

Lincoln Park Children and Families Collaborative



Strategic Plan 2019 - 2022

Adopted
June 2019

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Introduction

Purpose of Plan

In 2019 the Lincoln Park Children and Families Collaborative (LPCFC) turned eight years old. Currently we have a number of core programs and started several new programs in 2019. As an organization we are past the 'founding' stage, and the leadership of our organization wanted to ensure that LPCFC remains a vibrant, sustainable part of the Lincoln Park neighborhood and its families.

Developing a three-year strategic plan gave us the opportunity to review where we have been, where we are now, and how to strategically build on that into the future. As part of the planning process we updated our vision and mission, made our organizational values explicit, reaffirmed our program strategies, and worked on our capacity as an organization.

We are pleased and confident that this plan gives LPCFC a way forward that will position us to be a valuable partner in the neighborhood for years to come.

Process for Developing the Strategic Plan

The process we used to develop the plan reflects our commitment to collaboration and inclusion.

A Strategic Planning Task Force was formed that included Board and staff. The Task Force and the consultants were creative partners in a process where we each brought our expertise and passion to the table.

The planning process started at the annual January 2019 Board retreat. Members were asked to identify the opportunities and challenges facing LPCFC in the next three years. Superior Design + Planning then reviewed materials from the first eight years and produced a 'snapshot' of where we have been and where we currently are as an organization — including goals, programs, collaborations, finances, and successes. This 'snapshot' was presented and discussed with the Task Force, and more opportunities and challenges were identified.

The six-month planning process included:

- Nine meetings of the Task Force to develop the plan
- Meeting with all staff
- Three Board meetings during which the Board reviewed and approved the plan
- Two community meetings where planning ideas were shared with partners, parents, collaborators, and community members

The three-year plan that is the result of this process is vibrant and sustainable. It also positions LPCFC to increase our leadership and impact in our neighborhood and with families.

History of LPCFC

Lincoln Park Children and Families Collaborative (LPCFC) became a 501(c)3 nonprofit in 2011, founded by a group of education, child development, health, and social service professionals concerned about the closing of the Lincoln Park School.

After the school closed, LPCFC held focus groups and completed a needs assessment, which then led to a plan for restoring early childhood and parent education services in the Lincoln Park neighborhood. Family support became a central strategy of LPCFC as families first gathered at Rock Hill Community Church, located across the street from the former school, and formed a parent group.

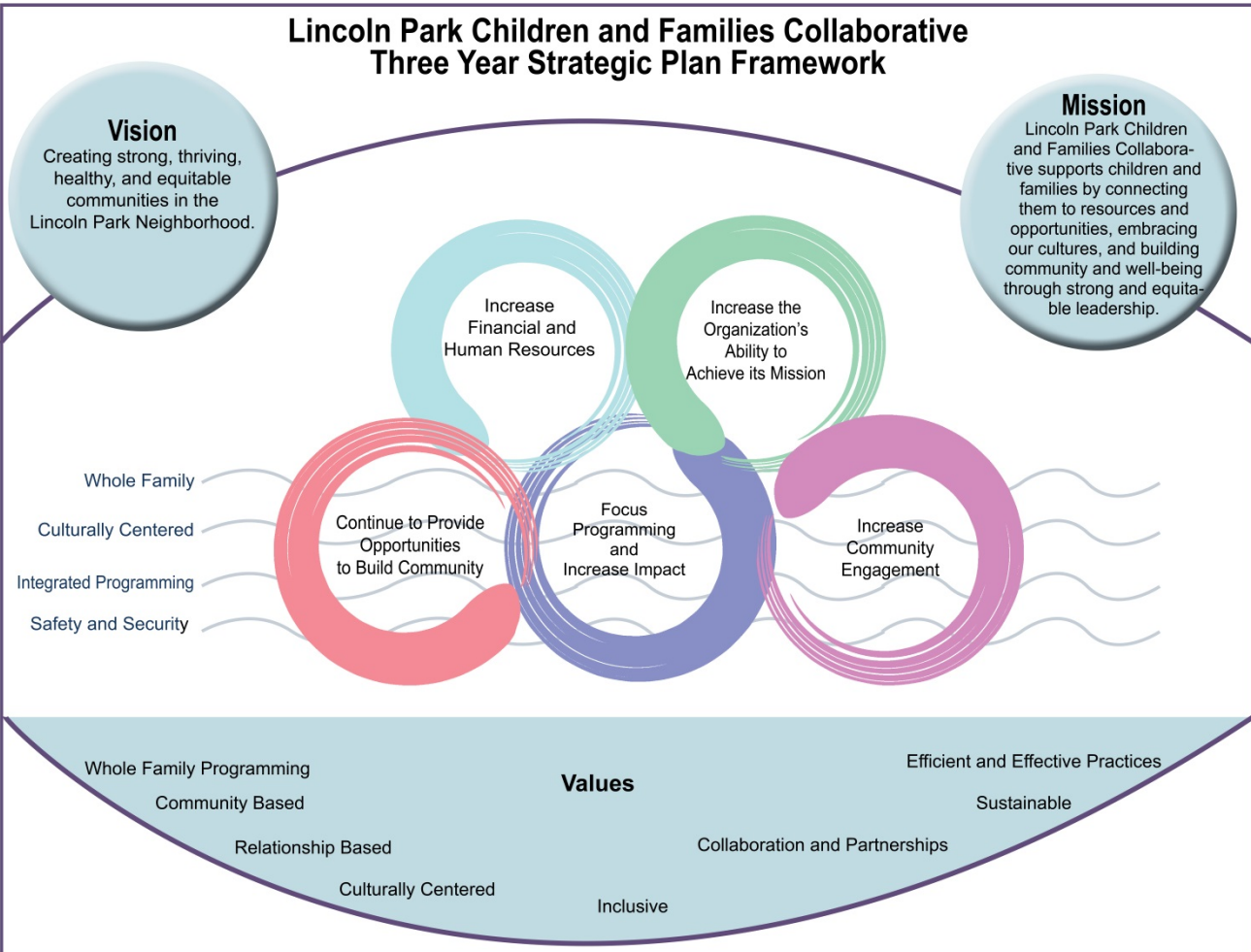
In 2014 LPCFC secured a permanent space, Suite 108, in the former Lincoln Park School, now called Lincoln Park Commons, and have squarely set ourselves within the fabric of the Lincoln Park community. It is our intention to participate in a restorative community process by supporting places for families to gather, enjoy healthy food, and participate in child/parent education, prevention, and support.

Our programming is held with the understanding that young children experience their world as an environment of relationships and that these relationships affect all aspects of their development. Because infants and toddlers grow and learn in complex family and community systems, we promote healthy early childhood development and relationships that focus on the whole family.

We are dedicated to supporting children, youth, and families who live in Lincoln Park within the context of our communities. We focus our efforts on Bronfenbrenner's child-family-agency-community model to cultivate an ecosystem for healthy child development, provide a sense of safety and security for Lincoln Park area families, and work to address the longstanding family and community challenges that contribute to disparities in early life outcomes.

Moving Forward: Our Strategic Plan

As a result of our strategic planning process, we have new vision and mission statements, an explicit set of values, and five strategies that set our direction for the next three years. We also will be integrating our programs and making sure they each are culturally centered, address the whole family, and provide an environment that is safe and secure for all children and families.



Moving Forward: Our Plan

We believe in and work for a vibrant, strong, healthy, and equitable Lincoln Park neighborhood. We recognize and embrace that this can be achieved through work with our partners in the neighborhood and the city and by supporting children and families by connecting them to resources and opportunities, embracing our cultures, and building community and well-being through strong and equitable leadership.

We believe that strong families are an essential, basic building block for strong, healthy communities.

Lincoln Park Children and Families Collaborative supports children and families by connecting them to resources and opportunities, embracing our cultures, and building community and well-being through strong and equitable leadership.

We believe that, given opportunities and resources, families and family members can emerge as strong leaders in creating a vibrant Lincoln Park neighborhood.

Knowing that changes to neighborhoods come as a result of the movement of people, public policies and investments, and the flow of private capital, we believe that strong families and their leadership working with other partners are an essential part of creating a vibrant, equitable, and healthy Lincoln Park neighborhood.

We believe that a neighborhood encompasses and reflects all of those who live in our community. Our work with families and in the community is deeply rooted in culturally centered programming and the inclusion of all in the work that we do.

Our work with families, and by extension, building community is relationship based. We believe that all people experience their world as an environment of relationships. Our engagement with the Lincoln Park neighborhood is focused on developing relationships, collaborations, and partnerships.

Our work with families is centered on working with the whole family, culturally centered, and providing a safe and secure environment in which to learn and grow.

We believe that we are responsible to the community and our funders as stewards of our organization's resources. We manage our resources in a manner that combines people, programming, and financial resources for the long term by creating and enhancing community well-being.

We assure that our resources are effectively and efficiently managed through strong leadership, established processes and policies, and regular and ongoing evaluation of programs.

Over the next three years we will focus on our programming and increasing its impact; continue our part in building community in the Lincoln Park neighborhood; while increasing our community engagement, advocacy, and public policy work. We will also focus on increasing our financial and human resources and increasing our ability to achieve our vision and mission.

We look forward to working with our community partners and families in creating a vibrant, strong, healthy, and equitable Lincoln Park neighborhood.

Moving Forward: Our Values

Collaboration and Partnerships

We know our successes are deeply connected to maintaining and increasing partnerships and collaborations that focus on building relationships, creating community, and coordinating our efforts.

Community Based

We believe that families involved in our organization are one of our primary partners in determining the needs of our community, and we honor their knowledge and work in partnership to address those needs.

Culturally Centered

We recognize that groups in our community, and their cultures, have been marginalized socially, politically, and economically, and their voices have often not been valued nor embraced historically. We create and maintain our organization's practices that embrace, respect, and use communication and dialogue processes that are inclusive.

Whole Family Programming

We focus on working with and providing children, caregivers, and other family members programming in a comprehensive manner that fosters stable family relationships, increases parenting skills, enhances children's physical and emotional well-being, and creates an environment for developing strong cognitive skills.

Inclusion

We intentionally partner with the Lincoln Park community to cultivate a diverse environment by accepting people from all ethnic, faith, LGBTQAI2S+, economic status, and cultural backgrounds. All children and families are welcome to join together with us to strategically strengthen our inclusiveness and collaboration.

Social Connectedness

We believe in and value a strength based approach as a successful way forward in restoring health, strength, a feeling of well-being, and healing.

Relationship Based

We believe that all people experience their world as an environment of relationships, and that these relationships affect all aspects of their development. We embrace and promote healthy early childhood development and relationships that focus on the whole family. We work to achieve equity in early life outcomes.

Sustainability

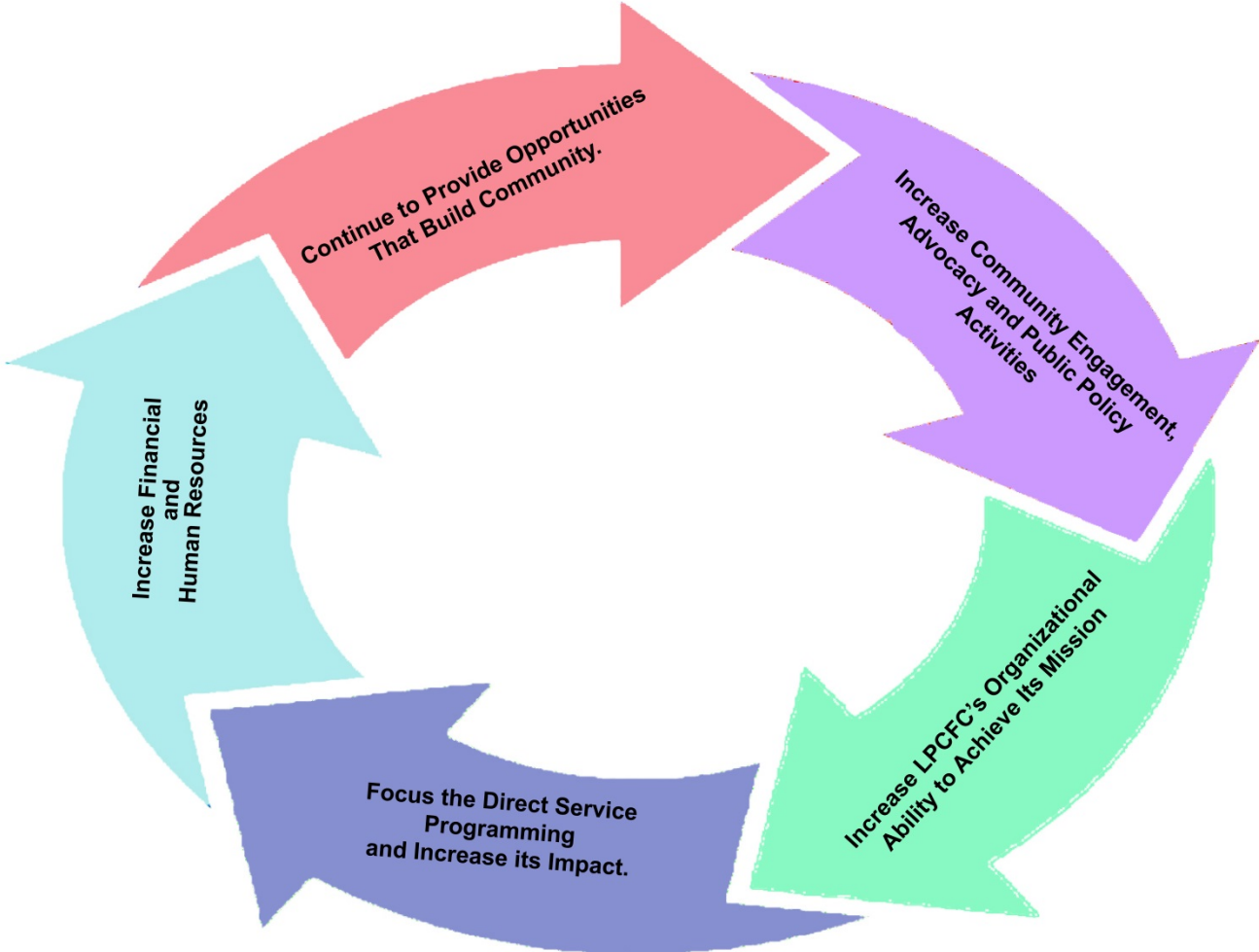
We manage our organization in a manner that combines people, programming, and financial resources that stabilizes and grows our organization for the long term by creating and enhancing community well-being.

Efficient and Effective Practices

We assure effective practices through an active Board and Committees, that include strong leadership; established processes to handle issues; regular and ongoing evaluation of programs, annual fundraising plans, goals, and processes for an effective organization; and written policies and procedures for efficient operations.

Moving Forward: Our Strategic Plan Strategies

We have five key strategies in the strategic plan that we will focus on over the next three years. Together these strategies will strengthen our programs, finances, human resources, and partnerships. They create a pathway towards sustainability and greater leadership in the Lincoln Park community.



These strategies are interconnected and interactive and will proactively move us forward to achieve our mission and vision.

Strategies, Goals, and Tasks

Strategy: Focus the Direct Service Programming and Increase its Impact					
Goal	Tasks				
	Task	Who	2019	2020	2021
Goal 1: <i>Increase day care opportunities in the Lincoln Park neighborhood</i>	Bring LPCFC's day care up to full capacity	E.D. / CC Staff	█		
	Secure a Parent Aware rating	E.D. / Staff		█	
	Utilize multiple funding sources	E.D. / Dev Cmte	→		→
	Maintain all culturally centered activities	Cultural Prog Staff	→		→
	Increase all culturally centered activities to reflect the cultures in the LP neighborhood	Cultural Prog Staff/ Prog Cmte		█	
	Integrate day care activities with other LPCFC programs	CC Staff/ Prog Cmte	█	→	→
	Reflect African Heritage in day care space	E.D. / CC Staff	█	→	→
	Make available respite, emergency care	CC Staff		█	
	Make available 24-hr day care	CC Staff			█
	Make in drop-in care	CC Staff	→	→	→
	Expand day care to other sites and collaborations	CC Staff			█

Strategy: Focus the Direct Service Programming and Increase its Impact (Con't)

Goals	Tasks				
	Task	Who	2019	2020	2021
Goal 2: <i>Provide whole family programming in the Lincoln Park neighborhood</i>	Monday Night Family Gathering				
	Increase participation / number of families	Staff / Families	█		
	Secure on-going funding	E.D. / Dev Cmte	█		
	Increase culturally based activities	Staff / Prog Cmte		█	
	Increase family self-sufficiency through parent facilitation	Staff / Parents	█		
	Expand programming to another night	Staff / Parents			█
	Circle of Security Classes				
	Increase opportunities for families / keep it funded	Staff / Families		→	→
	Offer more classes in different locations with community partners	Staff	█	→	→

Strategy: Focus the Direct Service Programming and Increase its Impact (con't)					
Goals	Tasks				
	Task	Who	2019	2020	2021
Goal 3: <i>Integrate culturally centered programming into all LPCFC programs</i>	Continue Anishinaabe cultural programming activities in all programs	Cultural Prog Staff	█	→	→
	Increase Anishinaabe cultural programming and increase activities in all programs	Cultural Prog Staff / Prog Cmte		█	
	Develop more formal Anishinaabe cultural programming (Moss Bag) and secure steady funding	Cultural Prog Staff / Prog Cmte		█	
	Offer Ojibwe language classes	Staff / Volunteer			█
	Offer more African Heritage cultural programming and increase activities in all programs	Staff / Prog Cmte	█		
	Ensure all cultural centered activities reflect the cultures in the LP neighborhood	Prog Cmte	█		
Goal 4: <i>Work with St. Louis County to provide culturally centered family services</i>	Continue and expand the SLC supervised visitation contract	E.D. / staff	█		
	Maintain culturally centered activities and staffing for families in supervised visitation	Staff / Prog Cmte	█	→	→
Goal 5: <i>Provide reading resources for families in Lincoln Park</i>	Maintain the Big Red Bookshelf	Staff /Volunteers	→	→	→
	Advertise its availability more widely	Staff /Volunteers		█	
	Utilize volunteers to run it	Staff/ Volunteers	→		→

Strategy: Continue to Provide Opportunities That Build Community

Goals	Tasks				
	Task	Who	2019	2020	2021
Goal 1: <i>Provide opportunities and leadership in community building activities</i>	Continue Traditional Medicines and Pollinator gardens	Staff	█	→	→
	Plant an orchard in the Community Garden area	Staff / BD		█	
	Host / coordinate “Community Connect”	Staff / Cmty Partners		█	
	Host smaller block parties and more frequently	Staff / BD		█	
	More grassroots walking around the neighborhood to talk to folks	ALL		█	
	Continue prevention work	Staff / Partners	█	→	→
	Invite elected officials to visit the neighborhood	ALL	→	→	→
	Create opportunities for positive interactions with the police	ALL	→	→	→

Strategy: Continue to Provide Opportunities That Build Community (Con’t)

Goals	Tasks				
	Task	Who	2019	2020	2021
Goal 2: <i>Continue to collaborate with community organizations and groups</i>	Continue Meet on the Streets (MOTS)	ALL	→	→	→
	Continue Music in the Park	ALL	→	→	→
	Participate in National Night Out	ALL	→	→	→
	Participate in the Early Childhood Screening Collaborative	Staff	→	→	→
	Connect with other organizations who are working on community building	ALL	→	→	→

STRATEGY: Increase Community Engagement, Advocacy and Public Policy Activities

Goals	Tasks				
	Task	Who	2019	2020	2021
Goal 1: <i>Address barriers in Lincoln Park in collaboration with the community</i>	Create an ongoing process to identify community issues and work towards solutions	E.D. / BD			
	Secure an Americorp Vista position/person to do the organizing and community engagement work	E. D.			
	Create and utilize more opportunities to address revitalization and the impact on families in the Lincoln Park neighborhood	ALL			
	Challenge the status quo related to grant funding for non-profits	BD			
	Apply for a CARE Fellowship for training on effective advocacy and public policy work related to child care	E.D. / Staff			
	Advocate for and be involved in policy development for Lincoln Park residents who use the services of St. Louis County Health and Human Services	ALL			
	Assign representatives to partner organizations to represent LPCFC				

Strategy: Increase Financial and Human Resources

Goals	Tasks				
	Task	Who	2019	2020	2021
Goal 1: Board <i>Increase the capacity of the Board</i>	Maintain a board size necessary to do the work	Board	█		
	Increase the number of Board meetings	Board	█		
	Recruit non-board members for committees	Board	█		
	Increase the level of board engagement in the leadership of LPCFC	Board	█		
	Utilize trainings and materials related to non-profit leadership and management	BD / Staff		█	→
	Complete a board assessment yearly to assess strengths and areas for improvement	BD / E. D.			→
	Focus the work of the Board on governance, planning and oversight of LPCFC	Gov Cmte	█		
	Expect every Board member to sit on a committee	Board	█		

Strategy: Increase Financial and Human Resources (Con't)

Goals	Tasks				
	Task	Who	2019	2020	2021
Goal 2: Staffing <i>Maintain a staffing level appropriate for the work</i>	Develop and approve a yearly staffing plan that reflects the level of work	E.D. / Exec Cmte			→
	Ensure that all staff (employees and contract staff) have up to date, accurate job descriptions and/or contracts	E. D. / Exec Cmte			→
	Conduct an annual review of the executive director	Exec Cmte			→
	Conduct an annual review of staff	E. D.			→
	Secure funding and hire additional staff for office administration and grant writing tasks	E. D. / BD			
	Review options for salaried vs. hourly staff and benefits	Exec Cmte			
	Provide staff development opportunities	E. D. / Staff			→
	Continue current AmeriCorps position	E. D.			→
	Add AmeriCorps position focusing on community engagement	E. D.			

Strategy: Increase Financial and Human Resources (Con't)

Goals	Tasks				
	Task	Who	2019	2020	2021
Goal 3: Financial Resources <i>Increase financial resources to ensure LPCFC's sustainability</i>	Develop a yearly funding plan that includes diversified funding sources	E. D. / Fin Cmte / Dev Cmte			→
	Develop and monitor yearly funding goals	E. D. / Fin Cmte / Dev Cmte			→
	Develop contingency plans for when funding does not meet projections	E. D. / Fin Cmte			
	Schedule regular Finance Committee meetings to review the financial position of LPCFC	Finance Cmte			
	Increase the involvement of the Development Committee in identifying and securing funding	Dev Cmte			
	Set yearly goals to Increase the operating reserve	Fin Cmte / Dev Cmte / BD			→

Strategy: Increase LPCFC's Organizational Ability to Achieve Its Mission

Goals	Tasks				
	Task	Who	2019	2020	2021
<p>Goal 1: Infrastructure</p> <p><i>Build up the infrastructure of the Board and committees</i></p>	Develop an accurate job description for the Board	Board			
	Develop job descriptions for the Development, Finance and Executive Committees	BD / Cmtes			
	Activate the Communications and Program Coordination committees and develop job descriptions	Cmtes			
	Add to the Executive Committee responsibilities personnel and Board governance	Exec Cmte			
	Increase the number of Board meetings to every other month	Board			
	Increase committee meetings to months the board does not meet	Cmtes			
	Schedule committee meetings at regular meeting times	Cmte Chair	→		
	Share committee reports at every board meeting	Cmte Chair	→		
	Develop and/or review fiscal and personnel policies yearly	Cmtes / BD	→		

Strategy: Increase LPCFC's Organizational Ability to Achieve its Mission (con't)

Goals	Tasks				
	Task	Who	2019	2020	2021
Goal 2: <i>Increase LPCFC's visibility and leadership in the Lincoln Park neighborhood</i>	Develop and fund outreach activities that reflect the program priorities of LPCFC	E.D. / Dev Cmte	→		
	Increase LPCFC's involvement in the business community in Lincoln Park through participation in the LP Business Group	LPCFC Representative		→	
	Utilize opportunities in the community and/or in LPCFC's programs to invite elected officials to interact with program participants and other community members	E. D. / BD	→		
	Continue to maintain and develop current and new partnerships	Staff / BD	→		

Acknowledgements: Thank you and miigwetch to:

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Melissa Meyer
Ben Small
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Renee Van Nett

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Ben Small - President
Becky Gamache - Secretary
Sue Griffith - Treasurer
Courtney Clark - Director
Deb Hernandez - Director
Mary E. Lee-Nichols - Director
Amy Lynn Niemczyk - Director
Renee Van Nett - Director

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