Strategic Plan
July, 2020

prepared by

History
Since its founding in 2014, the St. Louis Area Diaper Bank (STLDB) has grown to become a well-regarded, unique and highly-valued part of the St. Louis region’s nonprofit landscape. Despite a change in executive leadership and the Covid-19 pandemic, in 2020 the organization distributed a remarkable 3.2 million diapers and 420,000 period supplies to families in need, pivoted to open emergency distribution sites through an innovative multi-nonprofit collaboration, and for the first time raised over $1 million. Almost every few months, the organization hits a fantastic new milestone – whether through the acquisition of talented staff, the addition of exceptional new board members and supporters, increased program impact and more. In its sixth year of operations, STLDB is moving into an exciting new phase – from a founder-based operation to an established organization and valued partner to more than 60 other nonprofits. STLDB leadership is well equipped to lead the organization’s growth over the next several years and is deeply committed to building a resilient, financially sound and professionally managed nonprofit that will continue to lead the charge in addressing diaper need and period poverty in the community while ensuring excellence in every aspect of the organization’s operations, governance and development.

Our Mission
Building healthy communities by ending diaper need and period poverty through access, education, and advocacy.

Our Vision
Everyone has the basic hygiene products needed to live healthy, dignified and empowered lives.

Our Values

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<th>Collaborative</th>
<th>Leaders of change</th>
<th>Tenacious</th>
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<td>Equitable</td>
<td>Kind</td>
<td>Advocates</td>
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<tr>
<td>Inclusive</td>
<td>Strategic</td>
<td>Passionate</td>
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Process
With the goal of ensuring the organization is best positioned to meet the evolving needs of the community, in February 2021 STLDB launched its first strategic planning process.

**Phase I – Stakeholder Input and Market Analysis.** During Phase One, a Task Force composed of board members, executive staff and Consultant conducted an environmental scan that sought feedback about STLDB and the needs for its programs from about 230 community members, supporters, partners, funders, staff, corporate sponsors and board members. Participants were asked to provide their views about the Diaper Bank’s work and help identify areas of strength, opportunity and improvement.

The results show that STLDB is highly valued by the community. Over 80% of survey respondents, and all participating partners and funders, see STLDB’s work – specifically including the diaper program, the period supplies program and advocacy – as “extremely important” to the St. Louis region. (Intelligence Report, Attachment A)

A market analysis conducted as part of the environmental scan shows that in terms of product distribution and partnerships, STLDB is the leading diaper bank in the region, among the top two state-wide, and likely among the top five nationally. (Intelligence Report, Tables 2 and 3) The results further indicate that STLDB is the organization best suited to lead period-product distribution in the region and all stakeholder types expressed significant interest in seeing this program expanded. Stakeholders also felt there was a need for STLDB to take a leadership role in tackling the root causes of diaper need and period poverty through advocacy.

**Phase II – Internal Assessment.** During Phase Two, the organization completed the Washington Nonprofit Organization Health Check-Up and conducted a substantive review of its by-laws, policies and procedures. This process revealed that STLDB has strong risk management, human resource, governance and financial oversight practices while identifying areas where internal processes will be strengthened.

**Phase III – Strategic Priorities.** Over the course of three retreats the STLDB board and executive staff considered the information gathered in Phases I and II; conducted a SWOT analysis; and reviewed trends in revenue, product distribution and program performance. The organization’s mission and vision were refined, and values clarified. Five strategic priorities were identified as crucial to positioning STLDB to serve growing need in the region, and workgroups developed detailed action plans around each priority area.

### Strategic Priorities

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**Objectives**

- Ensure board makeup reflects the diversity of skills, perspectives, relationships needed for a maximally capable board.
- Identify areas where training would benefit board performance; deliver training.
- Finish creation of key policies and procedures.
- Incorporate diversity, equity and inclusion principles across organization.
- Establish policy and process for evaluating board member performance across areas critical to organization’s performance.
- Create board leadership succession plan.

### Strategic Goal 2. Strengthen and expand programs to ensure highest-need areas are served.

**Objectives**

- Create logic model and theory of change.
- Conduct regional needs assessment.
- Revise program evaluation process to ensure process is efficient and aligned with mission-based outcomes.
- Develop advocacy and education program objectives and strategy.
- Create system for evaluating partnerships.

### Strategic Goal 3. Increase operational efficiency through enhanced infrastructure and data management.

**Objectives**

- Upgrade equipment for warehouse efficiency.
- Assess adequacy of facilities; determine future needs given growth projections.
- Identify and document policies, procedures and processes for data management and operations.
- Implement key data management technologies.

### Strategic Goal 4. Strengthen financial resiliency and development program performance.

**Objectives**

- Create annual development plan.
- Standardize donor data and transition more capable new software platform.
- Strengthen stewardship program.
- Implement revised budgeting process and use format that fully accounts for all costs of doing business.

### Strategic Goal 5. Increase organizational visibility with expanded community outreach and communications.

**Objectives**

- Create and implement PR, communications and social media plans.
- Increase participation in engagement and awareness opportunities.
- Equip board and staff to tell organization’s story with media kit, talking points and other tools.

### Monitoring and Implementation

STLDB will use monthly action plans and a quarterly monitoring dashboard to evaluate progress against the strategic goals and objectives identified above. (Dashboard and Action Plans, Attachment 2.) To support this work, the board has restructured its committees so that a team of board members with subject-matter expertise will work with staff to ensure support and
accountability on each priority area.

The St. Louis Area Diaper Bank thanks all community members who participated in the planning process. Your thoughtful input proved invaluable in helping create this strategic plan and positioning the organization to eliminate diaper need and period poverty in our community.