



Alberta Mentoring Partnership

2023 - 2026

Operational Plan

December 12, 2023

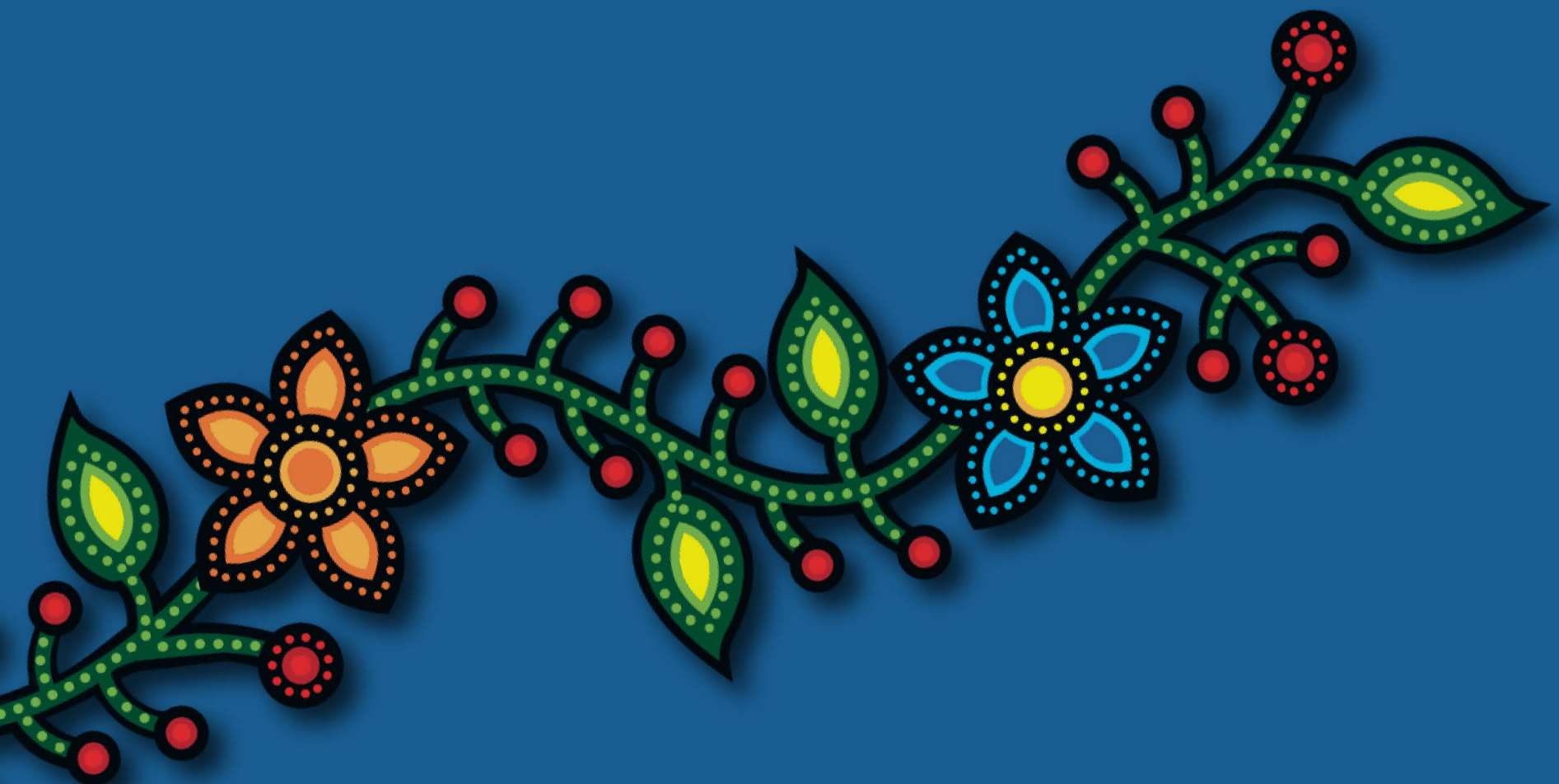


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Intent and Purpose

The AMP 2023 – 2026 operational plan is a three-year roadmap that prioritizes the work that we need and want to focus on to advance our three Strategic Pillars and achieve our Strategic Goals and Outcomes, as laid out in our Strategic Plan 2023 – 2026.

It is intended to illuminate the new work and enhancements to our current work that must happen to achieve our Strategic Goals and Outcomes, while also identifying the current, ongoing work that must continue.

Much of the new work and enhancement work in our operational plan is intended to be mutually reinforcing initiatives that collectively build a strong foundation to support our partners - agencies, schools, and builders - to address unmet needs and mentoring gaps in Alberta. It is to put us in the best position to identify and support underserved populations to receive mentoring that best meets their needs, and to learn from our experiences to build the best possible system to continue to address unmet needs and mentoring gaps throughout our province - in a coordinated, effective, efficient, and best practice manner.

Through 2023/24 and 2024/25, much of AMP's work will emphasize development work to serve youth in care and young adults transitioning from care in conjunction with the Government of Alberta and current and new partners throughout the province. This development work is also an opportunity to further our commitment to reconciliation by ensuring that our mentoring approaches meet the needs of Indigenous youth and young adults. More than 75% of youth in care and young adults transitioning from care identify as Indigenous, and the ways we serve them must be informed by Indigenous worldviews and connect them to Indigenous community and Indigenous ways of being and knowing. While much of our development work will happen in the first two years of our operational plan, the services and emphasis on continuous improvement will continue all three years. This work includes a focus on volunteer recruitment, retention, and recognition and will help to address the changes in volunteerism and include research and assistance to organizations that focus on the changing landscape of volunteerism (e.g., what volunteers need, barriers to volunteerism, effective volunteer engagement).

We selected a three-year operational planning period because it aligns to the time period of our Strategic Plan, and also because it provides sufficient time to assess how well our work advances our goals and adjust course – as needed – to focus on continuous improvement.

The work in our operational plan is broken into three different types:

1. New initiatives – which will reflect work that is new to AMP and has been deemed necessary to advance the Strategic Pillars and achieve the Strategic Goals and Outcomes in the 2023 – 2026 Strategic Plan.
2. Improvement initiatives – which reflect work that is currently happening within and through AMP; however, it needs to be scaled up or delivered in a new or different way for AMP to effectively and efficiently advance the Strategic Pillars and achieve the Strategic Goals and Outcomes in the 2023 – 2026 Strategic Plan.
3. Foundational work – which reflects existing work that must be continued and supported by the operating budget to fulfill AMP's Strategic Plan and support its mission.

Notably, new and improvement initiatives are typically work that require concentrated time, resources, and focus to achieve a set outcome or introduce a new way of working. Once the outcome is achieved, new and improvement initiatives either come to an end or become integrated into the AMP's foundational - and therefore ongoing - work. Successful new and improvement initiatives deemed necessary to the ongoing success of the Society become part of foundational work in future operational plans.

Also worth noting is that new initiatives makeup $\frac{1}{3}$ of AMP's initiatives and improvement initiatives the other $\frac{2}{3}$ for the next three years. While foundational work is simply ongoing work that has been institutionalized into job roles. It should be noted that although new and improvement initiatives are typically visible and high focus because they are novel and viewed as critical to the future and ongoing relevance and success of the organization. They are not intended to discount, diminish, or take away from the importance of the ongoing work – including that with an improvement focus - instilled in operations.

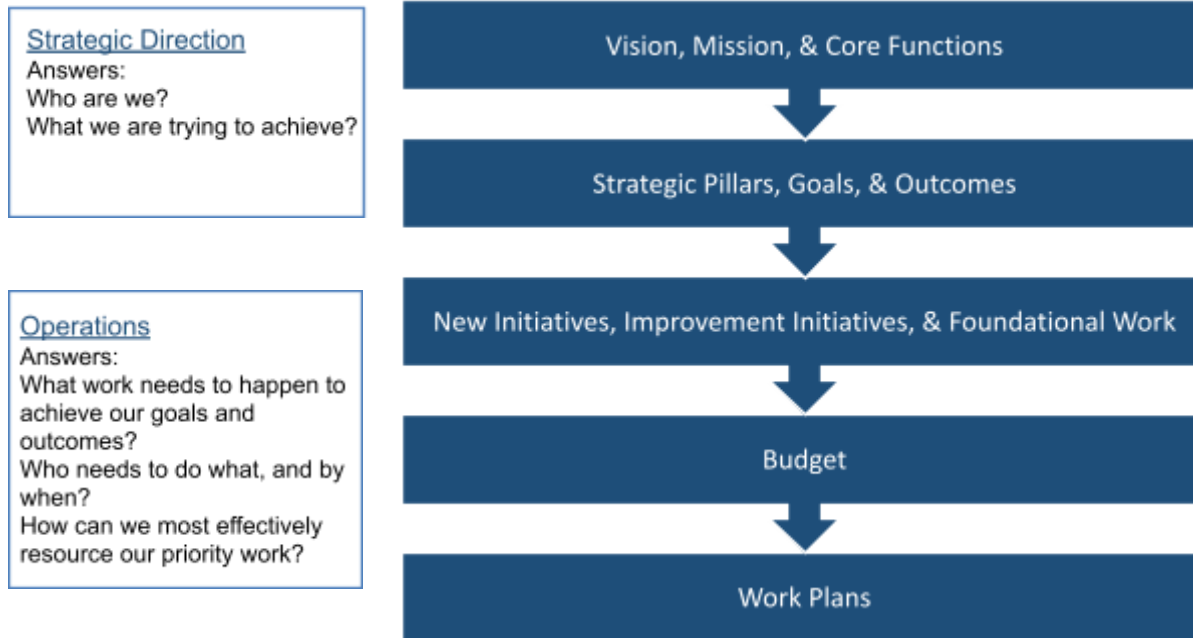
Finally, it is worth noting that our operational plan was developed with the input and support of our valued partners, and will only be successful with the support of our partners. We are proud to have a provincial focus for mentoring, and grateful that so many dedicated, focused, and highly successful organizations and people share our vision that “young people thrive through mentoring relationships” and support our mission of “working together to strengthen Alberta's capacity to support and enhance mentoring”.

Figure 1: Planning Hierarchy



AMP Planning Frameworks

Strategic Planning Framework



Operational Framework



Strategic Pillars and Goals

Between April 1, 2023 and March 31, 2026, AMP will focus on three strategic pillars¹, each to be advanced by a set of discrete Strategic Goals and to achieve a defined outcome:

Strategic Pillar 1	Strategic Pillar 2	Strategic Pillar 3
Strengthen Alberta's Mentoring Network	Expand and Enhance Mentoring	Support Evidence-Informed Decision Making
Strategic Goals	Strategic Goals	Strategic Goals
1.1 Enhance and increase partner engagement	2.1 AMP is a champion of quality mentoring	3.1 Develop evidence-informed resources and tools tailored to targeted populations
1.2 AMP is well governed and managed	2.2 Improve youth employability and high school completion rates	3.2 Evaluate and share the provincial impact of mentoring on children, youth, and mentors
1.3 Align mentoring initiatives with services provided to children and youth by other agencies and institutions	2.3 Support transition to adulthood for vulnerable youth by engaging natural supports and non-traditional mentors	3.3 Work with the academic community to strengthen research on mentoring to support the efforts of AMP and to influence social policy
		3.4 Contribute to a pan-Canadian strategy to leverage and mobilise evidence-informed resources, tools and supports
Outcome	Outcome	Outcome
Mentoring network is expanded to provide comprehensive, inclusive and complementary supports and services to meet the needs of youth in different communities and settings.	Mentoring contributes to increased wellbeing and resilience of children, youth and young adults.	Alberta agencies and schools have access to and use evidence-informed resources and effective innovative practices.

¹ Numbering is for traceability to the Strategic Plan and does not denote priority.

Operational Plan

The Provincial Coordination Team (PCT) is responsible for managing and delivering the day-to-day operations of the AMP, as well as supporting the delivery of operational plan initiatives. The Operational Plan presents an overview of:

- AMP’s foundational work – or the ongoing work that must be continued and supported by the operating budget to fulfill AMP’s Strategic Plan and support its mission.
- AMP’s Strategic Pillars and a summary of current achievements that mark progress on the pillar as well as its Strategic Goals, the new and improvement initiatives that will help AMP advance its work and achieve its goals, and the implementation timeline for the initiatives.
- AMP’s key performance indicators (KPIs), including data collection roles, and reporting commitments (Internal, Annual Community Report, Government of Alberta).

AMP’s Foundational Work				
Committee meetings <ul style="list-style-type: none"> • Mentoring in schools sub-committee • Youth in Care project team 	Reporting to funders	Partner recruitment, engagement, training, and communication	Mentor and mentee recruitment processes, resources and training	Program evaluation and reporting to leadership
Financial reporting (e.g., financial variances relative to budget, advice to Executive Team, grant allotments)	Provincial Coordination Team collaboration (e.g., tools and practices, such as calendar merge) to support transparency and work efficiencies	Learning and development	Best practice research in mentoring and serving unique populations	AMP brand and reputation, and awareness and reputation building for partners

Provincial Coordination Team (PCT) Members and Roles	
Lead, Community Engagement and Relationship [LCER]	<ul style="list-style-type: none"> • Create engagement opportunities to strengthen networks and partnerships. • Develop a strategic community engagement plan for the AMP (aligned to AMP’s strategic and operational plan). • Plan, coordinate, manage and complete outreach activities and campaign, in coordination with other outreach activities. • Work with the Executive Team and the PCT members to establish new collaborative relationships and manage and grow existing relationships. • Lead, manage and deliver AMP community outreach initiatives to increase the recruitment of mentors and raise the profile of mentoring in Alberta. • Work with community partners to create resources and host events and training opportunities that meet their needs and expectations. • Act as the Mentoring Ambassador for AMP building relationships across the mentoring sector and ensure that the Alberta mentoring community remains apprised of global mentoring trends, innovations and research. • Develop a communications plan and social media strategy for the AMP, including website planning, key messages, style guide and protocols for different delivery mechanisms (e.g., print, web, social media). • Plan, coordinate and deliver marketing and awareness campaigns. • Monitor, evaluate and report on the efficiency and effectiveness of AMP’s stakeholder engagement and marketing activities and processes. • Create strong lines of communication with partner agencies. • Edit and approve content for the website, social media applications, surveys, advertisements and reports to ensure alignment with the AMP communications plan. • Create and promote AMP content through webinars, digital or in-person training, and podcasts. • Approve curated third-party content and mobilization through online learning, podcasts, webinars, and digital or in-person training opportunities for the mentoring community.
Lead, Projects and Governance [LPG]	<ul style="list-style-type: none"> • Establish and maintain project management processes and standards for the AMP • Oversee all AMP projects and complete consolidated operational work planning, budget management and progress reporting. • Guide documents through approval process (e.g., Executive Team and/or Leadership Team). • Liaise with the AMP Fiscal Agent Financial Officer to manage documentation, communication and projection of expenditures and communicate information back to the Executive and Leadership Teams. • Assist with AMP impact evaluations and support efforts for continuous improvement of AMP’s internal operations and strategic approaches. • Chair all PCT meetings. • Assist with supervisory and HR functions for PCT positions (i.e., positions descriptions, salary reviews, work plans, and performance appraisals). • Maintain and update the AMP’s Strategic Plan and Operational Plan (including budget). • Keep the Executive and Leadership Teams informed of the level of progress made towards delivery of operational plan initiatives. • Provide support for Executive and Leadership Team meetings, including assistance with meeting planning and development of pre-and-post meeting materials. • Coordinate, follow up on action items and communicate direction to PCT that result from Executive Team and Leadership Team meetings.
Communications & Technology Administrator [CTA]	<ul style="list-style-type: none"> • Digital Communications (social media, newsletter, website) • Manage, post and revise website content. • Graphic design for internal and external documents, newsletters, presentations, and web documents.

	<ul style="list-style-type: none"> ● Maintain and administer the online mentor/mentee training platform. ● Organize and streamline data from users of on-line training and website applications. ● Generate, collect and analyze on-line data and provide any required reports. ● Manage data in relation to the tools, resources, website and digital marketing (social media and newsletter), including creating and maintaining data systems. ● Assist in the creation of AMP business and planning documentation, including quarterly reports and annual reporting. ● Create and administer surveys and interpret results to inform evaluation and decision making. ● Provide AMP members (agencies) and the public with technical support for the tools and applications within the website including on-line training. ● Maintain existing on-line training and assist with the creation of additional modules. ● Manage partner online database and update information change requests. ● Support administrative duties for the Provincial Coordination Team (PCT).
Mentoring Projects Coordinator [MPC]	<ul style="list-style-type: none"> ● Establish and maintain project management processes and standards for the Mentoring for Youth and Young Adults from Care (MYAC) project, including mapping schedule details, assignments and tracking and monitoring progress ● Engage with the program sites to monitor the evaluation process and data collection methods ● Work with service delivery organizations to collect mentor, mentee and staff training materials for redevelopment, distribution and piloting. ● Establish a standard training (mentee/mentor/staff) program, with a focus on the refinement of training materials and mentor retention methods. ● Oversee the evaluation of and reporting on the overall project. ● Maintain and develop the Project Charter, Strategic Engagement Plan and Strategic Communications Plan, along with other project documents. ● Engage and build relationships with stakeholders and partners who serve Youth in Care and Transitioning out of Care
Safe and Caring Schools Policy Analyst (Alberta Education) [SCSPA]	<ul style="list-style-type: none"> ● Work directly with the Alberta Mentoring Partnership to support operational activities. ● Provide Alberta Education perspective into Alberta Mentoring Partnership Strategic and Operational planning activities. ● Lead Alberta Education action items and initiatives stemming from Alberta Mentoring Partnership and Operational plans. ● Support linkages and liaise between the Alberta Mentoring Partnership and School Authorities to promote mentoring in schools and gather information about mentoring needs. ● Support the development of engagement materials and promotional activities related to Alberta Mentoring Partnership activities.

Strategic Pillars and Goals

Legend:	New Initiatives (New)	Improvement Initiatives (Imp.)
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Strategic Pillar 1: Strengthen Alberta's Mentoring Network																		
Goals	Initiatives	Lead	Supports	Fiscal Timeline														
				2023 – 2024				2024 - 2025				2025 - 2026						
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
1.1 Enhance and increase partner engagement	Develop a shared understanding of purposeful partner engagement [Imp.]	LCER	LPG MPC SCSPA CTA															
	Review, renew, and update contacts and contact information in the current partner list, including schools who do not currently view themselves as partners [Imp.]	CTA	SCSPA															
	Develop and implement a time-based action plan and review how the Provincial Coordination Team is using its engagement tracker [Imp.]	LCER	LPG															
	Develop (D) an annual communications and engagement plan with a quarterly rolling work schedule (WS) [Imp.]	LCER	CTA		D	WS	WS	WS	D	WS	WS	WS	WS	D	WS	WS		
	Develop (D) an annual calendar for networking events for agencies with a quarterly rolling work schedule (WS) [New]	LCER	SCSPA					WS	WS	D	WS	WS	WS	WS	D	WS		
1.2 AMP is well governed and managed	Refresh the AMP's onboarding package [Imp.]	LCER	LPG															
	Complete onboarding for new staff and leadership team members [Imp.]	LPG	LCER															
	Complete a committee and governance review [Imp.]	LPG	LCER															
1.3 Align mentoring initiatives with services provided to children and youth by other agencies and institutions	Define unique partners, including those who may not currently identify as providing mentoring services [Imp.]	LCER	MPC SCSPA															
	Complete a needs assessment of partners and identify opportunities for collaboration [Imp.]	LCER	CTA															
	Review current resources and identify those needed to effectively attract, onboard, and support partners, mentors, and mentees [Imp.]	LPG	LCER															

Strategic Pillar 2: Expand and Enhance Mentoring																		
Goals	Initiatives	Lead	Supports	Fiscal Timeline														
				2023 – 2024				2024 - 2025				2025 - 2026						
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
2.1 AMP is a champion of quality mentoring	Develop a shared understanding of non-traditional mentors [Imp.]	LPG	LCER															
	Research, pilot, and implement best practice recruitment, onboarding, and training processes for mentors and mentees [New]	LCER	MPC															
	Develop a rolling (review bi-monthly) work schedule to review, update, and, where beneficial, expand (e.g., ensure budget available) resources (e.g., toolkits) for partners, mentors, and mentees [Imp.]	LPG	MPC															
	Develop and implement an outreach and knowledge mobilization plan for continuous improvement [New]	LCER	LPG MPC															
	Develop and implement a rolling training schedule to provide mentor and mentee training based on based practices and resources developed for the demographics and market segments being served [Imp.]	LPG	CTA															
2.2 Improve youth employability and high school completion rates	Increase uptake of the Career Technology Studies mentorship modules in schools, including through outreach and communications [Imp.]	SCSPA	LCER															
	Provide in-school mentor and mentee training aligned to profiles in the school environment [New]	SCSPA	LPG															
2.3 Support transition to adulthood for vulnerable youth by engaging natural supports and non-traditional mentors	Develop a shared understanding of 'informal mentoring' [Imp.]	MPC	LPG															
	Redefine a 'mentoring commitment' to recognize multiple mentoring models and lasting impact and relationships [Imp.]	MPC	LPG															
	Develop and market natural support products through sub-committees [New]	LCER	LPG															

Strategic Pillar 3: Support Evidence-Informed Decision Making

Goals	Initiatives	Lead	Supports	Fiscal Timeline												
				2023 – 2024				2024 - 2025				2025 - 2026				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
3.1 Develop evidence-informed resources and tools tailored to targeted populations	Benchmark and review populations being served, and where there are resources missing related to the demographics and sub-demographics of mentees [Imp.]	SCSPA	LCER CTA													
	Develop a prioritized schedule of new evidence-informed resources to be developed [Imp.]	SCSPA	LPG MPC													
	Apply a Venn-approach to identifying content to enhance identified resources [Imp.]	SCSPA	CTA													
	Contribute resources to AMP’s Knowledge Hub [Imp.]	CTA	LCER LPG MPC SCSPA													
	Make advancements and enhancements to the Knowledge Hub to make it easy and accessible for partners and interested parties to make online-submitted resource contributions [Imp.]	CTA	LPG													
3.2 Evaluate and share the provincial impact of mentoring on children, youth, and mentors	Develop an outcomes-based evaluation framework [New]	LPG	SCSPA													
	Based on AMP’s evaluation framework, establish data benchmarks from schools [New]	SCSPA	LPG													
	Develop a systemic approach for AMP to undertake, manage, and report on evaluation [New]	LPG	SCSPA													
	Conduct a bi-annual environmental scan of opportunities (or lack thereof, requiring AMP to lead the creation of opportunities) to mobilize evidence-informed evaluation, learnings, and knowledge with partners, funders, supports, research networks, and the public [New]	CTA	LCER													
3.3 Work with the academic community to strengthen research on mentoring to support the efforts of AMP and to influence social policy	Establish AMP’s policy imperatives [New]	LPG	LCER													
	Establish AMP’s and the mentoring landscapes knowledge gaps [New]	LPG	LCER													
	Identify and develop a purpose-built network of mentorship research and evaluated-focused interested parties and partners [New]	LCER	SCSPA													
	Work with Canadian Center for Mentoring Research to assess its competencies and offerings, opportunities for it support research that advances AMP’s policy imperatives and addresses knowledge gaps [Imp.]	LCER	LPG													
	Apply AMP’s knowledge, research, and insights from partner, mentor, and mentee data and engagement to advocate for social policy advancements and identify projects and enhancements to its own approaches and offerings [Imp.]	LCER	LPG													
3.4 Contribute to a pan-Canadian strategy to leverage and mobilise evidence-informed resources, tools and supports	Join Mentor Canada’s National Community of Practice (COP) and conduct a bi-annual after-action review [New]	LPG	MPC													

Evaluation and Reporting

Strategic Pillar 1: Strengthen Alberta's Mentoring Network					
Strategic Goals	Evaluation			Reporting	
	KPI	Data Lead	Data Source	Audience	Frequency
1.1 Enhance and increase partner engagement	# of partners	AMP	AMP Quarterly Report	Annual Community Report Government of Alberta	Quarterly
	Subset of # of new partners, by geography, population served, affiliation	AMP	AMP Quarterly Report	Annual Community Report	Quarterly
	Subset # of school partners	AMP	AMP Quarterly Report	Internal	Quarterly
	# of partner engagements, based on definition	AMP	AMP Quarterly Report	Internal	Quarterly
	Subset of # of networking events overall, and segmented by target audiences	AMP	AMP Quarterly Report	Annual Community Report Government of Alberta	Quarterly
	# of partner contributions to communications channels (e.g., blog)	AMP	AMP Quarterly Report	Annual Community Report Government of Alberta	Quarterly
	# of monthly social media posts	AMP	AMP Quarterly Report	Annual Community Report Government of Alberta	Quarterly
	Quarter over quarter stability or increase in social media reach by platform	AMP	AMP Quarterly Report	Internal	Quarterly
1.2 AMP is well governed and managed	Sentiment of staff (survey-based) upon completion of onboarding	AMP	Staff Survey	Internal	Completion of onboarding
	Outcomes-based committees, with clear governance and supports	AMP	Annual survey with committee members	Internal	
1.3 Align mentoring initiatives with services provided to children and youth by other agencies and institutions	Sentiment and confidence of partners in alignment between actions and their identified needs	AMP/ Partner	Annual Partner Survey	Annual Community Report Government of Alberta	Annual
	Year over year stability and/or increases in # of partners and their mentors (i.e., active volunteers) and mentees	Partner	Annual Partner Survey	Government of Alberta	Annual

Strategic Pillar 2: Expand and Enhance Mentoring					
Strategic Goals	Evaluation			Reporting	
	KPI	Data Lead	Data Source	Audience	Frequency
2.1 AMP is a champion of quality mentoring	# of resources added each quarter to support partner and volunteer recruitment	AMP	AMP Quarterly Report	Annual Community Report Government of Alberta	Quarterly
	# of partners or potential partners who receive access to resources each quarter	AMP	AMP Quarterly Report	Government of Alberta	Quarterly
	# of events (internally-hosted or community-based) where resources are made available each quarter	AMP / Partner	AMP Quarterly Report Quarterly Partner Survey	Annual Community Report Government of Alberta	Quarterly
2.2 Improve youth employability and high school completion rates	# of schools that offer courses each year	Partner	Annual GOA submission - October	Annual Community Report	Annual
	# of mentor trainings offered in schools and youth-serving organizations each year	AMP / Partner	Annual Partner Survey and Moodle reports	Internal	Annual
	# of mentee trainings offered in schools and youth-serving organizations each year	AMP / Partner	Annual Partner Survey	Internal	Annual
	Subset # of resources added each year that focus on natural supports	AMP	AMP Quarterly Report	Annual Community Report	Annual
2.3 Support transition to adulthood for vulnerable youth by engaging natural supports and non-traditional mentors	# of partners or potential partners who receive access to natural supports resources	AMP	AMP Quarterly Report	Internal	Quarterly
	# of events (internally-hosted or community-based) where natural supports resources are made available	AMP / Partner	AMP Quarterly Report Annual Partner Survey	Annual Community Report	Quarterly

Strategic Pillar 3: Support Evidence-Informed Decision Making					
Strategic Goals	Evaluation			Reporting	
	KPI	Data Lead	Data Source	Audience	Frequency
3.1 Develop evidence-informed resources and tools tailored to targeted populations	# of new or revised resources that are developed or adapted to meet the identified needs of partners and their target populations each year	AMP	AMP Quarterly Report	Annual Community Report Government of Alberta	Quarterly
	# of resources added to AMP's Knowledge Hub each quarter	AMP	AMP Quarterly Report	Annual Community Report Government of Alberta	Quarterly
3.2 Evaluate and share the provincial impact of mentoring on children, youth, and mentors	# of completed engagement surveys each May	AMP	Annual Partner Survey	Government of Alberta	Annual

	# of opportunities each year to share new or revised resources, including subset data for: <ul style="list-style-type: none"> ○ Newsletters ○ Online trainings ○ Webinars 	AMP	AMP Quarterly Report	Annual Community Report Government of Alberta	Quarterly
3.3 Work with the academic community to strengthen research on mentoring to support the efforts of AMP and to influence social policy	Year over year increase in the # of research and evaluation-focused parties and partners within network	AMP	AMP Annual Report	Government of Alberta	Annual
	# of annual research partners (i.e., a partner conducting research that advances mentoring or AMP's interests) and is connected with or working with AMP	AMP/ Partner	AMP Quarterly Report Annual Partner Survey	Annual Community Report	Annual
	# of annual research projects (i.e., a project taking place that advances mentoring or AMP's interests) with a partner connected to or working with AMP	AMP/ Partner	AMP Quarterly Report Annual Partner Survey	Annual Community Report Government of Alberta	Annual
3.4 Contribute to a pan-Canadian strategy to leverage and mobilise evidence-informed resources, tools and supports	# of COP meetings attended each year, with emphasis on percentage of attendance at overall meetings hosted	AMP	AMP Quarterly Report	Internal	Annual
	Year-over-year application of actionable learnings	AMP	AMP Quarterly Report	Internal	Annual

Appendices

A: AMP Governance and Operational Infrastructure

MANDATE:

- Operationalize the AMP based on strategic direction set by the Leadership Team
- Act in a decision-making role for operational matters

ACCOUNTABILITIES:

All Members

- Operational Management of the AMP
- Develop the 3 year operational plan and budget
- Ensure AMP operational initiatives support and further the achievement of strategic outcomes
- Manage and deliver to the operational plan and budget
- Direct, oversee and manage the Provincial Coordination Team (PCT)
- Monitor and evaluate the effectiveness of AMP operations and initiatives and take action towards continuous improvement
- Provide reporting to the Leadership Team
- Manage AMP collaborative relationships and act as a representative of the AMP

Community Agency

- In Addition to member accountabilities, the community agency representative also functions as the fiscal agent

RESPONSABILITIES:

- Deliver to the strategic plan
- Deliver to the operational plan

MANDATE:

- Complete the day-to-day operations of the AMP

RESPONSABILITIES:

- Deliver on operational plan initiatives and manage day-to-day operations
- Manage sub-contract arrangements and provide project management support for AMP-led initiatives
- Develop and distribute reports related to progress and/or evaluation of initiatives, operational plan and strategic plan
- Support the Executive Team and Leadership Team
- Work with individuals/organizations who have collaborative relationships with the AMP to achieve common goals

