



## **Two (2) Year Strategic Plan 2021-2023**



## Strategic Plan

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### CONSIDERATIONS

- ▶ 2-year plan focused on stability
- ▶ Supporting documents
  - ▶ 2019-2021 strategic plan
  - ▶ Board of directors' agreement
  - ▶ Board of directors annual fundraising and development agreement
  - ▶ Fund development plan, 2019-2021

### MISSION

Teen Feed works with the community to offer support to meet basic needs, build strong relationships, and ally with homeless youth as they meet their future off the streets.

### CORE VALUES

- ▶ All people are entitled to the basic human rights of health, safety, and self-determination.
- ▶ We work to foster a sense of mutual respect with youth. We recognize their autonomy and respect their values and judgements.
- ▶ The young people we serve have the right to meaningful voice and feedback about Teen Feed services.
- ▶ We build and nurture relationships through consistency, trust, and mutual accountability.
- ▶ Homelessness is not a reflection of the merits of one's character. We are all people of equal value; any of us could be in the same situation as the people we serve.
- ▶ Low barrier services are provided through the understanding of trauma-informed care, the effects of gender, racial and social inequities, and the importance of undoing institutional racism in practice.

### STRATEGIC FOCUS

- ▶ PROGRAM
- ▶ VOLUNTEERS
- ▶ PHILANTHROPY
- ▶ BOARD

## PROGRAM

**Offer resources rich, integrated engagement and an array of services anchored by the Dinner Program that exemplifies the Teen Feed culture and provides youth pathways to a self-determined future**

A staff culture of productive employees where Leadership Team members balance organizational objectives with staff morale.

**Achieved through:** *Consciously creating a management infrastructure that promotes shared power, honesty, active listening, and feedback, where leaders model behaviors and provide the support structures for staff personal development and internal community building. Servant Leaders created the trusted partnerships that encourage high performance.*

- ▶ Fully trained and supported staff and volunteers

**Achieved through:** *Integration of “Cultural Script” in orientation and training; Regular 1:1 Supervision meetings; regular management, programs, and all team meetings, regularly scheduled Pop-Up” Trainings; baseline orientation & training; managerial-specific training; check-ins with new Advocates after 4<sup>th</sup> shift; alignment of SLY and STOP goals. Feedback loop on advocates & volunteer performances, and staff that has enthusiasm for creating a culture of safety and inclusion.*

- ▶ Highly Integrated programing including navigation, referral, and case coordination that create pathways to secondary (formal) case-management through Teen Feed’s wide network of trusted partners

**Achieved through:** *A Dinner Program structured as the “Hub” of resources related to healthy lifestyles, health and wellness, education, employment, and housing; Use of STOP Outreach marketing/flyers; SLY Navigation presence at dinners; STOP Outreach Manager at dinner once/week; strong performance within position; multi-dimensional staff, increased significance of all “touches”; Regular use of Daily Digest, Dinner Log, Sweat equity supported by a robust Salesforce system.*

- ▶ Strong community partnerships to enhance Teen Feed resources for youth

**Achieved through:** *Development & nurturance of formal/informal relationships with thought partners, corporate supporters, health-based organizations, program site organizations, community organizations and skill-based volunteers utilizing program and community meetings to build out navigation and referral materials that Teen Feed uses.*

- ▶ Ongoing processes for feedback and evaluation from youth, volunteers and relevant constituents.

**Achieved through:** *Ad Hoc Committee for Community Collaborations, Youth Voice, Kitchen Leads, mentors, new Advocates, self-driven community volunteers, faith-based donors, meaningful youth voices (advisory role), external focus groups, UDSPA, UD Program: Directors Group, Diversity Council, and Language Bank*

- ▶ Ongoing operational best practice that documents, defines, records and nurtures the Teen Feed Philanthropic Mission.

**Achieved through:** *HR that is diversity-sensitive, uses inclusive descriptions, language and recruiting practices, performance assessment and measurable goals (see Fleur Larsen wording), an accurate budget that fully funds and incentivizes and protects vital programs, a stellar CRM system with reporting supporting monthly metrics, budget tracking and story-telling, tools to staff for marketing, donor information, timely letters of receipt, prompt recruitment trainings in philanthropy and opportunity for public participation in mission-centered work.*

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## VOLUNTEERS

**Ensure a robust volunteer corps, inclusive of skill-based needs, to expand the opportunities and support the diverse needs of Teen Feed.**

- ▶ Create volunteer stakeholders in the community who invest financially, culturally, and emotionally in the organizational outcomes.

**Achieved through:** Active, diverse recruitment via all constituents with clear goals at the onset for curriculum, training, retention, communication, staff support and skills that serve our youth. Offer engagement for adults, youth, and create opportunities to give. Seek feedback, input and create ownership. Volunteers are viewed as partners and investors, supported by every Teen Feed staff member with respect and relationship, given the opportunity to teach, contribute, lead and grow with us.

- ▶ Develop an engaged volunteer network participating in areas such as governance, administration, and strategy in a meaningful and personal way.

**Achieved through:** Actively seeking ways in which volunteers can participate outside their formal roles while effectively empowering volunteers through high expectations and clear responsibilities. Engage volunteers as board members, within programs, and create opportunities to provide ideas and input. Seek feedback through formal and informal means and meeting them where they are. Empower proven volunteers and give timely feedback.

- ▶ Create a volunteer base reflective of the diversity of our youth, donor-centered values, and Teen Feed mission goals.

**Achieved through:** Pioneering an effective, intensive, far-reaching and deliberate volunteer orientation and recruitment process based on needs of core programming setting clear expectations. Actively engage HR and constituent partners to recruit for diversity of ideas, experience, culture, gender and perspective, while being cognizant of privilege, race, class, tokenization, geographic location, and relevant foods. Create opportunities for increased volunteer diversity through expanded community food / supply partnerships, as well as expanded menu coaching, mitigating cost and time barriers to service. Build administrative tools such as fluid volunteer training curriculum to reach mutual goals (self-defined and organizational) of enrichment for volunteers, staff, and the Teen Feed organization. Advocate/Ally/Volunteer manual for mutual success.

- ▶ Trained, supported, and informed volunteers operating within a youth-focused systemic change-oriented framework.

**Achieved through:** A continual development of standardized volunteer training and onboarding, evaluation of volunteer experience, periodic pop-up training, and materials to enable the ongoing education for volunteers around relevant youth-centric topics, allowing for a consistent level of expertise for every volunteer in their individual role. A creative structure that enables access to menu, nutrition and procurement that supports encouraging a wide access to diverse cultural potentially cost-prohibitive participation.

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## PHILANTHROPY

**Create a culture of philanthropy within the organization that is accountable at all levels to stakeholders, including our youth, board, staff, volunteers, individual donors, collaborators, and community partnerships.**

- ▶ Articulate fundraising strategies that couple and achieve annual revenue goals and non-transactional engagement with the mission.

**Achieved through:** *A well-researched and board-approved yearly document aligned with projected budget, strategic planning goals and youth feedback that spotlights potential opportunities, assigns responsibilities and clearly estimates earning and engagement potential.*

- ▶ Define stewardship strategies that ensure growth of a thriving and sustainable base of diverse stakeholders participating in strategic and informed giving.

**Achieved through:** *Frequent staff and donor communication of core messaging. Use technology and social media to foster feedback, a joyful giving environment, and a space for volunteerism and educational opportunities to grow. Build-in philanthropic opportunities in Teen Feed programs. Create ongoing genuine relationships and grateful environment for anyone sharing time, talent and investment.*

- ▶ Actively seek alternative revenue streams to decrease dependence on grant funding and secure core programming for the coming years to achieve the strategic plan.

**Achieved through:** *Maintenance of current grants in good faith. Research, documentation and connection to additional governmental, foundational, in-kind and corporate programs, individual donors, donor-advised accounts and new revenue streams that focus on low-hanging fruit, while investing in long-term moves management. Seek out donor input and volunteerism to promote prospecting. Engage 800 volunteer corps for untapped resources.*

- ▶ Maintain a culture of philanthropy that is board led, diverse, staff supported, and targeted.

**Achieved through:** *Creating training and support opportunities for board members, volunteers and staff that promote a culture of curiosity, teamwork, communication, and cohesion in line with operational values; continue to improve salesforce CRM effectiveness for volunteer metric, tracking and stories and donor segmentations; champion board development liaison for 1:1 staff and volunteer support; treating people well easy, referrals natural, and direction to giving painless at Teen Feed.*

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## BOARD

**Have a resource and skill-based board that is strategically aligned and supports the mission, values, culture, governance, fiduciary, and fund development responsibilities of the organization.**

- ▶ Steward relationships with current corporate and individual donors and cultivating relationships with prospective corporate and individual donors. Creation of philanthropic opportunities and support of board-supported fundraising, volunteerism and engagement

***Achieved through:*** *Reviewing and sharing timely approval of the Annual Fund Development Plan and selected participation on the Philanthropy Committee*

- ▶ Recruit a board diverse in skills, culture, gender, community connections, and viewpoints. Focus on responsible organizational growth in local, municipal and state homeless crisis, financial investment, long-term planning and viability of Teen Feed in the University District partnerships, mentorship capability, interest in board leadership role.

***Achieved through:*** *Developing a well-defined Board Recruitment Discernment Process*

- ▶ Create the resources and tools to support the board in its primary functions. Education, evolution, feedback.

***Achieved through:*** *Establishing an Ad Hoc Board Resources and Equity Committee.*