



# STRATEGIC PLAN

2023-2025

Nourishment. Connection. Dignity.

Approved November 2022



## Mission

Store to Door supports independent living for homebound seniors and adults living with disabilities in the Portland Metro area by providing food access, food security, social connection, and community support.

## Vision

Store to Door envisions our community to be an equitable and supported place where all seniors and adults living with disabilities are nourished, included, and can age with dignity in the setting of their own choice.

## Why we exist

According to 2022 estimates by the Multnomah County Aging, Disability, and Veterans Service Division (ADVSD), 18.3% of Multnomah County residents are 60+, 32% of this population live with disabilities, 20% of this population are people of color, and 22% of this population live at or below 185% Federal Poverty Level. Additionally, Oregon has the highest proportional LGBTQIA+ population of any state after the District of Columbia.

S2D increasingly serves marginalized and often overlooked populations – homebound seniors and adults living with disabilities of many demographics and identities. The majority of clients S2D serves live alone and on low incomes. These combined factors increase the risk of food insecurity, social isolation, decreased quality of life, and higher rates of preventable healthcare utilization costs or institutionalization. S2D clients experience barriers to food security and social connection due to age, physical, cognitive, and mental health disabilities, lack of access to transportation, low income, and isolation. These barriers and challenges are intersectional. In other words, these challenges often co-occur in the community we serve. Our strategic direction is to support independent living by deepening our focus on providing food access, food security, social connections, and community support.

## Our Equity Focus: Diverse. Included. Connected.

Store to Door began an equity journey nearly a decade ago. Our board made a commitment to equitable outreach in 2015. We established a Diversity, Equity, and Inclusion (DEI) team to focus our outreach efforts to underrepresented populations in our client base. With initial funding from individuals and philanthropic foundations, we established a foundational understanding of Diversity, Equity, and Inclusion within our organization. We focused on developing internal tools and policies to support culturally responsive service delivery. Specifically, we began to focus on building partnerships with community agencies representing diverse client populations and focused our client enrollment and recruitment to historically marginalized communities.

While initially focused on racial diversity, we have recognized the overlapping disparities of race, culture, poverty, gender and gender identity, age, sexual orientation, co-occurring chronic health conditions, social isolation, and disability. Improving the lives of older people intersects with disability justice, racial justice, gender justice, LGBTQ rights, economic justice, and every other freedom struggle. Too often, those experiencing intersecting identities are not equally supported by the social contract of our community. This plan addresses an intersectional approach to our DEI work. Rather than dedicating a single priority to our equity work, S2D will employ an equity lens as we plan, develop, implement and evaluate our policies, programs, or decisions.

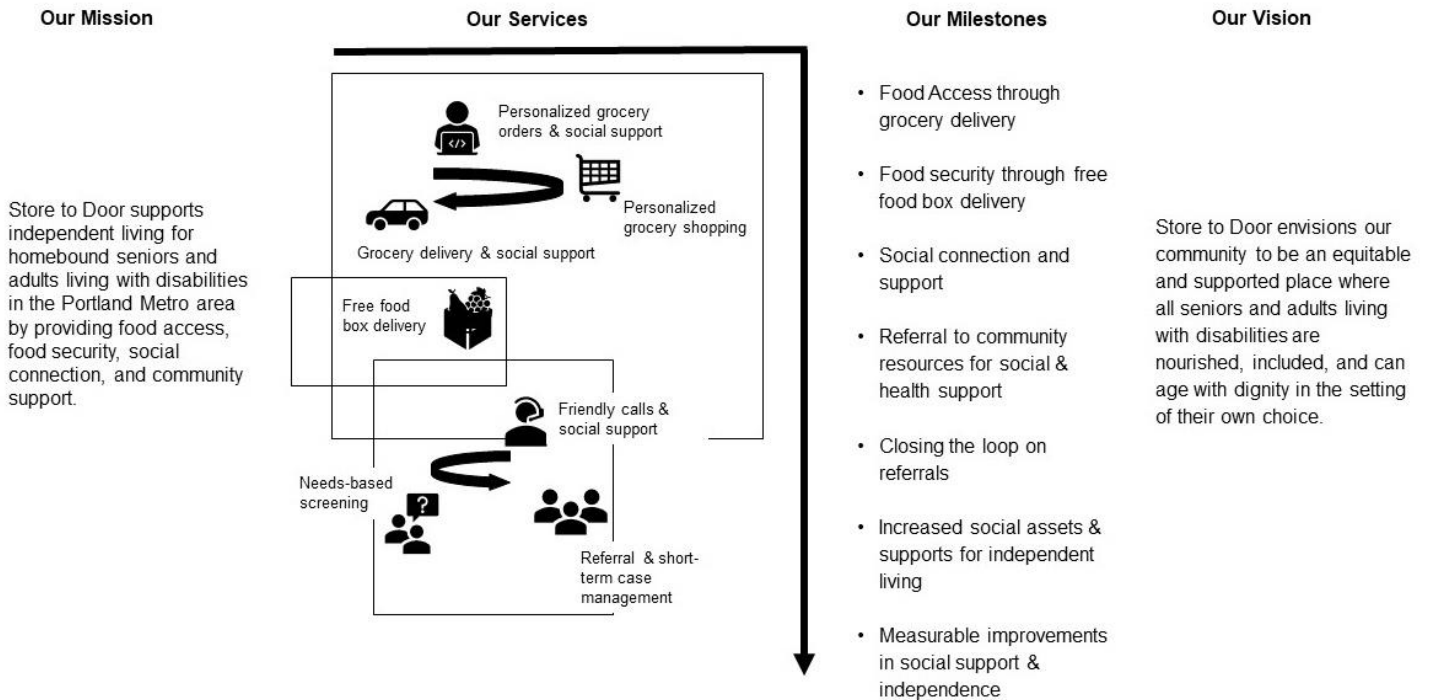
Our equity work will include the following overarching objectives:

- Develop data collection and evaluation systems that accurately describe and report on the intersectional diversity of clients served, volunteers, staff, board, and donor base.
- Build ongoing educational opportunities for the board, staff, and volunteers to expand our knowledge and skills in adapting our program to be culturally responsive to clients.
- Make information accessible about the challenges and process of aging in diverse and intersectional communities.
- Annually assess our progress in answering our program-level equity lens questions.
- Publish an annual DEI progress report on our website.

# How We Create Change

This strategic plan sets the direction of Store to Door and represents a transformation of our service delivery model. Since our inception, our organization's vision has been to contribute to a community where all seniors and adults with disabilities are nourished, included, and can age with dignity in the setting of their own choice. That vision has not changed. Through a volunteer-driven grocery delivery program, we historically supported food access and social connection for our clients. Along the way, we have informally made referrals for seniors needing support outside our scope of work.

In the last two years, we have seen a change in the clients enrolling in our program. Through focused outreach, the percentage of clients living on low or poverty-level incomes has increased. Today, over 70% of our clients live on incomes at 200% of the 2021 Federal Poverty Level or less. Approximately a third of our clients receive benefits through the Supplemental Nutrition Assistance Program (SNAP). Nearly 10% of our active clients are enrolled in Oregon's Project Independence (OPI). The challenges of these clients to remain independent have caused us to add two new program areas to our services. These new programs include a free Food Box Delivery program to address food security for our lowest-income clients and a Friendly Caller program. Out of these three program areas, we proactively identify clients' needs through screening, partnering with other agencies for referrals, and implementing a short-term case management program. Together the three interlocking programs create a new service model, as pictured below.



# Priority 1

## Ensure Access to Grocery Delivery for Diverse Communities

### Equity Lens Questions

What barriers to equitable access have we identified that relate to our grocery delivery program?

How have we dismantled barriers to equitable access in our grocery delivery program?

What progress have we made in changing the client demographics related to diversity, equity, and inclusion?

## Rationale

The core program of Store to Door is to provide cost-effective, timely, accurate, and personalized grocery delivery service to seniors and people living with disabilities in the Portland and Beaverton areas. Currently, our program operates out of two Fred Meyer locations. The two-store capacity provides a natural service delivery limit of 380-400 deliveries between the two stores each week. That delivery capacity will allow us to maintain a monthly active client base of 600.

Over the year, clients enter and exit our program for multiple reasons. A monthly active client base translates into over 700 unique clients served annually.

By continually improving our in-store efficiency, volunteer recruitment and retention, and maintaining positive relationships with the Fred Meyer staff, we can maximize the service delivery of our grocery delivery model. Further, by investing resources in targeted recruiting, we will continue to increase the diversity of our client base to include Black, Indigenous, and People of Color (BIPOC), LGBTQIA+, veterans, and other under-represented seniors and adults living with disabilities.

## Strategies

- Expand the diversity of our client base through partnership development and focused outreach.
- Maintain in-store teams with support from volunteer order-takers, shoppers, and delivery drivers.
- Continue to gather data from the program staff, Fred Meyer staff, and volunteers to innovate new strategies for continuous improvement.
- Establish a data collection and evaluation system that reflects program participants' diversity, satisfaction, and the program's impact.

## What Success Looks Like

We will maintain a monthly active client base of 600 who reflect our region's demographics.

We will provide on average 18,500 grocery deliveries on an annual basis.

## Priority 2

### Increase Food Security for Seniors Living in Poverty

#### Equity Lens Questions

Beyond an income threshold, how do we measure the diversity of clients served in this program?

What are we learning and applying to our program from our partnership with POBC Food Pantry as they serve marginalized communities?

### Rationale

National data such as "The State of Senior Hunger in 2020" concludes that the combined factors of age, disability, race, and poverty increase seniors' risk of food insecurity, hunger, isolation, and adverse health outcomes. COVID-19 has exacerbated these disparities. Our data demonstrate that in 2021, 32% of our clients used SNAP benefits, and 71% lived at 200% or below the Federal Poverty Level. The Food Box Delivery program, relaunched in 2021, will scale to meet the needs of our clients. This program is in partnership with the Portland Open Bible Church (POBC) Food Pantry. The POBC Food Pantry has an online ordering system customized to the weekly food available. Similar to our grocery delivery service model, volunteers call clients and help them customize a box with their choice of foods. Choice affirms our clients' dignity and independence while helping to ensure the least amount of food waste.

### Strategies

- Expand our partnership with the POBC Food Pantry to deliver 100-120 food boxes monthly to clients.
- Invest in communication strategies that give voice to the food security needs of the seniors we serve.
- Support the POBC Food Pantry staff to expand their capacity to provide food box deliveries to their homebound clients.
- Coordinate our activities with other food pantries, community groups, and government agencies to expand the model of food box delivery to homebound clients beyond our program.

### What Success Looks Like

We will maintain a Food Box program meeting the client needs of 100-120 low-income seniors and adults living with disabilities.

The POBC Food Pantry and other food pantries will replicate a model of volunteer-driven delivery of food boxes to homebound clients.

## Priority 3

Reduce Social Isolation and Increase Community Supports to Foster Independence

### Equity Lens Questions

Beyond an income threshold, how do we measure the diversity of clients served in this program?

What outcomes produced by this program demonstrate progress towards diversity, equity, and inclusion?

### Rationale

Store to Door has never simply been a grocery delivery service. From our inception, we have seen our program as fostering connection and supporting independent living. We have long recognized that social connection is essential to the health and wellness of seniors and adults living with disabilities. We also recognize that there are times when our clients need extra assistance beyond the scope of our program and expertise. The need for social support and active information and referral services came into sharp focus during the COVID-19 pandemic. As a new priority, we will provide information and referral assistance, short-term case management, and advocacy to our clients as we connect them to appropriate services and support.

This program expands, if not transforms, our service delivery model. The Store to Door information and referral model supports clients with social and health determinant needs outside our scope of services. In this program, we will partner with other community agencies and healthcare providers through the Connect Oregon technology platform powered by Unite Us. The new referral process will connect clients to healthcare and community service providers to streamline the referral process, foster access to vital services, and provide confirmation when social services are delivered.

### Strategies

- Improve our Friendly Caller program, including training, data support, operating protocols, and clear and measurable outcomes.
- Build a system that ensures closed-loop referrals to other social support agencies to support clients' social determinants of health.
- Through Connect Oregon, strengthen existing and develop new inter-agency partnerships with other social service providers to help seniors maintain independence.
- Continue to gather data from the program staff, clients, and volunteers to innovate new strategies for continuous improvement.
- Establish a data collection and evaluation system that allows us to build and report the program outcomes for our social support program.

### What Success Looks Like

We will address client needs through screening, making referrals, and supporting short-term case management for 200-300 clients annually.

Qualitative and quantitative evaluations will demonstrate that our program has helped seniors remain independent with agency and dignity.

# Priority 4

## Foster Opportunities for Volunteer Service and Connection

### Equity Lens Questions

How have we created opportunities for diverse communities to volunteer and support our programs?

What progress have we made in changing volunteer demographics related to diversity, equity, and inclusion?

## Rationale

Since our inception, Store to Door's strength has been the vibrant combination of staff members and volunteers. Our volunteers take orders from clients, shop, deliver orders and food boxes, and have friendly calls with clients. Our volunteers donate in excess of 20,000 hours annually, which is the equivalent of 10 full-time staff members.

Our volunteer-driven model, even during the COVID-19 pandemic, was resilient and effective. As we continue to grow, we must continue investing in and expanding our volunteer base by fostering opportunities and connections. Our interest is to recruit and retain volunteers to carry out our work and deepen the quality of volunteer engagement. We seek to provide volunteers with a more profound sense of satisfaction and fulfillment in their work to serve the community.

## Strategies

- Continue to foster deeper partnerships with corporations, businesses, and community groups to support their community engagement goals.
- Develop recruitment strategies to engage individuals and groups that broaden the diversity of our volunteer pool.
- Provide ongoing recognition, support, and engagement to volunteers and provide tools and training to deepen their volunteer experiences.
- Develop partnerships with other like-minded agencies to support community engagement.
- Broaden our community outreach with year-round volunteer tabling events with our corporate and community partners, and expand our presence at community events (e.g., farmers markets, street fairs, and volunteer fairs).
- Measure and report on increased volunteer retention, contributed hours, volunteer satisfaction, and demographics.

## What Success Looks Like

We will maintain a volunteer pool of 1,200 volunteers contributing 20,000 hours annually.

Individuals, Corporations and community groups will report the positive value of their volunteer partnerships with us.



## Priority 5

### Pursue Excellence in Our Operations

#### Equity Lens Questions

How do we create support for diversity, equity, and inclusion in decision-making, leadership, and program development?

What progress have we made in creating equity for differing racial, gender, sexual orientation, ability, and age groups?

What steps have we taken to ensure that open staff positions will be recruited from diverse labor pools?

### Rationale

Store to Door has experienced a decade of steady organizational growth that has allowed the agency to adapt its programs and expand during the COVID-19 pandemic. The nonprofit literature identifies underinvestment in systems to manage organizational growth, inadequate fiscal and program management, and failure to develop a strong workforce as significant internal threats to nonprofit stability. Thriving organizations defy the pressure to starve systems to keep administrative overhead artificially low. We will seek to stay within the benchmark range of 30-33% for administrative and fundraising costs to support a healthy organization. This level of administrative support will foster growth and performance.

### Strategies

- Continue to refine the program staffing structure to maximize the benefits of volunteer service without sacrificing quality, stability, and internal controls.
- Implement intentional succession planning and cross-training to establish operational continuity during staff transitions.
- Invest in strengthening our employee classification system, employee compensation and benefits, and providing staff development for all employees.
- Actively seek opportunities to improve our technology infrastructure to accommodate a hybrid remote work environment.
- Continue to invest in training and support to ensure that staff and volunteers expand their understanding and tactical skills to support diversity, equity, and inclusion.

### What Success Looks Like

Our operations will be a diverse, equitable, and inclusive workplace that recruits and retains a qualified workforce to ensure effective program implementation.

We will demonstrate performance, accountability, and transparency through program, finance, and cultural assessments and reports.

# Priority 6

## Broaden Our Community of Financial Support

### Equity Lens Questions

How do we create support for diversity, equity, and inclusion in our fundraising activities?

What steps have we taken to engage a more diverse donor base."

## Rationale

Store to Door has been built by a diverse community of supporters who have invested the financial resources to enable our success. Donations from individuals, corporations, and grants from grantmaking foundations enable our work. The significant growth in our programs and services demands that we accelerate the growth model of our activities. We will continue to explore the feasibility of increasing government funding to support our service delivery.

## Strategies

- Improve our donor database as a relationship management tool to identify donor patterns of giving to inform solicitations and strengthen donor relations.
- Combine online and in-person(?) fundraising to expand the financial support of individual donors.
- Strengthen our grant writing to focus on larger grants with multiyear partnerships and funding commitments.
- Foster deeper engagement with all donors through personal contact and donor cultivation events.
- Develop a strategy and communications materials to encourage proactive corporate donor support and matching gift programs.
- Continue cultivating government grants and contracts that support our mission and program goals.
- Strengthen our focus on external communications and public relations.

## What Success Looks Like

We will be demonstrating an annual operating margin to ensure fiscal strength and resources to sustainably fund the expansion of our program.

Board designated reserves and short-term savings will provide resiliency during uncertain economic times.

## Managing Opportunities

The success of Store to Door can be attributed in part to the ability of the executive team and board to stay responsive to opportunities and pursue new programs consistent with the organization's mission and vision. This capability was demonstrated during the COVID-19 pandemic. Throughout this strategic plan, we will concentrate our efforts on the concrete priorities identified in this document. However, we anticipate that as we progress toward the goals, we will continue to manage opportunities that arise. Specifically, we will employ seven opportunity management criteria to assist us in evaluating program opportunities:

1. Is the opportunity essential to expanding our core grocery delivery, social support, or information and referral programming?
2. Is the program opportunity aligned with at least one of the priorities of this plan?
3. Does the opportunity address a need that cannot be better served by a partner organization or in partnership with another organization?
4. Is there a clear pathway to sustainability for the program opportunity over the next 2-3 years that is net neutral or a positive revenue gain for our organization?
5. Does the program opportunity further our mission or build our capacity?
6. Do we have the resources (time, staff, and expertise) to ensure program success and quality without sacrificing our core strategic priorities?
7. What do we sacrifice by pursuing this opportunity?