

# STEP

ST. LOUIS PARK EMERGENCY PROGRAM

## 2018-2022 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><b>Goal</b></p> <p>Increase awareness in the community.</p>	<p><b>Goal</b></p> <p>Connect residents with the best available community resources to meet basic needs without duplicating other services.</p>	<p><b>Goal</b></p> <p>Create a collaborative and rewarding office environment.</p>	<p><b>Goal</b></p> <p>Maximize the impact of services while ensuring the long-term sustainability of STEP.</p>
<p><b>Measurables</b></p> <ul style="list-style-type: none"> <li>Community recognition above 85% of households.</li> <li>Increase annual number of supporters by 10% each year.</li> <li>Increase social media reach to 10% of community population.</li> </ul>	<p><b>Measurables</b></p> <ul style="list-style-type: none"> <li>Triple the number of families served with housing EA and maintain or increase impact per family.</li> <li>Any resident in need can talk to social worker within two work days.</li> <li>No month below an 25.0 lbs food/person average.</li> </ul>	<p><b>Measurables</b></p> <ul style="list-style-type: none"> <li>Every position filled with highly skilled and passionate volunteers, board members, and staff.</li> <li>Maintain high retention rate each year.</li> </ul>	<p><b>Measurables</b></p> <ul style="list-style-type: none"> <li>\$500K-1M in additional capital available for space, technology &amp; infrastructure investments.</li> <li>Endowment of \$830,000 and maintain 5+ months of cash reserves.</li> </ul>
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<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>Develop the brand identity and positioning, and increase community outreach.</li> <li>Establish an efficient and effective approach to fundraising.                             <ul style="list-style-type: none"> <li>-Formulate intentional approach to development &amp; an annual fundraising plan.</li> <li>-Invest in professional expertise to expand fundraising and marketing efforts.</li> </ul> </li> <li>Benchmark and implement annual community awareness measures.</li> </ol>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>Secure resources for EA expansion &amp; empower program staff to adjust program to allow for maximum impact.</li> <li>Maintain team of skilled social workers &amp; improve systems for residents to access social workers.</li> <li>Expand the current food program to support more families with healthy food choices.</li> <li>Partner to identify and address food insecurity in the schools.</li> <li>Create a care model and partnership charter to vet new partnerships and align on expectations.</li> <li>Redefine the program offerings according to the core focus.</li> </ol>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>Establish succession plans for key roles on the staff and board.                             <ul style="list-style-type: none"> <li>-Executive Director, Program Manager, Business Manager, Board Officers.</li> </ul> </li> <li>Create a sustainable model for recruiting and engaging volunteers more effectively and efficiently.                             <ul style="list-style-type: none"> <li>-Special attention to engage younger volunteers &amp; local employers</li> </ul> </li> <li>Analyze staffing needs and fill gaps in current structure with key hires.</li> <li>Improve staff compensation, benefits, &amp; work environment in order to keep &amp; recruit quality professional staff.</li> <li>Conduct an annual board assessment and fill identified gaps.</li> </ol>	<p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>Define need for expanded space and identify options for expansion.</li> <li>Identify and implement new operational (client) and CRM databases to improve efficiencies and measurement of outcomes.</li> <li>Create a 3-year pro forma guidance budget.</li> </ol>