



EPISCOPAL CITY MISSION

2024 - 2027 Strategic Plan



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This table of contents provides an overview of the key sections covered in this document, outlining the comprehensive approach ECM is taking to fulfill its mission and serve the community.

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Message From Our Executive Director



Episcopal City Mission's 70th anniversary is not just a milestone; it's a testament to our enduring commitment to creating positive change. As we look ahead, we are determined to make an even greater impact on the lives of children impacted by the juvenile justice system. Our journey continues with renewed purpose and a steadfast dedication to building a brighter future for those we serve.

I am thrilled to announce the launch of Episcopal City Mission's 2024-2027 Strategic Plan, a roadmap that builds upon our organization's 70-year legacy of impactful service. This milestone year not only celebrates our past achievements but also propels us forward with renewed vigor and purpose.

Our strategic plan is the result of extensive stakeholder engagement and insightful feedback, reflecting our commitment to enhancing our impact in the community. It embodies our collective aspirations, guiding us toward a future where we can do more, reach further, and make a lasting difference.

Whether you are familiar with ECM, already actively participating, or new to our organization, I invite you to review the goals and strategies included in our report. Your active participation in implementing this plan is invaluable as we work together to achieve our mission.

Thank you for your dedication, passion, and unwavering support. Together, we will continue to make a meaningful difference in the lives of those we serve.

Warmest Regards,

A handwritten signature in black ink that reads "Nathan".



About ECM

As we embark on a new chapter in Episcopal City Mission's journey, it's important to reflect on our storied history and the transformative impact we've had on countless children in the juvenile justice system. Our legacy of compassion and dedication has guided us through challenges and successes, shaping us into the organization we are today. As we look to the future, we are excited to build upon this foundation, embracing innovation, collaboration, and a steadfast commitment to our mission. Join us as we continue our mission of making a positive difference in the lives of those we serve.



History

ECM's history traces back to 1894 when Charles Holmes initiated pastoral care at St. Louis City institutions, leading to the formation of House Missions. By the 1950s, it evolved into Episcopal City Mission (ECM), focusing on "court-involved" youth in the community. Today, ECM continues its commitment to chaplaincy, offering support and programs like "Hope and Healing" to children in the juvenile justice system.

The Future of ECM

Looking forward, ECM is poised to embrace new opportunities and challenges, guided by our core values of support, hope, and healing. Our vision for the future is one of expanded reach, innovative programs, and strengthened partnerships. Together, we will continue to make a difference in the lives of vulnerable youth, fostering resilience, empowerment, and positive change.



ECM Mission & Beliefs



Our Beliefs

- We believe that all children deserve a second chance.
- We believe in the healing promise of God's presence.
- We believe in providing a safe environment, free from judgment.
- We believe children aren't disposable and are worth our time and attention.
- We believe the children we serve are more than the worst thing they have done.
- We believe being there, providing a ministry of presence, is healing.
- We believe the calming presence of our chaplains reassures the children that someone cares about their spiritual well-being.

Our Mission



Providing support, hope, and healing for children in the Juvenile Justice System.

Strategic Planning Goals

Throughout our strategic planning process, we prioritized three key principles: equity and inclusivity, robust board engagement, and setting realistic and impactful goals. These principles served as guiding lights, shaping our approach and decisions to ensure a more inclusive, effective, and impactful plan.



Inclusivity and Equity

By fostering inclusivity and equity, ECM aimed to incorporate diverse perspectives, ensuring a well-rounded and representative strategic vision.



Board Engagement

ECM's focus on board engagement was paramount, fostering collaboration and commitment at the leadership level.



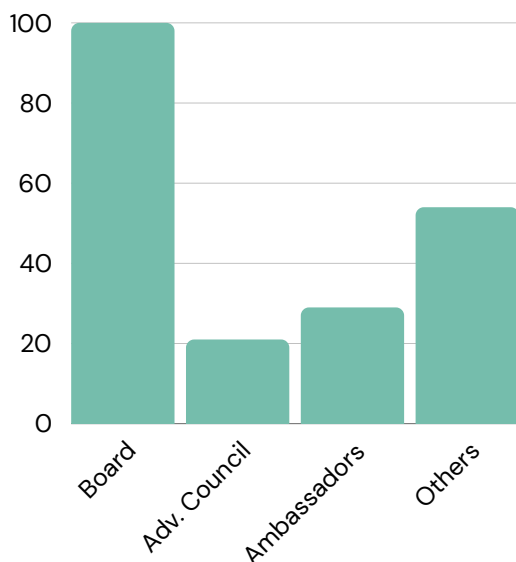
Realistic Goal Setting

Realistic goal setting ensured that the strategic plan is not just visionary but also achievable, laying the foundation for tangible outcomes.

Stakeholder Engagement



At the heart of our strategic planning process was robust stakeholder engagement. We recognize the invaluable insights and perspectives that our stakeholders bring, including our esteemed board members, dedicated staff, volunteers, supportive funders, and the essential detention center staff. Through surveys, interviews, and collaborative discussions, we aimed to harness the collective wisdom and experience of our stakeholders. Their input not only informed our strategic goals but also strengthened our commitment to transparency, accountability, and meaningful impact.



100%

Board Participation Rate

Notes :

ECM engaged board members through several planning meetings (including the annual planning meeting) and via a board questionnaire. Other stakeholders, were engaged through surveys and interviews.



"I strongly believe in the effectiveness of ECM in reaching troubled youth who still have a chance to change their direction. We show them that there is hope, that they are capable of changing their trajectory, and that there are good people in the world that want to help them achieve success."

--ECM Strategic Plan Survey Respondent

ECM 2024-2027 Goals

At A Glance

Expand Services and Mission to Support Youth Impacted by the Juvenile Justice System

Goal No. 1

Improve Funding Strategies and Diversification

Goal No. 2

Foster Strategic Partnerships with Key Stakeholders

Goal No.3

Implement Robust Tracking and Outcome Measurement Systems

Goal No.4

Develop and Implement Marketing and Communication Strategies

Goal No. 5

Strengthen Volunteer Engagement

Goal No. 6

Enhance ECM Staff Training and Development Program

Goal No. 7

Leverage Technology to Optimize Operational Efficiency and Effectiveness

Goal No. 8

ECM Goals and Strategies



As we embark on the journey of expanding our services and mission to better support youth impacted by the juvenile justice system, we are guided by a profound sense of purpose and responsibility. Our goal is clear: to create a more comprehensive and impactful approach that addresses the multifaceted needs of these vulnerable youth.

Expand Services and Mission to Support Youth Impacted by the Juvenile Justice System

Goal No. 1

- Develop a "Send Off" Resource Letter/Guide for Youth Exiting Detention Center
- Partner with Local Service Providers to Enhance Programs
- Pursue New and Innovative Ways To Support Youth In and Exiting Detention Center
- Update Mission Statement to Reflect Potential and Future Opportunities
- Consider Updating ECM's Name to Reflect Current and Future Opportunities

ECM Goals and Strategies



Securing sustainable funding is paramount to ensuring the continuity and growth of our mission-driven work. Our goal to improve funding strategies and diversification underscores our commitment to financial resilience and resource optimization. By exploring innovative funding sources, cultivating strategic partnerships, and diversifying our revenue streams, we aim to strengthen our financial foundation and expand our capacity to serve those impacted by the juvenile justice system.

Improve Funding Strategies and Diversification

Goal No. 2

- Develop a Comprehensive Funding Plan
- Establish strong and meaningful relationships with existing and potential donors, supporters, and stakeholders
- Engage Board and Volunteers In Fundraising Campaigns
- Explore Creating a Grant Writer Position

ECM Goals and Strategies



PARTNER SHIP

In our pursuit of excellence and meaningful impact, we are dedicated to fostering strategic partnerships with key stakeholders and implementing robust tracking and outcome measurement systems. These goals represent crucial pillars of our strategy, designed to enhance collaboration, accountability, and effectiveness across our initiatives.

Foster Strategic Partnerships with Key Stakeholders

Goal No.3

- Develop and/or Maintain a Comprehensive List of ECM Partners
- Formalize Partner Relationships
- Identify New Partnerships

Implement Robust Tracking and Outcome Measurement Systems

Goal No.4

- Develop and Implement an ECM Metrics Score Card
- Conduct and Report Regular Data Analysis

ECM Goals and Strategies



At the heart of our mission lies the imperative to effectively communicate and engage with our community, stakeholders, and partners. Our goal to develop and implement marketing and communications strategies is a vital step towards amplifying our reach, impact, and visibility.

Develop and Implement Marketing and Communication Strategies

Goal No. 5

- Increase Visibility and Awareness About ECM's Mission, Programs, and Impact
- Expand Reach and Engagement with a Broader Audience
- Reinstigate the Creation and Issuance of an ECM Annual Report
- Establish a Communications Internship Program

ECM Goals and Strategies



Volunteers are the lifeblood of our organization, bringing invaluable skills, passion, and dedication to our mission. Our goal to strengthen volunteer engagement reflects our commitment to harnessing the power of community involvement and collaboration. By enhancing our volunteer programs, providing meaningful opportunities for engagement, and recognizing the contributions of our volunteers, we aim to create a vibrant and supportive volunteer ecosystem.

Strengthen Volunteer Engagement	Goal No. 6
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- Strengthen ECM Board Engagement and Effectiveness

- Reengage the Parish Ambassadors

- Clearly Define Advisory Council Role and Reengage

- Hold Volunteer Recognition Annually

ECM Goals and Strategies



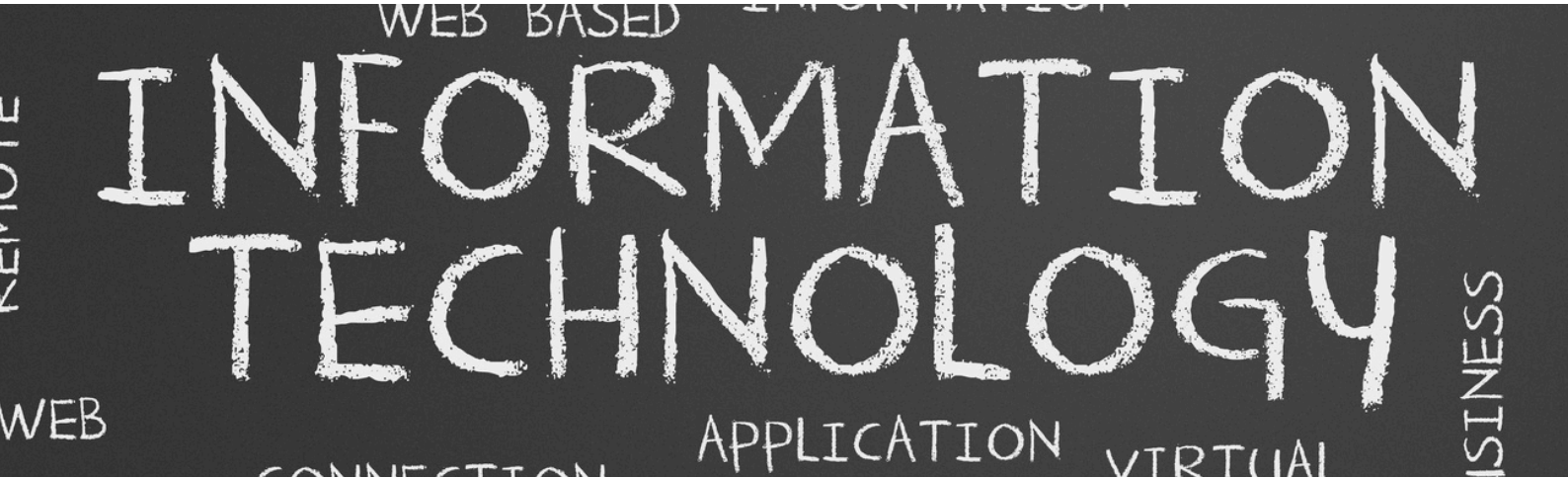
At ECM, we recognize that our staff are our most valuable asset. Our goal to enhance the ECM staff training and development program reflects our commitment to providing our team with the tools, resources, and opportunities they need to succeed. By investing in comprehensive training programs, professional development opportunities, and ongoing support, we aim to empower our staff to reach their full potential and deliver exceptional services to our community.

Enhance ECM Staff Training and Development Program

Goal No. 7

- Develop and Implement a Chaplain Handbook
- Reinstigate the ECM Annual Staff Retreat
- Provide training and professional development opportunities to staff
- Develop a Structured Employee Appreciation Strategy
- Develop a Succession Plan for Key ECM Staff Positions
- Enhance the Wellbeing of ECM Staff

ECM Goals and Strategies



In an increasingly digital world, leveraging technology is essential for organizations to optimize operational efficiency and effectiveness. At ECM, our goal is to harness the power of technology to streamline processes, enhance communication, and improve overall productivity. By adopting innovative solutions and embracing digital tools, we aim to create a more efficient and responsive organization that can better serve the needs of our community.

Leverage Technology to Optimize Operational Efficiency and Effectiveness

Goal No. 8

- Complete an IT Audit to Determine Needs
- Implement G Suite or a Similar Platform for Email and Cloud based Needs
- Implement an Online Communications Platform to Enhance Internal Communications
- Implement an Electronic Recordkeeping System

ECM Staff

At ECM, our dedicated team of staff plays a vital role in fulfilling our mission to provide support, hope, and healing to children impacted by the juvenile justice system. Each member of our staff brings unique skills, experience, and passion to their role, contributing to the success of our programs and initiatives. Get to know the individuals behind ECM's impactful work and their commitment to making a positive difference in the lives of youth and families in our community.



Nathan T. Ivy, MA
Executive Director



Percy Kaylor
Office Manager



Min. Norman Malloyd, Jr.
Chaplain



Rev. Deborah Burris
Chaplain



Rev. Kevin Aldridge
Chaplain

ECM Board of Directors

The Episcopal City Mission (ECM) Board of Directors is a dynamic and committed group of individuals who provide strategic leadership and guidance to advance our mission. Comprising diverse backgrounds and expertise, our board members bring a wealth of experience in areas such as nonprofit management, juvenile justice, community engagement, fundraising, and advocacy. Their collective wisdom, dedication, and vision are instrumental in shaping ECM's direction, ensuring we effectively support and empower children impacted by the juvenile justice system.

● Mary Ann Moore, Board Chair

● Joshua Schafer, Treasurer

● Elizabeth Hines, Secretary

● Steve Alagna

● The Rev. Tom Albinson

● Donna Baudendistel

● Steve Crock

● The Rev. Shug Goodlow

● Lisa Gould

● Timothy Grosch

● Harry Moppins

● Leanne Rahe

● Pam Stanfield



EPISCOPAL
CITY MISSION

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