



FY 2023-24 Strategic Roadmap

OUR MISSION	OUR OFFER	OUR RESULTS STATEMENT
We transform the educational system by advancing equity for every child—from cradle to career.	We organize and inspire our community to eliminate system barriers, accelerate innovation and achieve racial, educational equity for all students.	All Multnomah County youth experience an equitable education preparing them for future success.

IMPERATIVES	OBJECTIVE	INITIATIVES	RESULTS
Build and Cultivate Equitable, Anti-racist Leadership	<ul style="list-style-type: none"> Increase the AHR Partnership skill to address educational inequities hindering student outcomes. Students and family experience are central to decision-making. 	<ul style="list-style-type: none"> Train AHR staff and Board in equity-centered decision-making. Convene anti-racist leaders to align around improving BIPOC student outcomes. Adopt a racial equity lens to prioritize BIPOC voices and experiences in decision-making. 	<ul style="list-style-type: none"> Develop metrics to determine training effectiveness in implementing equity-centered awareness and practices by June 30, 2024 to be implemented in FY 24-25. Develop an equity-centered framework to use in all community-engaged practices by April 2024. Develop an AHR equity statement to distribute to the AHR Partnership by April 2024.
Refine Community-Wide Indicators and Improve Data-Driven Decision Making	<ul style="list-style-type: none"> Data informs evidence-based decision-making for policy, practice, and resources to improve student outcomes. Integrate student and community voices in the data process. 	<ul style="list-style-type: none"> Refine and expand our existing Cradle-to-Career Indicators. Deepen a culture of shared accountability by formalizing partner and data-sharing agreements with organizations across the community to systematize the use of data in decision-making. Use data to evaluate the impact and inform work area prioritization. 	<ul style="list-style-type: none"> Facilitate feedback opportunities for partners, board, and leadership tables after indicator refresh is completed by June 2024. K-12 Community and systems indicators identified, reviewed, and reflected on the AHR dashboard by December 2023. Data-sharing agreements will be formalized with Multnomah County school districts by December 2023. Add the following to the Notes column: This will be updated to include possible post-secondary agreements later in the winter. AHR and partners target strategies related to the factors/root of the problem based on data review during leadership group meetings during 23-24 year.

IMPERATIVES ▶ OBJECTIVE ▶ INITIATIVES ▶ RESULTS

<p>Drive Systems Change through Collective Impact</p>	<ul style="list-style-type: none"> • Elevate promising practices as they emerge through cycles of continuous improvement. • Identify and advance policies and practices to shift power and resources to empower BIPOC communities. 	<ul style="list-style-type: none"> • Convene Leadership Groups and Site Teams in select practice areas to optimize equitable impact and respond to emerging needs: <ul style="list-style-type: none"> • K-12 Student Success <ul style="list-style-type: none"> • Student Engagement • Multi Tiered Systems of Support • Ninth Grade Counts • Post-secondary success • Participate and align with educational partnerships/convenings including: <ul style="list-style-type: none"> • Preschool For All • Early Learning Multnomah • Literacy Task Force • SUN Coord. Council 	<ul style="list-style-type: none"> • Leadership Groups will convene in September/October to establish the scope/sequence of work for the year with outcome measurements.. • Establish MTSS work sites for the 23-24 school year by September. • Attend all convening meetings for continued cross sector alignment.
<p>Ensure the Sustainability of the All Hands Raised Partnership</p>	<ul style="list-style-type: none"> • Manage financial resources to ensure long-term financial stability. • Ensure appropriate, consistent staffing resources to maximize results. • Expand and diversify revenue sources. • Effective Board governance to provide policy, programmatic and financial direction. 	<ul style="list-style-type: none"> • Maintain excellent fiscal management practices to ensure a strong financial position. • Develop and execute annual revenue plan. • Create and implement a Board Engagement Plan, including an annual Board work plan. 	<ul style="list-style-type: none"> • Financial Health Metrics are issued quarterly with the following goals: <ul style="list-style-type: none"> • Months of Operating Cash with a goal of four months of operating cash. • Percentage of revenue carryover into the next fiscal year with a goal of 15% carryover. • Percentage of the temporarily restricted funds based on board approval to be used for operating costs with a goal of retaining the seven months of operating costs currently in these funds. • FY 22-23 annual audit with no material weaknesses, significant deficiencies, or major financial adjustments accepted by the Board in December 2023. • Annual AHR employee retention resulting in a 100% retention rate by June 30, 2024. • Quarterly Strategic Roadmap results highlighting progress to plan shared with the staff, AHR Board, Partnership Council and community partners with a goal of meeting 90% of Roadmap results by June 30, 2024.



Equity in Education