HEALTHY CITIES TUTORING

STRATEGIC PLAN 2023 - 2026

Mission

Healthy Cities Tutoring (HCT) helps kids who struggle to succeed in school. Community volunteers provide one-on-one tutoring and mentoring to children, especially those from socio-economically disadvantaged backgrounds, to improve their academic performance, engagement in learning and self-esteem.

Vision

HCT believes that all students can succeed. By providing academic and socio-emotional support to students and meaningful volunteer opportunities for tutors, HCT aims to play a vital role in creating vibrant and joyful neighborhoods and communities.

4 KEYS TO OUR SUCCESS

1

OUR STUDENTS

STUDENTS DRIVE OUR WORK

2

OUR TUTORS

LEND THEIR TALENT AND TIME SO THAT STUDENTS THRIVE

3

OUR SCHOOL PARTNERS

ENABLE US TO ALIGN OUR EFFORTS WITH THE EDUCATION SYSTEM

4

OUR COMMUNITY SUPPORT/PARTNERS

PROVIDE THE NECESSARY RESOURCES

ORGANIZATION HISTORY

Healthy Cities Tutoring was founded in 1997 by the City of San Carlos as an intergenerational tutoring program designed to pull the whole community together to support struggling students in our communities' schools. Here are a few accomplishments over the past 27 years.

> 6,400 = number of students tutored
> 5,900 = number of tutors volunteering their time and resources
> 17 = number of schools served
> $3.4M = amount raised to support programming*

PROGRAM MODEL

Healthy Cities Tutoring recruits, screens, trains and matches community volunteers with students in San Carlos and Redwood City elementary and middle schools. Classroom teachers refer students to the program and provide tutors with direction to ensure that the tutoring sessions are aligned with standards and classroom instruction.

Healthy Cities Tutoring has four program objectives:

- Improved student academic performance
- Improved student engagement in learning
- Increased student self-esteem
- High level of tutor satisfaction with the tutoring experience

Healthy Cities Tutoring is unique in that it focuses not only on supporting positive outcomes for the students, but puts equal emphasis on making sure that the volunteers are supported and have a positive experience as well. By providing worthwhile and rewarding community volunteer opportunities, HCT plays a vital role in creating vibrant and joyful neighborhoods and communities.

*Amount raised since HCT became a nonprofit in 2011

DIVERSITY, EQUITY AND INCLUSION STATEMENT

Healthy Cities Tutoring is committed to respecting and appreciating differences in race, ethnicity, age, gender, physical abilities, religion and education among individuals. We will not tolerate harassment or intolerance of any kind. Healthy Cities Tutoring strives to create an inclusive and diverse community where students and tutors alike feel a sense of belonging, leading to equal opportunities and equitable outcomes for all participants.

THE STRATEGIC PLAN FOR 2023-2026

The strategic plan consists of five focus areas, with key tasks identified to achieve success in year 1. This plan has been ratified by the Board of Directors and approved by the executive staff members. Staff will now drill down into the plan, operationalizing it and adding key metrics.

STUDENTS

GOAL
Improve outcomes for students in three areas: student achievement, school engagement and self-esteem

STRATEGIC ACTIONS

1.1 Collaborate closer with school administration to ensure that the students most in need of HCT are referred to the program

1.2 Develop and pilot a middle school math curriculum to address learning gaps

1.3 Measure growth by collecting student-level data. Use data to inform tutoring and measure progress.

1.4 Improve communication with parents/guardians, especially in Latinx households

Tutors

Goal

Increase the number and diversity of volunteer tutors as well as the effectiveness of tutors.

Strategic Actions

2.1 Prioritize support, training and equipping of tutors by increasing frequency of formal training sessions (in person and remote) and increasing staff presence during tutoring sessions to provide informal coaching.

2.2 Tighten focus on benefits to tutors in recruitment materials:

- Market the positive effects of tutoring (making a difference in a child's life (academic and socioemotional), 1:1 relationships, building community, demonstrated outcomes
- Market the support that tutors receive from staff
- Market the critical need for tutors, especially for socioeconomically disadvantaged students who fell behind during the pandemic

2.3 Improve effectiveness of teen tutors by creating teen-specific training sessions and resources. Increase in-session coaching for teens

2.4 Leverage CBO partners to recruit a diverse pool of tutors.

School Partnerships

Goal

Improve school partnerships to improve program delivery and right-size cost sharing agreements.

Strategic Actions

3.1 Promote school district buy-in by providing data to and nurturing relationships with school boards.

3.2 Ease the burden on teachers by simplifying the referral process and feedback loops and data collection tools.

3.3 Create an equitable cost-sharing rubric by determining the actual cost per student, cost per school and cost for recruiting and training tutors.

COMMUNITY SUPPORT/COMMUNITY PARTNERSHIPS

GOAL

Increase monetary and physical support for the program by improving visibility and communication as well as leveraging resources within the community.

STRATEGIC ACTIONS

4.1 Build strategic partnerships with other NGOs in order to leverage programing resources and access funding opportunities.

4.2 Convene Advisory Councils for insight into community needs and ideas for garnering community support.

4.3 Explore new communication tools for communicating with community stakeholders.

FUNDRAISING

GOAL

Increase funds raised from individuals, institutions (grants and sponsorships) and the school districts to meet raising costs of implementing the program with fidelity.

STRATEGIC ACTIONS

5.1 Identify (new) sources of funding for Redwood City and San Carlos schools. Align program outcomes with funder and district priority areas and collect relevant data.

5.2 Leverage student achievement data that will help map HCT goals to district goals

5.3 Develop a narrative around and promotion of unique aspects of HCT program for marketing