Roots and Wings℠

Strategic Plan
2022-2027

Who We Are

Roots and Wings was established in 2016 by Ted Hoskinson and a small dedicated group of supporters. Initially the focus was recognition of outstanding public school teachers, primarily in Title One schools. The tutorial program to help students struggling in reading was added in 2017.

Today, through **Above and Beyond Awards**, teachers and staff are recognized in 15 schools in Delray Beach, Boynton Beach and Boca Raton. **Project Uplift** provides a remedial reading program to first, second, and third graders in nine schools in the same three communities. An expanded program for 4th and 5th graders is available based upon a principal's request.

Our Beliefs

Mission

The Mission of Roots and Wings is to support and encourage children's reading skills and teachers who inspire learning.

Vision

The Vision of Roots and Wings is to inspire children and create confidence within them to continue their education and quest for knowledge. Additionally, we honor teachers who go above and beyond for their students and their schools.

Board of Directors

- Ted Hoskinson - Founder and President
- Steve Wehrle - Vice President and Treasurer
- Tony Graziano - Secretary
- Joycelyn Patrick
- Kathy Fazio
- Raiko Knight
- Susan Tolson
- Don Uselmann
- Tony Wilson

Executive Director

- Michael Coleman

Strategic Plan 2022-2027

The **5-year** Strategic Plan **moves** Roots and Wings from the Founder's Dream, a small, successful volunteer organization, to a structured organization with the capacity to grow and enlarge its community impact. The plan seeks to maximize our contribution within Palm Beach County as well as refine our programs to make them easily replicable throughout the country.

We will develop a professional team with the addition of an Executive Director and requisite staff. We will transition from a Founding to a Governing Board of Directors.

PROGRAMS

Above and Beyond Awards
We honor public school teachers and staff. Winners are nominated and chosen by their colleagues. Members of the board along with donors and community leaders attend the award presentations. To date, over 1,500 awards have been presented.

Project Uplift
Our extremely effective, free, small group, after-school reading tutorial program focuses on elementary students reading one or two grades below their grade level and is taught by each school's certified teachers who know their students best.

Above and Beyond Schools

Boca Raton
- Boca Raton Elementary
- Hammock Pointe
- Coral Sunset

Boynton Beach
- Freedom Shores
- Rolling Green
- Galaxy E
- Crosspointe
- Poinciana
- Forest Park

Delray Beach
- Pine Grove
- Village Academy
- Orchard View
- Plumosa
- Morikami Park
- Banyan Creek

Project Uplift Schools

Boca Raton
- Coral Sunset
- Hammock Pointe

Boynton Beach
- Freedom Shores
- Rolling Green

Delray Beach
- Pine Grove
- Village Academy
- Orchard View
- S. D. Spady
- Plumosa

Essential Components of Reading

Fluency	Vocabulary
Phonemic Awareness	Phonics

Researchers from the University of Chicago found that third grade reading scores relate to four educational outcomes:
    Eighth Grade Reading Performance
    Ninth Grade Course Performance
    High School Graduation
    College Attendance

Implementing programs in elementary school is essential to create success throughout the rest of their academic years as well as future life outcomes.

Relevance and Commitment

Project UpLIft and the Above and Beyond Awards represent a significant investment in supporting education, establishing Roots and Wings as a major supporter of literacy and excellence in teaching. Project UpLift provides significant support for low-income and English language learners to support those students who struggle with reading.

Our programs include children and their families, teachers, and volunteers. We utilize data to continuously evaluate our programs to ensure they remain highly effective.

Children and Families

By the Spring of the 2021-22 school year Project Uplift served almost 600 students in 9 elementary schools. There is significant additional need within Palm Beach County. Our goal is to build capacity to add schools and students. By 2027 we strive to be reaching at least 1000 students. This **goal** is dependent upon funding and the requisite number of school professionals who will run Project Uplift with fidelity.

We know many of the students we serve come from families in economically disadvantaged households and most receive free or reduced cost meals at school. Our first goal **is** to emphasize the importance of education to both students and their families. Achieving regular attendance is critical to every student's success. We are developing opportunities to engage families.

Teachers, Staff, and Volunteers

Teachers and other school personnel with daily student contact have a significant impact, not only through the skills they teach, but also in the positive attitudes towards learning they create and the confidence they build. We continue to develop ways to keep these individuals highly engaged in the students' development.

We are identifying volunteer needs and opportunities, creating a plan to identify individuals and groups to fulfill the needs and execute on the opportunities.

Rewards and Capacity Building

We constantly explore additional opportunities to reward students for their participation and academic progress in our Project Uplift program.

We continuously seek additional reward sources for our Above and Beyond awards.

We will research positive and appropriate ways to recognize and reward the families of students who are making academic progress in our Project Uplift program.

We will initiate pilot programs to add hours, days, and grades. We will also explore the viability of a summer reading program.

Standards and Consistency

We are in the process of finalizing a Data Sharing Agreement with the Palm Beach County School system which will provide consistent information to accurately measure and evaluate Project Uplift results. Once approved we will track results with improved accuracy, making appropriate adjustments where necessary.

Participating schools follow our program standards.

Evaluation of Project Uplift is done with the involvement of teachers, literacy coordinators and principals.

We conduct annual surveys to gauge effectiveness and modify the Above and Beyond awards as appropriate.

Fundraising

Individuals and Family Foundation Contributions

We will work to increase average donation size, developing a deeper understanding of current donor base and identify additional congruent audiences. We will research potential new target audiences and create appropriate collateral and outreach materials.

We will promote the Legacy Giving "Roots and Wings Bridge To Hope Education Fund" that has been established at The Community Foundation.

Our goal by 2027 is to raise $500,000 annually from Individuals and family foundations.

Fundraising

Grants and other Funding Opportunities

Review current list of grants received for both recurrence and potential increase in size of each grant. Research new possibilities for granting opportunities.

By 2027 our grant goal is to reach $400,000 annually from grants.

Continue to promote annual school sponsorships of the Above and Beyond awards. Increase number of businesses participating as in-kind sponsors. Evaluate possibility for school sponsorships of Project Uplift.

Evaluate recognition plan for all participating businesses and corporations for additional ways to honor donors.

Research and submit grants when appropriate for local, State and Federal funding.

Data and Outreach

Continue to:

- Research and evaluate donor management software to maximize donor giving, donor retention and identification of new donor opportunities.

- Maximize our social media to create awareness and generate engagement among donors and potential donors.

- Create a fundraising and awareness calendar of events and engage the Board in all fundraising and awareness activities.

- Evaluate effectiveness of all efforts.

Human Resources

In-house Staff

Approve Executive Director's job description and annual objectives.

Perform needs assessment for additional staff.

Develop an annual performance appraisal process.

Paid Professionals

Determine when Paid Professionals are more appropriate than direct employees.

Volunteers

Identify volunteer needs and opportunities and prospective individuals and groups to fulfill needs.

Infrastructure

Obtain professional office space with an environment appropriate for meetings with donors and community leaders as well as storage space for items used in our programs..

Identify and obtain needed office equipment.

Evaluate need for Cyber Insurance.

Processes

Develop financial policies and procedures.

Create an employee handbook.

Conduct annual review to evaluate costs of programs.

Produce new budget in the fourth quarter for presentation to Board of Directors, utilizing current trends and including program expansion opportunities.

Elucidation

- In 2022 The School District of Palm Beach County contained 236 schools and 187,057 students.
- The district's minority enrollment was 70%.
- 47.1% of students were economically disadvantaged.
- There are146 elementary of which 61 are Title One.
- If a child does not pass the Florida assessment in reading at the end of third grade, there is a 74 percent chance they will never catch up. In fact, one of the most important predictors of high school graduation is being able to read proficiently by the end of third grade.
- In 2021-2022, Palm Beach County public school students had a 54% passage rate on the Florida assessment in reading. That means 46 percent of students were unable to pass.

*Source: School District of Palm Beach County

Explication

1. Overall, 22 percent of children who have lived in poverty do not graduate from high school, compared to 6 percent of those who have never been poor.
2. When a child living in poverty passes the Florida Assessment at the end of third grade, they have an 89% chance of graduating from high school, identical to their peers from higher income families.
3. Low achievement in reading has important long-term consequences in terms of individual earning potential, global competitiveness, and general productivity. As a result of the COVID-19 pandemic, children attending public school have suffered serious learning losses.
4. The pandemic fallout threatens to depress this generation's prospects and opportunities far into adulthood, undermining their chances of attending college and finding a job that enables them to support a family.

* Sources. 1. Gradelevelreading.net, 2. McKinsey & Co. Report 2020, 3. National Assessment of Educational Progress, and The Curriculum Associates Research Brief 2020-21   4. McKinsey & Co. Report 2021

Board Evolution

Board of Directions
Review annually our Bylaws and adjust as needed. Distribute annually an updated Board Book. Develop consistent Talking Points, reviewing annually to insure the Board speaks as "one voice".

Compliance
Review any governmental updates that may occur and implement changes.

Committees
Establish clearly defined criteria for Standing Committees: Executive, Programs, Finance, and Development/Marketing. Create opportunities for community leaders to serve on committees as the means of filling future Board vacancies.

Accountability
Understand individual board member strengths and commitment. Use these strengths to expand their involvement and enhance the organization. Focus on diversity for new board member recruitment as it relates to the community at large. Create an annual self-assessment tool for board members.

You cannot make children learn...
You can only provide the right
conditions for learning to happen.

Through 3rd grade you learn to read...
From 4th grade on you read to learn.
If you can't read, you can't learn