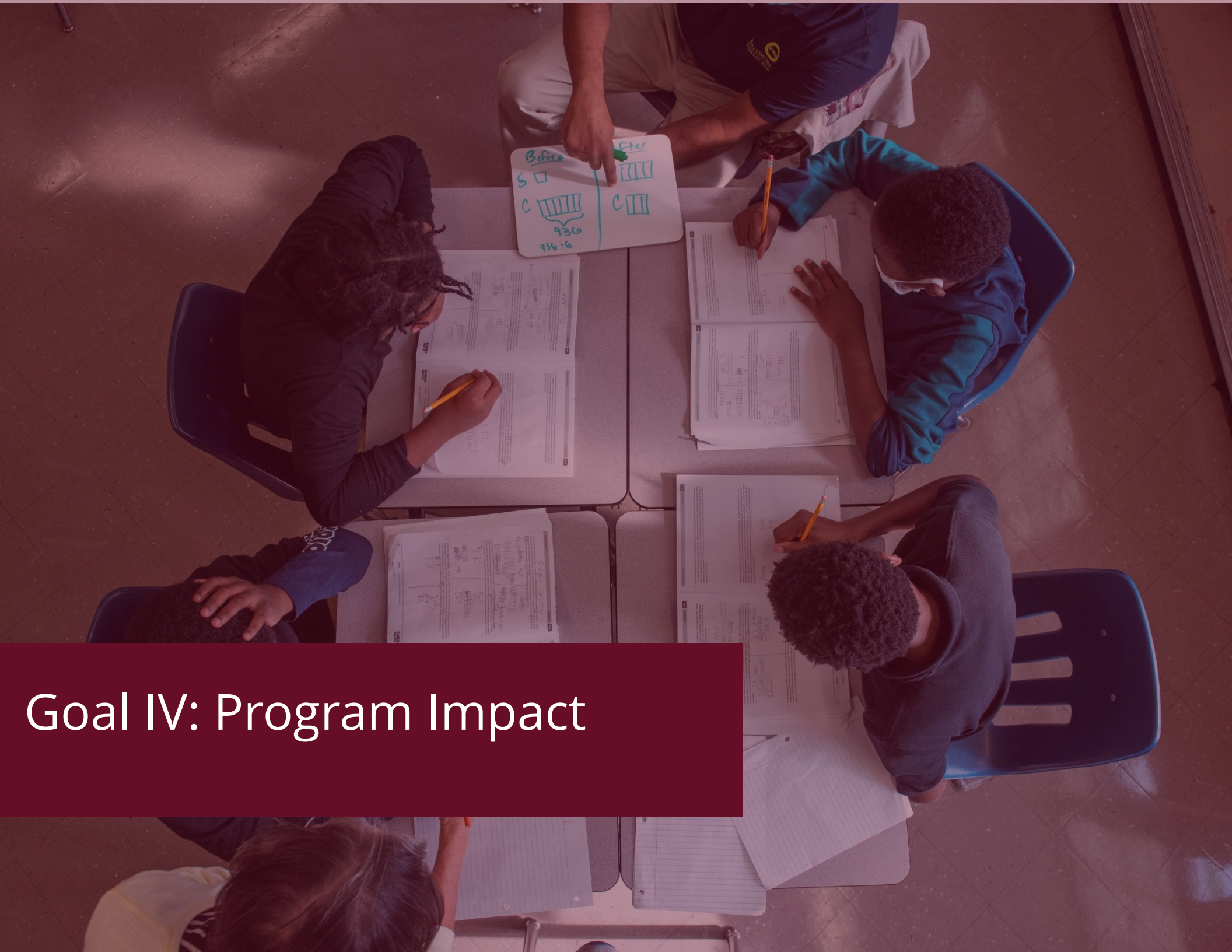
<b>Goal: Professional Growth</b>	<i>Create shared standard of excellence and group norms across the Elev8 organization in how we engage with each other and external stakeholders</i>	
Strategy	Major Milestones	Measures of Success
Provide employees with opportunities for continuous learning, skill development, and career advancement within the organization	<ul style="list-style-type: none"><li>• Develop manager training on supporting team member professional development (2024)</li><li>• Provide leadership training to staff to ensure all team members are equipped to provide training on the following:<ul style="list-style-type: none"><li>• Understanding curriculum and instruction</li><li>• Restorative justice</li><li>• Group facilitation strategies (2024)</li></ul></li><li>• Develop a tiered system of leadership opportunities that support staff professional advancement (2025)</li></ul>	<ul style="list-style-type: none"><li>• Implement a shared standard of excellence across all programs resulting in 90% of team members reporting access to high quality professional development opportunities and a clear understanding of advancement and growth opportunities within the organization</li></ul>



# EVERYONE A LEADER

Goal: Professional Growth	<i>Create shared standard of excellence and group norms across the Elev8 organization in how we engage with each other and external stakeholders</i>	
Strategy	Major Milestones	Measures of Success
Establish a culture of continuous learning and growth within the organization, emphasizing the importance of maintaining and enhancing professional skills and knowledge throughout employees' careers.	<p>Engage at leadership level within their own domain (e.g., staff assume leadership roles at national level focused on systems planning)</p> <ul style="list-style-type: none"><li>• Year 1 - attend coalition meetings</li><li>• Year 2 - participating in infinity groups</li><li>• Year 3 - seeking leadership roles in those coalitions</li></ul>	<ul style="list-style-type: none"><li>• Implement a shared standard of excellence across all programs resulting in 90% of team members reporting access to high quality professional development opportunities and a clear understanding of advancement and growth opportunities within the organization</li><li>• Engage at leadership level within their own domain (e.g., staff assume leadership roles at national level focused on systems planning)<ul style="list-style-type: none"><li>• Year 1 - attend coalition meetings</li><li>• Year 2 - participating in infinity groups</li><li>• Year 3 - seeking leadership roles in those coalitions</li></ul></li></ul>





## Goal IV: Program Impact



#### THE WHAT

We partner with schools, families and the community to ensure that every student is prepared for high school, college career and life



#### THE HOW

We are working to ensure that students succeed in school and in life, providing opportunities and supports to young people, families and communities.



#### THE APPROACH

Commitment to liberation and equity

- Elev8 Baltimore works to create liberating opportunities for youth and communities that have been oppressed by white supremacist structures and systems. We build committed partnerships with other organizations to provide training and tools for youth to advocate for themselves and bring equity to their communities.

## Goal IV

Increase student and family participation in co-designing school programming and City opportunities, resulting in 80% of students, school leaders, and families reporting confidence and satisfaction in participating and engaging as equal partners in the design and implementation of City opportunities.





# YOUTH AND FAMILIES LEADING CHANGE

<b>Goal: Professional Growth</b>	Enhance and improve the fidelity of Elev8 programming to equip and empower families and participants with the tools and resources they need to achieve improved academic and community outcomes	
Strategy	Major Milestones	Measures of Success
Equip and empower students and families with the tools and resources needed to co-design and lead change within their schools and communities	<ul style="list-style-type: none"><li>• Establish a coalition of parents and care givers at the organizational level interested in leading change in their community (2024)</li><li>• Conduct outreach with city agencies and community associations to determine specific opportunities for Elev8 stakeholders to participate in school system and community spaces of influence and timeline for engagement (2024)</li><li>• Develop community leadership training and establish networking opportunities for participants and families to build their knowledge, skills on relevant issues impacting their community (2024)</li><li>• Coordinate networking opportunities for participants, parents and families to learn more about leadership opportunities at the school and community level (2025)</li></ul>	<ul style="list-style-type: none"><li>• Family participation in school family council/organized parent group (participants in conversation - 50% active members; Yr. 2 - 50% of meetings; attending meetings - Yr. 1)</li><li>• Students have a comprehensive post-secondary plan that results in a yearly action steps and career path, such plan is documented in Elev8's internal data system and integrated into the Baltimore City Data Hub</li><li>• Increase leadership opportunities for students to participate in school system and community spaces of influence (e.g., youth grant making, student government associations, school board, youth commission, etc.)</li></ul>



# YOUTH AND FAMILIES LEADING CHANGE

<b>Goal: Professional Growth</b>	Enhance and improve the fidelity of Elev8 programming to equip and empower families with the tools and resources they need to achieve improved academic and community outcomes	
Strategy	Major Milestones	Measures of Success
<p>Equip and empower students and families with the tools and resources needed to co-design and lead change within their schools and communities</p>	<ul style="list-style-type: none"><li>• Expand training for participants, parents, and families to provide opportunities to practice the skills and apply the knowledge shared in the workshops or training (e.g., learning communities, parent café, lunch and learn, etc. (2025)</li><li>• Establish recurring (quarterly) family-led opportunities for other families to learn more about leadership opportunities at the school and community level (2025)</li><li>• Assess training and networking opportunities provided to participants, parents, and families to determine areas of growth (2026)</li><li>• Family-led coalition of parents at the organizational level co-design their workshops, events, or other skill-building opportunities (2026)</li></ul>	<ul style="list-style-type: none"><li>• Family participation in school family council/organized parent group (participants in conversation - 50% active members; Yr. 2 - 50% of meetings; attending meetings - Yr. 1)</li><li>• Increase in parent cohorts applying for leadership opportunities within the school system and in Baltimore City spaces of influence (i.e., member of Parent Community Advisory Board, School Board official, Mayoral Commission appointments, Neighborhood Associations, CEO work group appointments)</li><li>• 90% satisfaction with training modules reported in training participant surveys</li></ul>





# YOUTH AND FAMILIES LEADING CHANGE

Goal: Professional Growth	Enhance and improve the fidelity of Elev8 programming to equip and empower families with the tools and resources they need to achieve improved academic and community outcomes	
Strategy	Major Milestones	Measures of Success
Develop hub of accessible community and youth development resources for students and community partners	<ul style="list-style-type: none"><li>• Develop asset map of needs and community partners across sites and communities (2024)</li><li>• Identify additional resources needed to support youth development (2024)</li><li>• Engage youth leadership team to identify priority areas of support and service needed and develop a tiered outreach framework based on urgency of resource needed (2024)</li><li>• Conduct outreach to additional providers and resources for inclusion in City resource hub (2025)</li></ul>	<ul style="list-style-type: none"><li>• 80% of youth rate engagement as satisfactory as measured by Elev8 Youth Survey</li><li>• 75% of initiative partners feel prepared to serve student population following orientation and review of resources provided by Elev8 team</li></ul>



# YOUTH AND FAMILIES LEADING CHANGE

<b>Goal: Professional Growth</b>	Enhance and improve the fidelity of Elev8 programming to equip and empower families with the tools and resources they need to achieve improved academic and community outcomes	
Strategy	Major Milestones	Measures of Success
<p>Increase the fidelity of implementation of the Community Schools model across sites resulting in an improvement in a stakeholder satisfaction in the delivery of services</p>	<ul style="list-style-type: none"><li>• Elev8 leadership team reviews and adopts community school standards (core competencies) (2024)</li><li>• Launch curriculum committee—review academic interventions and dosage (2024)</li><li>• Monthly deep-dive development opportunities for each competency area and curricula (2024)</li><li>• Grant applications, action plans, work plans reflect and support standards (2024)</li><li>• Site-based staff incorporate shared knowledge building for stakeholders (students, families, school teams) (2024)</li><li>• Build external observation team (students, parents, staff, etc.) (2024)</li><li>• Develop/modify observation tool for all program interventions (2024)</li><li>• Provide training for external observation teams (2025)</li><li>• Quarterly observations conducted with written feedback provided (2025)</li></ul>	<ul style="list-style-type: none"><li>• Students report satisfaction with the academic intervention provided and can you identify personal growth in that academic area (e.g., Elevate Youth Survey data, focus groups, school survey results, academic performance data)</li><li>• School leaders and stakeholders (academic instructors) report satisfaction with the academic interventions and social emotional growth (e.g., attendance, suspension, disciplinary data) provided</li></ul>

# Appendix

A photograph of a man in a purple polo shirt with 'STAFF' written on it, standing in a classroom. He is holding a small black device in his right hand. In the foreground, the backs of two students' heads are visible; one has dreadlocks and is wearing a white shirt with yellow patterns, and the other is wearing a dark shirt and a black face mask. The background shows classroom furniture and a whiteboard.



## GOAL 1: GROW OUR OWN

### FOCUS ON INTERNAL TRAINING

Increase Elev8's ability to serve students and families by building our skills and knowledge in leading youth development work

1

#### PROGRAM KNOWLEDGE

We want every team member to have deep content knowledge about working with youth and helping them become future leaders

2

#### LEADERSHIP TRAINING

Increasing our team's ability to apply best practices across programs and train internally

3

#### CROSS-TEAM COLLABORATION

Share learnings between programs focusing on data quality

4

#### USE RESEARCH TO HELP HOW WE RUN PROGRAMS

Timely following our policies and developing solutions to reduce challenges when implementing programs

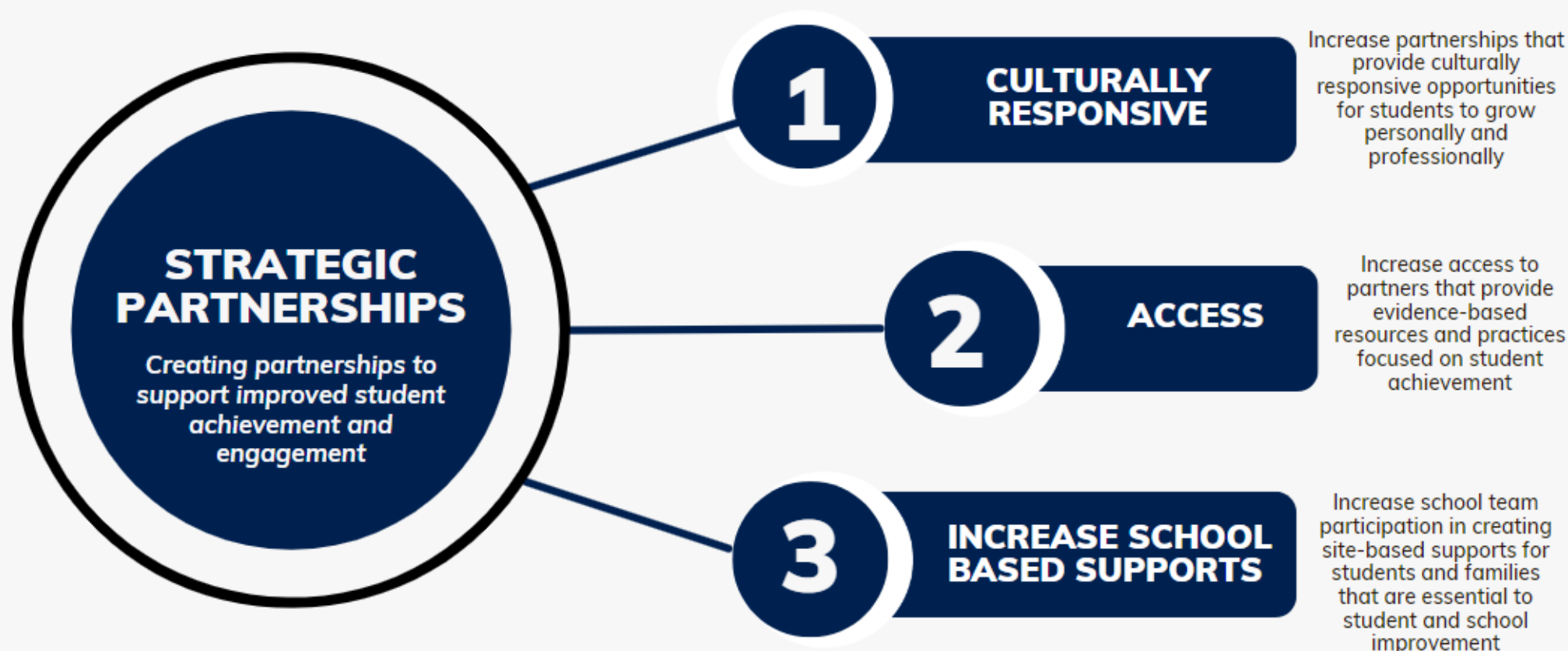




Strategic  
Partnerships



## GOAL 2: PARTNERING FOR SUCCESS





Professional  
Growth



## GOAL 3: EVERYONE A LEADER

### PROFESSIONAL GROWTH

Creating a shared standard  
of excellence across the  
Elev8 organization in how we  
engage with each other and  
external stakeholders

1

#### CULTURALLY ENGAGING WORKPLACE

Create an environment  
where every team  
member feels valued,  
respected, and  
empowered to contribute  
their best to the  
organization's success

2

#### PROFESSIONAL DEVELOPMENT

Create opportunities  
to support  
professional  
development, skill  
development, and  
career advancement  
within the  
organization

3

#### CAREER ADVANCEMENT

Create a culture of  
continuous learning and  
growth, focusing on  
professional skills and  
knowledge



Program  
Impact



## GOAL 4: YOUTH AND FAMILIES LEADING CHANGE

### PROGRAM IMPACT

Equipping and empowering families with the tools and resources they need to achieve improved academic and community outcomes

1

#### YOUTH AND FAMILIES CO-DESIGNING CHANGE

Equip and empower students and families with the tools and resources needed to co-design and lead change within their schools and communities

2

#### COMMUNITY RESOURCE HUB

Create a hub of community and youth development resources for students and community partners

3

#### INCREASE FIDELITY OF COMMUNITY SCHOOLS MODEL

Improving stakeholder satisfaction in the delivery of services by increasing the fidelity of the Community Schools model across sites