



2019-2021 STRATEGIC PLAN EXECUTIVE SUMMARY

In the winter of 2019 Person-to-Person (P2P) embarked on a strategic planning process intended to drive positive change while embracing continuity and providing a sharper focus to help people in times of need, whether in the form of financial assistance, food and clothing, or household necessities. The plan also includes opportunities to explore sustainability, expansion, and growth as new leadership transitions into the organization.

A Strategic Planning Committee (SPC) led the yearlong process and was comprised of 11 individuals who represented diverse perspectives and experiences from within the organization. Seven Board Members and four P2P staff members all shared their expertise, gave generously of their time, and worked together to create goals that will benefit P2P for many years to come. The SPC developed this plan with assistance from an experienced outside consulting firm, one that focuses almost exclusively on setting strategic priorities for nonprofits, The Strategy Group, LLC.

The Strategy Group, LLC conducted a comprehensive environmental scan, including an internal organizational assessment, 18 one-on-one interviews, four focus groups, a review of P2P's client data from two surveys conducted in the fall of 2018, and a staff survey. This data helped the SPC to assess the challenges and opportunities P2P will likely face in the future, and set the context for the choices reflected in the Strategic Plan. The SPC: (I) developed new vision, mission, and core operating values statements; (II) identified five strategic opportunities and related goals; and (III) created an action plan specifying a timeline for the work ahead.

The Plan was unanimously approved by the Board in June 2019 with some key priorities firmly in place:

1. P2P remains dedicated to being first in class in delivering high quality services to the residents of Stamford, Norwalk, Darien, New Canaan, Weston, Westport, and Wilton.
2. P2P is committed to future growth and expansion for the organization, but first financial stability must be achieved.
3. P2P will work to expand its geographic donor base outside of Darien.
4. P2P transitioned to a new Chief Executive Officer shortly after the plan was approved. This plan supports the work of the organization as she assumes leadership. As with any good plan, it should be flexible and open to change as she works with the staff and board, and new ideas and directions arise.



OUR VISION:

Educated, financially-stable,
and hunger-free homes for all.

OUR MISSION:

Person-to-Person provides individuals and families with assistance for basic needs to overcome daily challenges and access to resources to improve their lives.

OUR CORE OPERATING VALUES:

Community:
We honor the contributions
of all.

Service:
Service is the
heart of the
organization.

Integrity:
We are honest,
fair, responsible,
and ethical.

Respect:
We treat everyone
who walks through
the doors with
dignity.

Quality:
We are
committed to
what we do, and
we do it well.

STRATEGIC OPPORTUNITIES AND GOALS:

In keeping with the environmental scan's findings, and detailed conversations with the Strategic Planning Committee, Person-to-Person will focus on five key goals over the next three years:

- I. **Marketing/Communications** – To broaden community awareness and support for the essential services P2P provides.
- II. **Partnerships** – To expand and cultivate partnerships and collaborations to create economies of scale and collectively provide greater breadth and depth of services and support to families we serve.
- III. **Programming** – To strengthen program efficiencies that lead to increased client outcomes while incorporating client input and perspective.
- IV. **Talent Acquisition and Retention** – To attract and retain a committed, skilled, and diverse corps of staff and trained volunteers to achieve P2P's mission and to promote a culture where all feel appreciated and have an impact.
- V. **Fundraising** – To grow the donor base that enables P2P to secure resources to fully support its operating needs and provides for the future.