

Strategic Plan 2024-2027 Summary

Helping Students in Need



**STUDENT
SUPPORT
NETWORK**



Student Support Network

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Mission

The Student Support Network provides food, basic necessities, and advocacy to support the well-being of Baltimore County Public School students in need.

Vision

Every student in Baltimore County Public Schools (BCPS) will arrive at school each day with the resources that enable them to focus on the education they deserve.

Diversity, Equity, and Inclusion Statement

Aligned with its mission and vision, SSN promotes equity by increasing access to supplies/services necessary for educational success to all students. We achieve equity by identifying and removing the obstacles underrepresented communities face in the pursuit of academic success. We acknowledge, highlight and embrace the diversity represented among our staff, volunteers, board members, key collaborators, and school partnership communities.

Our Planning Process:

The Student Support Network, its staff and volunteers were incredibly successful in meeting the needs of BCPS students and families during the recent pandemic. Large influxes of donations, significant expansions in volunteering and a very flexible business model enabled us to respond quickly and effectively to the great increase in need across Baltimore County. That need continues to increase, as do our efforts to assist those in need.

The Network entered its 2024-2027 Strategic Planning process recognizing, as is true for many nonprofits, the wind-down of both public and private support to that increasing need for our services. We also understood the toll those efforts have taken on the people and finances of the organization.

To that end, the 2024-2027 Strategic Plan celebrates the past successes and focuses on ensuring that we are a streamlined, effective and efficient business, able to address both predictable needs and customized needs of our students. With the energy and dedication of those who deliver our services and our donors' support, this plan aims to capitalize on the excellent reputation we have built and to ensure the long-term sustainability of the Network.

Two overarching objectives will drive our plan:

1. Review and enhance our structures and processes to ensure efficiency, effectiveness, scalability, and sustainability of our services for the long-run, and
2. Develop sufficient reliable and sustainable sources of funding, and the infrastructure to maintain that financial support.

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Our Key Organizational Pillar Goals:

The plan identifies four main sections of our business that will be focal points for our future work, and sets these pillar goals for the Network to achieve:

Governance & Infrastructure: Update and adopt key organizational structures, policies, and procedures by December 31, 2024. This will provide a solid structure with which to expand services to those in need, ensure smooth operation and provide a clear succession plan.

Advocacy: Maintain and enhance an advocacy committee that works to support the vision of the organization: that every student will arrive at school each day, equipped with the materials, nutrition, and peace of mind they need to learn and be well.

Fundraising: To enhance our entire fundraising effort and raise \$1 million annually in operational support by June 30, 2025. Ensure the Network retains a sufficient cash position to ensure that it is able to meet its commitments.

Programming: Create a programming plan that considers a broad standardization of services meeting essential needs, as well as the ability to serve select, essential customized services, by June 30, 2024, which can then be evaluated and measured throughout the 2024-25 fiscal year.

Strategic Goals and Action Steps

We will accomplish these pillar goals through the following work:

Governance & Infrastructure

- Review and update key organizational policies and procedures and establish a regular schedule of review for each by January 30, 2025.
- Fill the vacant Board Vice President role with an eye toward succession planning and future sustainability.
- Annually identify the goals, committee chairs, membership of Board committees and establish and fill any needed ad-hoc committees with their goals and membership by June 30, 2024. Set goals for board committees in conjunction with annual budget approval.

Advocacy

Review and enhance SSN's Advocacy structure

- Review the sustainability of our current advocacy model (i.e., volunteer run) and determine what additional support is required. As needed:

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- o Add staff to support the Committee
 - o Increase size and diversity of active committee
 - o Conduct succession planning for committee leadership
- Support efforts to increase access to the Summer SNAP for Children and the Supplemental Nutrition Assistance Program (SNAP), which reduces food insecurity by 30% and child poverty by 28%, improves health, and increases graduation rates.
- Advocate/educate regarding poverty and food insecurity. Engage in federal, state, and county advocacy efforts to improve the lives of students living in households with low incomes. Target audiences include legislators, decision-makers, leaders, and community members.
- Support BCPS with implementation of the Community Eligibility Provision (CEP), which allows schools to provide school meals to all students.

Programming

Review Network processes for supplying goods and services to schools and students and implement an updated model by December 2025.

- Develop a detailed definition for SSN's Operational Vision based on Board-approved proposal by September 2024
- Once the new operational vision is established, create a set of guidelines for growth of the network to ensure that the organization has a clear understanding of the requirements and the resources (Staff, volunteers, funding, etc.) necessary to support that growth by June 30, 2025.

Fundraising & Resource Generation

Develop improved structures and processes for planning and accomplishing development of sustainable revenue streams.

- Create and convene a new Development Committee of the Board.
- Hire a fundraising leader to assist the organization with development.
- Create a process that will allow for the receiving, acknowledging, and counting in-kind and all charitable support by June 30, 2024.
- Explore and ensure that the organization is prepared to receive planned gifts and incorporate that option in your fundraising efforts by December 31, 2024.
- Annually create a Communications Plan for fundraising by the end of July each year.
- Review and appropriately expand partnerships around gaining resources or referrals.