

Strategic Plan 2023-2025

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Our Mission

To provide a pathway to economic stability through employment and retention services.



Our Northstar

We create opportunity and dignity through employment so that everyone in our communities can THRIVE.

Our Values

T H R I V E

TEAMWORK

We all achieve more when we collaborate & work together.

HEART

We are committed to kindness and empathy.

RESILIENCE

We look at challenges as opportunities to learn and grow.

INTEGRITY

We are honest, ethical, and trustworthy.

VISION

We purposely plan for the future.

EMPOWER

We lift each other up and extend respect and responsibility to everyone.

Strategic Plan 2023-2025

Atlanta
Augusta
Dallas
Los Angeles
Nashville
Orlando
Philadelphia
San Bernardino
Southern New Jersey

Mission/Retention Services

Strategy: Deepen and Broaden Our Impact on the Lives of the Individuals we Serve.

Goal: -Continue to improve support programs to facilitate job retention.

Action 1: Research retention support trends and explore innovative concepts to execute including housing, financial empowerment, social inclusion, and training/upskilling.

Action 2: Incorporate innovative coaching and client mindset shift strategies into organizational values and all client interactions.

Action 3: Increase 90-day retention rates in each market by 5% year over year.

Action 4: Standardize, analyze, and enhance data collection, particularly focused on all interventions and impact; develop and execute a rigorous measurement strategy.

Outcomes

- Expansion of a scalable and replicable Retention Services model to all First Step markets by 2026.
- Develop and execute a Housing Pilot program in Atlanta and Philadelphia in 2023 and scale nationally by 2026.
- Increase retention and permanent placement numbers by a minimum of 10 percent.

Financial Services

Strategy: Increase revenue and gross margin year over year.

Goal: Effectively employ our financial and operational resources.

Action 1: Transparency: Continue to improve and implement transparency and credibility by strengthening financial policies and controls in the budget process.

Action 2: Conduct expense/vendor analysis and assess need for new partnership models.

Action 3: Invest in a national sales team to expand the national customer base, including expertise in Vendor Management Systems/Managed Service Provider programs.

Action 4: Continue to build local and national philanthropic partnerships.

Outcomes:

- Increase revenue and gross margin by 5% year over year between 2023 and 2026.
- Single customer concentration at or below 20%.

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Operations

Strategy: Build a Sustainable Organization

Goal: Develop and refine organizational competence to support continued growth and sustainability.

Action 1: Develop a structured learning and development strategy with a focus on leadership, inclusion, and organizational culture.

Action 2: Engage in organizational culture-building assessment, strategy & activities.

Action 3: Focus on safety as a key metric for improvement.

Action 4: Provide training and change policies to support a trauma-informed workplace.

Action 5: Identify and evaluate new markets for expansion into 2023-2026.

Action 6: Develop and execute an inclusive leadership recruitment strategy.

Outcomes

- Cultivation of a learning environment in which staff and leadership are challenged to enhance their existing skill level and are accountable for enhancing skills.
- Saving from reduced Worker's Compensation claims and an enhanced client work experience.
- Enhance client experience and outcomes through trauma-informed practices.
- Expansion into 1-2 new markets annually between 2023 and 2026.
- Source top talent to lead and manage ongoing organizational growth and excellent service delivery.

Outreach & Communications

Strategy: Enhance brand awareness through Community Engagement, Branding, Marketing, and PR.

Action 1: Establish brand and digital footprints with high-end marketing materials that reflect the excellence of the organization.

Action 2: Study digital analytics and refine marketing and communications based on user data.

Action 3: Establish formal communication and outreach mechanisms to keep partners abreast of First Step happenings.

Outcomes

- Enhances the brand of First Step across all geographical areas it serves.
- Generates leads and increase referral rate for First Step customers and clients.