

STEP

ST. LOUIS PARK EMERGENCY PROGRAM

2018-2020 STRATEGIC PLAN

Vision

We are the trusted expert for connecting community members with resources to fulfill their basic needs.

Core Purpose

To empower lives and restore hope.

Values

Collaboration—We approach everything we do with a spirit of partnership to ensure our community thrives.

Compassion—We meet people where they are with respect and acceptance.

Resourcefulness—We are thoughtful and prudent in our decision-making.

Community Relations	Programs & Services	People	Financial & Infrastructure
<p>Goal</p> <p><i>Increase awareness in the community.</i></p>	<p>Goal</p> <p><i>Connect residents with the best available community resources to meet basic needs without duplicating other services.</i></p>	<p>Goal</p> <p><i>Create a collaborative and rewarding office environment.</i></p>	<p>Goal</p> <p><i>Maximize the impact of services while ensuring the long-term sustainability of STEP.</i></p>
<p>Measurables</p> <ul style="list-style-type: none"> Community recognition above 85% of households. Increase annual number of supporters by 10% each year. Increase social media reach to 10% of community population. 	<p>Measurables</p> <ul style="list-style-type: none"> Triple the number of families served with housing EA and maintain or increase impact per family. Any resident in need can talk to social worker within two work days. No month below an 25.0 lbs food/person average. 	<p>Measurables</p> <ul style="list-style-type: none"> Every position filled with highly skilled and passionate volunteers, board members, and staff. Maintain high retention rate each year. 	<p>Measurables</p> <ul style="list-style-type: none"> \$500K-1M in additional capital available for space, technology & infrastructure investments. Endowment of \$830,000 and maintain 5+ months of cash reserves.
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<p>Strategies (12-18 months)</p> <ol style="list-style-type: none"> Develop the brand identity and positioning, and increase community outreach. Establish an efficient and effective approach to fundraising. <ul style="list-style-type: none"> -Formulate intentional approach to development & an annual fundraising plan. -Invest in professional expertise to expand fundraising and marketing efforts. Benchmark and implement annual community awareness measures. 	<p>Strategies (12-18 months)</p> <ol style="list-style-type: none"> Secure resources for EA expansion & empower program staff to adjust program to allow for maximum impact. Maintain team of skilled social workers & improve systems for residents to access social workers. Expand the current food program to support more families with healthy food choices. Partner to identify and address food insecurity in the schools. Create a care model and partnership charter to vet new partnerships and align on expectations. Redefine the program offerings according to the core focus. 	<p>Strategies (12-18 months)</p> <ol style="list-style-type: none"> Establish succession plans for key roles on the staff and board. <ul style="list-style-type: none"> -Executive Director, Program Manager, Business Manager, Board Officers. Create a sustainable model for recruiting and engaging volunteers more effectively and efficiently. <ul style="list-style-type: none"> -Special attention to engage younger volunteers & local employers Analyze staffing needs and fill gaps in current structure with key hires. Improve staff compensation, benefits, & work environment in order to keep & recruit quality professional staff. Conduct an annual board assessment and fill identified gaps. 	<p>Strategies (12-18 months)</p> <ol style="list-style-type: none"> Define need for expanded space and identify options for expansion. Identify and implement new operational (client) and CRM databases to improve efficiencies and measurement of outcomes. Create a 3-year pro forma guidance budget.