



People Serving People

614 3rd Street South, Minneapolis, MN 55415 • 612.332.4500

Vision

PSP envisions a community in which all children have the stability and support they need to develop their full capacity to thrive.

Mission

PSP helps homeless and at-risk children and their families manage crisis situations and build a strong foundation for their long-term success.

Values

In everything we do at People Serving People we are guided by:

Commitment: ***Unflinching attention to what creates the greatest stability for homeless and at-risk children***

Compassion: ***Deep understanding of and respect for our guests, our partners and our colleagues***

Integrity: ***Honesty, authenticity and accountability, both as individuals and as an organization***

Excellence: ***Innovation, professionalism and the best use of our human and financial resources***



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People Serving People Strategic Plan (2016-2018)

Strategic Focus & Guiding Questions

The healthy development of children early in life is the primary indicator of their future success. Understanding the devastating impact of homelessness on child development and family stability, we are guided by two questions:

1. *What creates the greatest stability for children while they're with us?*
2. *What creates the greatest stability for children in the community?*

Goal I: Increase the stability of children at our existing facility

A. Meet the needs of guests experiencing mental-health and addiction challenges.

Rationale: We increasingly see mental health and addiction challenges as major barriers faced by our guests and key reasons for their continued housing instability.

Measures:

- Decreased number of restrictions of guests due to behavioral issues and/or substance abuse
- Increased number of guests accessing ongoing mental health and addiction services

Priority/Timing:

- Implement training and new strategies with current staff immediately (2016)
- Develop stronger partnerships and address internal capacity needs (2016-18)

B: Build a strong sense of community among guests, staff, and onsite partners

Rationale: With a strengthened sense of community, the people we serve, our staff, and partners will feel ownership and mutual responsibility for positive outcomes. Guests will develop skills that help them remain stably housed after they leave.

Measures:

- Decreased incidents that degrade the experience of children and their families
- Increased modeling by guests of positive behavior toward others



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Priority/Timing:

- Develop and implement community building program for guests, staff, and partners (2016)
- Design and implement related facility improvements (2016-18)

C: Support the transition of children from People Serving People to programs provided by others

Rationale: We cannot provide every service a family may need, but we can partner with organizations that provide needed services and support smooth transitions.

Measures:

- Connected more children to services or programs upon exit from People Serving People
- Established more partnerships between People Serving People and community services or programs
- Demonstrated effectiveness of existing and new partnerships

Priority/Timing:

- Increase internal staff capacity to support family transitions (2016)
- Research and actively partner with related organizations (2016-18)

D: Continually evaluate and improve our facilities, services, and programs

Rationale: As our guests' needs change and we learn from experience – and that of others in the field – our facilities, services, and programs must adapt and improve.

Measures:

- Sustained or increased guest participation in programs and services
- Increased positive feedback from guests during Wilder surveys and exit interviews
- Improved baselines, benchmarks, and programmatic outcomes

Priority/Timing:

- Use annual evaluations to drive specific improvements (2016-18)

Goal II: Increase the stability of children in the community

A: Develop a Center of Excellence for Resilience, at a new location, that stabilizes families and leads the field.

The Center of Excellence for Resilience **combines** early education, school age support, and parental engagement direct services to homeless and at-risk children and their families,



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with research, development, and training to improve the field of family resilience and trauma-informed education and service. This new strategy flows naturally from our current work, strengthens our existing programs, benefits more families, improves the field, and attracts new funding, talent, and partners.

Rationale: Our current shelter-plus-services approach is necessary but not sufficient to create a significant long-term impact on breaking the cycle of homelessness for families. With the knowledge we have gained through serving families, we feel we can make a larger impact on homeless and at-risk children if we are able to work with them for a longer length of time. To reduce the number of homeless and at-risk children and their families in our community, we will also need to operate upstream of the shelter system, in collaboration with cross-sector partners. In addition, we believe our organization is in a position to improve the field of family resilience and trauma-informed education and service through research and training.

Measures:

- Increased People Serving People's scale and impact as more families and children are served
- Expanded organizational focus on the prevention of homelessness by building upon our strong foundation of emergency shelter and onsite services, including our core organizational competencies in early education, support for school-aged children, parental engagement, and case management
- Improved the field of family resilience and trauma-informed education and service
 - Deeply participated in research and the broad dissemination of quality information
 - Developed effective training programs and materials that increase the number and competency of trauma-informed educators and service providers
 - Recognized as a source of reliable information and expertise
- Developed diverse business models for People Serving People; used this growth initiative as an opportunity to incubate new programmatic, revenue, and management strategies
- Strengthened entire organization by migrating back the expertise and relationships developed at The Center of Excellence

Priority/Timing:

- Jan-March 2016
 - Develop financial and business modeling
 - Finalize conversations with initial potential partners/funders
 - Draft short, medium, and long-term recommendations



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- Create implementation plans

- Execute growth plans with board approval (2016-18)

Goal III: Improve the stability of children through system change

A: Improve regional service coordination systems and processes

Rationale: As a vital part of the larger network of support for children and families, People Serving People must inform the development and improvement of regional systems.

Measure:

- Maintained active participation by senior level staff on committees and taskforces, resulting in improved and better-coordinated regional support systems

Priority/Timing:

- Actively support the roll-out of Coordinated Entry system (2016-17)
- Actively support other system-change efforts (2016-2018)

B: Raise awareness of family homelessness to build strategic relationships and influence public policy and investment

Rationale: People Serving People is uniquely positioned to raise public awareness of homeless children and their families and does so as a respected member of the coalition of advocates.

Measures:

- Increased and strengthened strategic relationships
- Increased effectiveness of the regional coalition of advocates
- Increased media attention on childhood and family homelessness

Priority/Timing:

- Annual coalition strategies will drive specific activities (2016-18)

Goal IV: Increase the long-term sustainability of our organization

A: Ensure the professional development and fulfillment of our staff

Rationale: To fulfill our mission, we must create a rewarding work environment that attracts, develops, and supports productive employees and volunteers.



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Measures:

- Improved employee satisfaction, engagement, and communication
- Improved employee and volunteer recruitment and retention

Priority/Timing:

- Immediately analyze and address compensation and paid time off policies (2016)
- Enhance staff development and succession opportunities (2016-18)

B: Broaden and diversify the revenue base for the organization

Rationale: To ensure our long-term sustainability, we must diversify our sources of revenue and reduce our dependence on philanthropic funding.

Measure:

- Increased proportion of support is derived from contracts, fees, and mission-focused social enterprises

Priority/Timing:

- Continue current expansion of individual contributions (2016)
- Develop and implement new revenue strategies (2016-18)

C: Leverage our financial and physical assets to maximize community benefit

Rationale: As a public service organization, we must responsibly manage and strategically invest our financial and physical assets to maximize their impact.

Measures:

- Effectively managed and maintained physical assets
- Achieved return on investments consistent with Investment Policy benchmarks
- Increased impact on the community through the strategic investment of our financial and physical assets

Priority/Timing:

- Develop guidelines for strategic uses of assets (2016)
- Strategically utilize assets to support Goals I, II, and III above (2016-18)