

2020-2023 Strategic Plan



St. Francis House

*CREATING NEW FUTURES FOR WOMEN
AND FAMILIES WITH CHILDREN*



Table of Contents

- Table of Contents 2
- Executive Summary: 3
- Introduction 4
- Background: 4
- What We Do:..... 5
- What We Know:..... 6
- Opportunities for Impactful Change 9
 - Community-Impact Goals:..... 9
 - Organizational Structure Goals: 10
- Strategic Action Plans 10
 - Impact - Goal 1: Work at both systemic and frontline levels to address community issues related to homeless women and families with children homelessness, and create measurable impact on both populations and related issues..... 10
 - Impact - Goal 2: Become a leader within the nonprofit community in Gainesville. 11
 - Impact - Goal 3: Increase public awareness of St. Francis House, Inc. 12
 - Structure - Goal 4: To attain financial stability in the next 3 years, with 3-6 months of operational expenses in reserves..... 13
 - Structure - Goal 5: Move to a new and larger facility..... 14
 - Goal 6: Improve internal training and communications for staff and board members..... 14
- Conclusion 17



St. Francis House

Executive Summary:

St. Francis House Inc. has served our homeless and hungry in Alachua County since 1980. Over the years, to best meet community needs, the organization expanded its mission from only serving meals to also providing shelter for single men and women. Later still, the mission evolved into serving meals and only sheltering women and families with children.

As organizations with similar missions arose, St. Francis House Inc. found itself falling a bit into the background in the minds of local government agencies and the community at large. Meanwhile, families with children and women continue to struggle with homelessness in Alachua County. Families, in particular, are the hidden or invisible homeless population because they are not typically seen on the streets and associated with homelessness.

Fortunately, St. Francis House Inc. (SFH) is uniquely positioned to help women and families with children in the community through its partnerships, the resources the organization provides, and its case management expertise. As a result, and as a way to better distinguish SFH from other similar local organizations, St. Francis House Inc. plans to strengthen its impact on homeless women and families with children in particular. We will ensure the population of homeless men the organization also serves is provided for through new and/or expanded partnership with other local agencies.

Crises that impact housing stability for women and families with children in the area may never be fully preventable. However, St. Francis House Inc. can work to ensure homelessness is brief and one-time, the public is informed and engaged on the issue, and those that do experience homelessness are provided tools and resources needed to achieve housing stability and self-sufficiency.

This Building Strategic Plan is based on SFH staff knowledge; guest experiences; and expertise from partner organizations, community agencies, and homeless initiatives in other locations. Thus, increasing the ability of St. Francis House Inc. to deliver measurable and meaningful results for homeless women and families with children in the community in four key ways:

- Aligning the organization's resources around common goals and strategies.
- Supporting the organization's ability to make strategic choices.
- Creating more effective communication regarding services SFH provides.
- Strengthening the organization's accountability framework.

Introduction

Mission: To provide women and families with children tools to achieve permanent and stable housing.

Vision: We envision a time when no women or families with children in our community are sleeping outside or in a car, when timely and affordable housing solutions are available for all families with children and women, and when our community is informed, engaged and supportive of all local homelessness initiatives.

Core Values: The following values and subsequent principles represent the ideals and core principles of St. Francis House Inc. These standards of behavior and service are reflected in every decision we make about how to best serve the homeless in our community, including when approaching this Strategic Plan.

Guiding Principles of Behavior:

- Compassion
- Dignity
- Respect

Guiding Principles of Service:

- Individualized
- Comprehensive
- Innovative
- Targeted

Background:

St. Francis House, Inc. has served the homeless and hungry of Alachua County for 40 years. It was established in Gainesville, Florida by Father Baker in 1980. His initial goal was to provide meals to hungry University of Florida students. It was soon realized that many in the lunch line were not students but, in fact, hungry homeless people. Consequently, our mission quickly expanded to serve the needs of all hungry and homeless in our community. To meet this community need, Father Baker relocated to a small frame house near the current location. Meals were prepared in the kitchen and then served to the homeless and hungry on a daily basis.

In 1990, St. Francis House moved to its current downtown location and expanded its services to include overnight shelter for homeless men and women. The larger building also included a day center for unsheltered individuals; offering showers, computer access, and a common area for social gatherings.

St. Francis House purchased Sunrise Residence Inn from a private owner in 2000, and subsequently became St. Francis House Inc. The Sunrise Residence Inn program provides permanent housing for working individuals who are homeless, have low income, and/or non-working individuals receiving SSI/SDI (Supplemental Security Income or State Disability Insurance). Through individualized success plans, the case management team connects program participants with educational, health, and career resources in our community to assist them on their path to a new future and self-sufficiency. The residents at Sunrise also work closely with case managers to access unearned income in the form of housing vouchers, food stamps, and SSI/SDI as appropriate. Through the close collaboration with Alachua County Housing Authority, all but 2 of the 33 units are tied to housing vouchers. This

streamlines the process for individuals entering the program. Over 90% of program participants have remained housed at Sunrise Residence Inn for 10 years or more.

In 2013, St. Francis House, Inc. shifted the focus of its emergency shelter services at its downtown location. While continuing to provide meals and essential items for unsheltered homeless individuals, the downtown shelter transitioned into an emergency shelter for women and families with children. Services included intense case management, three daily nutritious meals and access to essential needs in a safe and secure environment. The case management team also connects families with children and women with educational, health, and career resources in the community, and accessing unearned income in the form of housing vouchers, child care vouchers, food stamps, WIC, SSI/SDI, etc. as appropriate.

In an effort to solidify this commitment to women and families with children, the organization collaborated with Catholic Charities Gainesville to accept the responsibility of ownership and management of Arbor House in 2013. The Arbor House program currently provides affordable transitional housing in a communal living environment for homeless, very-low, or low-income single working: women, pregnant women and mothers. There are 13 rooms available for residents and communal areas, that include bathrooms, kitchens, breezeways, a fenced playground, and family rooms. The Arbor House program is designed as a transitional facility to stably house program participants for 1-2 years and provide the case management and support systems needed to secure permanent independent housing in the future.

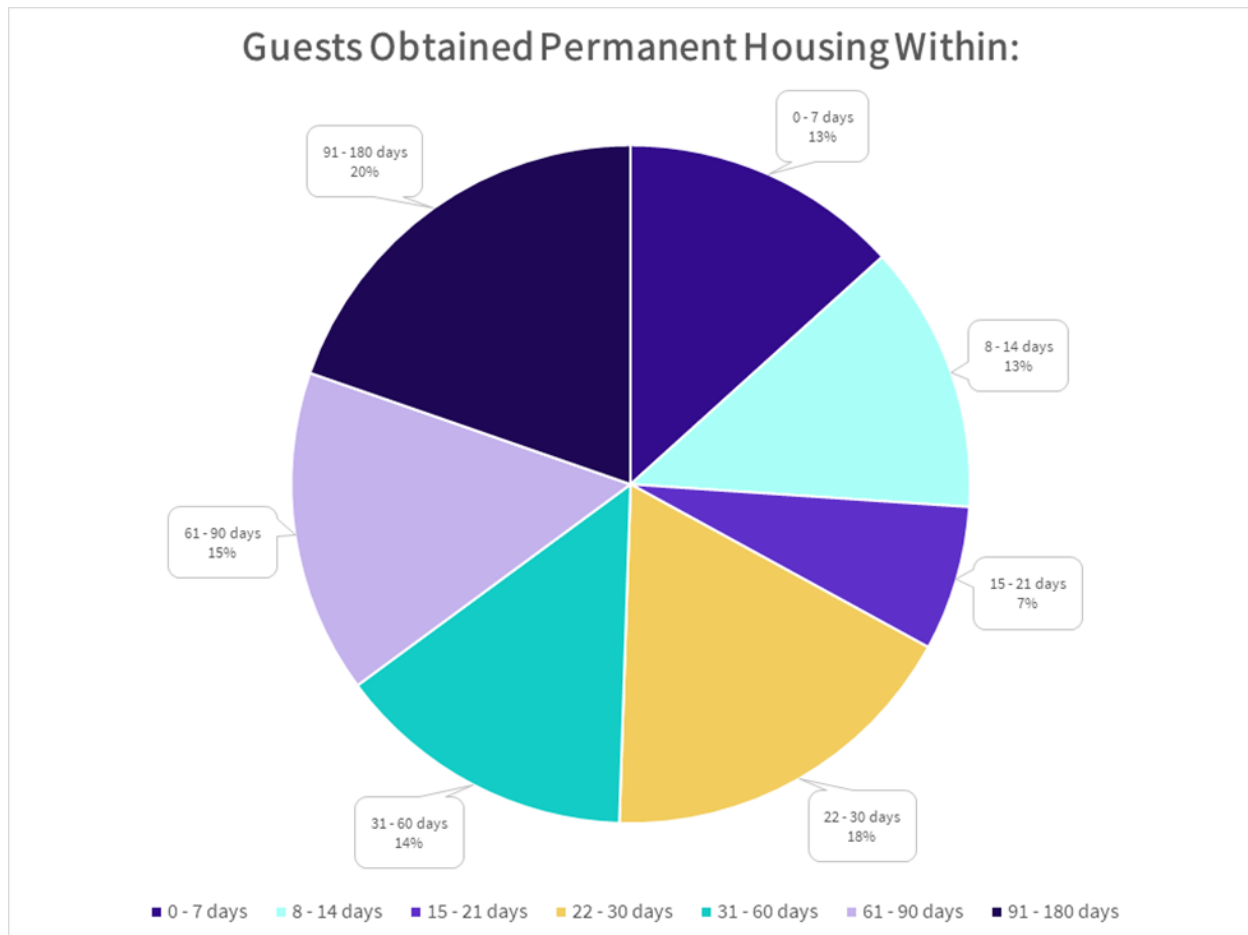
What We Do:

In the past 7 years St. Francis House Inc. has assisted 10,496 homeless individuals (single individuals, parents, and children combined), provided 554,693 meals, and assisted with 1,004,556 services (clothing, case management services, etc.) Within the last year the main family shelter downtown has served 71 families, consisting of 299 adult parents and 174 children, housed 14 families in the transitional housing program at Arbor House, helped 23 families find housing through the HOMES program, and housed 33 single men and women at Sunrise Residence.

Of the reported homeless families served by St. Francis House Inc., 84% were local, from Alachua County. Families made up 85% of all St. Francis House, Inc. guests, 55% of all guests were children, and 81% of those children were under the age of 12. The remaining guests were single women and single men (respite only), at 9% and 6% respectively.

The rate of recidivism has remained low with 97% of homeless families and 80% of single adults receiving housing case management through St. Francis House Inc. remaining housed one year after exiting the program. Approximately 88% of program residents were experiencing homelessness for the first time.

On average over the last year, 65% of St. Francis House residents are able to obtain permanent housing within 60 days of entering the program. Just over a quarter of program residents are able to obtain housing within 2 weeks, with just less than a quarter needing 91-180 days



In the past year, St. Francis House provided the following emergency services:

- 96,884 basic needs (hygiene products, clothes, laundry, etc.)
- 126,356 services through case management, community referrals, etc.
- 61,970 meals - breakfast, lunch and dinner for shelter residents and daily public brunch meals.
- 53 nights of safe Cold Night or Severe Weather Shelter during 2020 to 157 unsheltered homeless individuals.

What We Know:

Lack of affordable housing is the primary self-reported cause of homelessness for guests at Francis House Inc., followed closely by lack of earning a livable wage, and having one or more unplanned financial burden/s that ultimately left the family or individual without a home.

According to the [U.S. Census Bureau, 2015-2019 and 2019 American Community Survey](#), 52.7% of renters in Alachua County reported paying more than they can afford in rent. A noted [43% increase](#) in unemployed workers in the county from the start to the end of 2020, was most likely attributable to COVID-19.

Likewise, according to the [American Community Survey](#), in 2018 it was reported that approximately 19% of households in Alachua County were classified as earning below the Federal Poverty Level and

35% of households qualified as ALICE (Asset Limited, Income Constrained, Employed) households, that is, households with income above the Federal Poverty Level but below the basic cost of living.

Although [evictions were down in Alachua County in 2020 from 2019](#) (most likely due to the National Eviction Moratorium due to COVID 19), the unemployment rate in Alachua County [grew](#) from 2.9% in January 2020 to 4.5% in December, peaking at 8% for the months of April and May. It is conceivable that this may have caused unrecorded or under-counted spikes in homelessness in the area due to the time of year in which it occurred.

Housing accessibility is also a self-reported issue. Although currently exact data on the matter is not collected (or was not found), anecdotal evidence has indicated landlords in Alachua County are hesitant to house homeless families and individuals, in part likely due to the misperception that housing history is an indicator of rent payment sustainability, but also possibly personal experience with past tenants and the costs associated with missed rent payments, potential repairs, possible evictions, and in finding new tenants.

Homeless Rates of Families with Children in Alachua County and the Surrounding Area

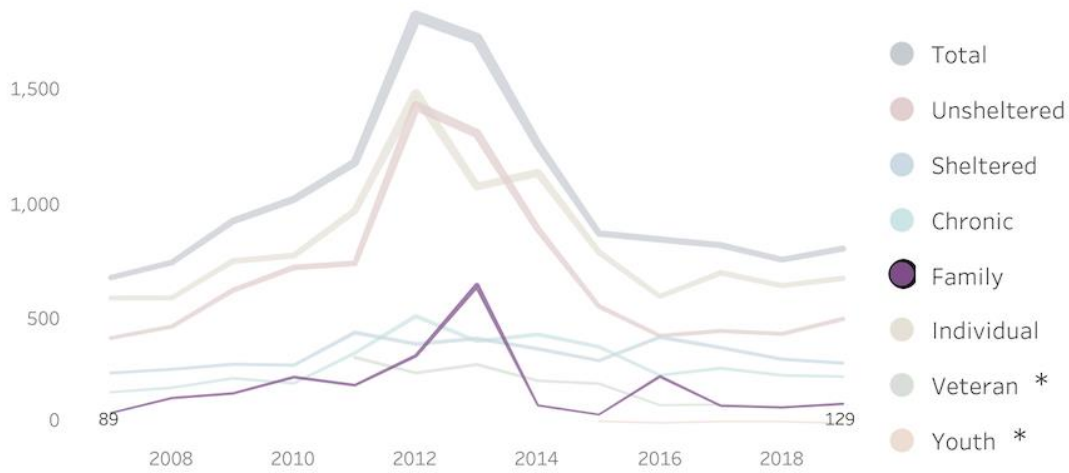
In general, accurate data for homeless individuals and especially families, is hard to collect. As homeless counts are self-reported, many families do not want to report they are homeless. There are multiple reasons for this, some of the most common being; fear of having their children taken from them, social stigma, domestic violence, and fear of losing their job. There are two methods used in an attempt to count the local homeless family population.

HUD Counts

One method for data collection is through the US Department of Housing and Urban Development's (HUD) annual Point-in-Time count of the homeless which includes homeless families. The [HUD definition](#) of homeless is an individual or family who lacks a fixed, regular, and adequate nighttime residence, i.e., has a primary nighttime residence that is a public or private place not meant for human habitation; or is living in a publicly or privately operated shelter. The [annual Point-in-Time count](#) is a count of sheltered and unsheltered people experiencing homelessness on a single night in January. Organizations use that number to make an educated guess as to how many homeless individuals are in an area on average on any given night, however because it only happens once a year it can be hard to make broad assumptions.

The annual HUD Point-in-Time count does not include children and its accuracy has been questioned, particularly with regards to families. However, the data collected is one indicator St. Francis House Inc. is able to consider when looking at current community needs with regards to the homeless. According to this particular data, the number of self-described homeless families in Alachua County during the annual count has just slightly increased in recent years (through 2019), with 129 reported in 2019.

CoC Homelessness by Population Gainesville/Alachua, Putnam Counties CoC'



Sources: US Department of Housing and Urban Development, US Census Bureau

McKinney Vento Counts

Many working locally on the issue estimate that most homeless families are identified through the second method of counting. Subtitle VII-B of The McKinney-Vento Homeless Assistance Act authorized the federal Education for Homeless Children and Youth (EHCY) Program and is the primary piece of federal legislation related to the education of children and youth experiencing homelessness. McKinney-Vento defines homeless children and youth as individuals who lack a fixed, regular, and adequate nighttime residence. The interpretation of this legislation recognizes families that cannot afford their own housing may have no other option but to stay in someone else's home on a temporary basis, often meaning that they may be doubling or tripling up with other families instead of having a home of their own.

Alachua County Public Schools collects McKinney-Vento homeless numbers and affords St. Francis House Inc. a second option for data to identify homeless families with children in the area. For the 2018-19 school year there were around 575-600 families identified that qualified as McKinney Vento. For the 2019-20 school year there were roughly 558 families, and approximately 1,048 students in Alachua County. As of halfway through the 2020-21 school year, there were 305 McKinney-Vento eligible families and over 600 individual students identified as of January 5, 2021. Of these, approximately 13% also met the HUD definition of homeless.

Despite questionably accurate data, the combined number of homeless families with children in this area annually is at least 600, six times the amount the St. Francis House Inc. most recently served.

Homeless Rates of Women in Alachua County and the surrounding area

The number of homeless of women in Alachua County is also difficult to accurately count. However, according to the annual HUD Point-in-Time count there were at least 506 women (without children) identified for the 2019 count and at least 207 women identified in the 2020 count. COVID-19 may have

played a role in the jump between the two years, however since the method of collection is a count on a single day of the year (during the winter), there might be various other factors for the perceived drop in count numbers year over year.

St. Francis House Inc. was able to serve approximately 129 women in the last year. More data is needed to accurately analyze the significance of this impact when comparing the total number served by SFH to the total number of women that experienced homelessness in Alachua County in 2019.

Opportunities for Impactful Change

Community-Impact Goals:

It has been identified that over the years St. Francis House Inc. has lost some credibility among the other local nonprofit organizations and has lost some of the ties/input with the city. The organization has been a bit forgotten by the general local community and those that are familiar with the organization at least by name, often have a hard time describing accurately the services the organization provides. This is in part because St. Francis House Inc. does a little bit of everything, possibly to the organization's own detriment by spreading its very limited resources so thin that it hinders opportunities for growth.

When evaluating all the services St. Francis House Inc. provides, it was identified the organization is best at helping families with children and women move into permanent housing. Of the women and families with children housed through SFH, 97% remain stably housed after 1 year.

This is of note with regard to the Strategic Plan. Permanently housing homeless women and families with children can differentiate the organization's work from that of other nonprofits serving our homeless, such as GRACE Marketplace, and also provide an opportunity for SFH to become a leader in serving that subset of our homeless.

Focusing on one subset of our homeless population provides St. Francis House Inc. the opportunity to look for, create, and lead partnerships with other organizations in our community to share the resource burden of serving ALL our homeless in multiple capacities. Thus, ensuring ALL homeless are served without taxing St. Francis House Inc.'s current resources.

St. Francis House Inc. excels at permanently and stably housing women and families with children. However, current resources dictate the organization is only able to serve a small number of women and families with children. If St. Francis House Inc. were to partner with other organizations and/or entities to provide the additional services SFH currently provides ALL our homeless, St. Francis House Inc. could achieve the following:

- Increase the number of homeless women and families with children served each year and provide enhanced services for this prioritized subset.
- Regain trust and stronger partnerships with other nonprofits and the City of Gainesville and Alachua County.
- Distinguish itself from other local organizations serving the homeless.
- Achieve a clear and singular organizational-identity within our community with respect to the work of SFH.
- Ensure ALL homeless are receiving services.

At the strategic level, we therefore propose the following three community impact goals to address over the next 3 years:

1. Work at both systemic and frontline levels to best serve homeless women and families with children. Address and actively participate in community discussions/committees, etc. regarding homelessness issues in our community.
2. Become a leader within the nonprofit community in Gainesville. Create and communicate our measurable impact on homeless families with children and women and homelessness related issues.
3. Increase public awareness of SFH.

Organizational Structure Goals:

It was also identified that in order to grow and make a significant impact in the community with regards to moving homeless women and families with children into permanent housing, there are significant and required resource changes needed. One of the financial burdens identified that speaks to both of these was the constant state of disrepair of at least two of SFH's aging properties.

Additionally, various internal processes were identified as having opportunities for improvement, including within the Board.

At the strategic level, we therefore propose the following three organizational structural goals to address over the next 3 years:

1. Attain financial stability in the next 3 years, with 3-6 months of operational expenses in reserves.
2. Move to a newer and enhanced facility.
3. Improve internal training and communications for staff and board.

Strategic Action Plans

Impact - Goal 1: Work at both systemic and frontline levels to address community issues related to homeless women and families with children homelessness, and create measurable impact on both populations and related issues.

By combined HUD and McKinney-Vento definitions, the last year saw on average at least 500 homeless women, and 600 homeless families in Alachua County. Meanwhile St. Francis House was able to serve approximately 129 of those women and 108 of those families over the last year, 25% and 18% of their respective totals. This leaves plenty of room for growth, especially for families.

Similarly, on average it took 30 - 60 days to move women and families from St. Francis House Inc.'s facilities into permanent, stable housing.

The objective is that by the end of 3 years, St. Francis House Inc. will have the capacity to serve at least double the current annual numbers of families or women with children and remain constant or

increasing slightly in the number of women served, by increasing facility and capacity, and decreasing average time of guest stay.

In order to work towards this objective, the following action plan will be implemented, broken up by year. Additions and edits will be made as needed to work towards goal achievement.

Year 1 efforts include:

- Analyze current needs SFH meets for homeless women and families with children; identify any potential shortfalls SFH can improve upon in meeting the needs of this prioritized homeless sub-population; identify changes required for SFH to reach/help an increased number homeless women and families with children.
- Identify and apply for any new grants specific to serving homeless women and families.
- Enhance monthly metrics recording to include all SFH services.
- Research more accurate methodologies that enhance our community's ability to accurately annually report the number of homeless families with children in our community.
- Survey shelter guests from the last 2 years regarding their experience with SFH and investigate opportunities for improvement. Identify which additional community or shelter resources would have enhanced their transition from homelessness to permanent housing.

Year 2 efforts include:

- Create or partner to create and implement programs or procedures to address any potential areas from research in Year 1.
- Hire additional case managers.
- Investigate what local external factors or community policies, if any, might be impeding the speed of rehousing for certain groups of families/women, and create a proposal to address these from a community level.

Year 3 efforts include:

- Develop a case study of the measurable impact of any successful components of SFH's work in helping homeless women and families.
- Identify strategic opportunities to share case study/ies, including possible outreach to other homeless shelters statewide and/or nationwide.

Impact - Goal 2: Become a leader within the nonprofit community in Gainesville.

There are at least [305 nonprofits in Alachua County](#), over 20 of which St. Francis House Inc. currently partners with in some capacity or other. Relationships have strengthened with nonprofit partners over the last year but there has not been recent analysis of partnership efficacy. With a number of local nonprofits serving overlapping publics, it would be helpful to analyze and identify any redundancies, inefficiencies, communication breakdowns, or opportunities for growth. As part of the effort in re-establishing St. Francis House as a valuable and even indispensable organization in our community, St. Francis House is fully capable of spearheading this initiative.

Furthermore, in order to grow and strengthen the impact specifically on homeless issues for women and families with children, further distinguishing its role in the community from GRACE Marketplace, it would be helpful if St. Francis House Inc. could move to share its current responsibility of feeding downtown homeless individuals with other nonprofits and partnering identities. Therefore St. Francis House Inc. plans to research and lead the best possible cross-organization solution.

Metrics for these objectives would be a completed partner analysis with implementation of some of the findings, as well as an implemented cross-partner plan to feed the downtown homeless.

In order to achieve these objectives, the following action plan will be implemented, broken up by year. Additions and edits will be made as needed to work towards goal achievement.

Year 1 efforts include:

- Identify community and city leaders that SHF could build stronger relationships with to enhance SFH's service capacity.
- Survey current nonprofit partners and identify opportunities for stronger partnerships.
- Implement any identified growth opportunities with community partners.
- Work to create a cross-organization plan for feeding the downtown homeless. Research if downtown churches or other organizations are positioned to provide this service. Identify potential for shared resources in order to meet this need.
- Research an enhanced methodology to count annual homeless families in Gainesville and Alachua county.
- Reignite relationships with local churches and other charitable groups that may have lost momentum during COVID.

Year 2 efforts include:

- Implement a new plan for feeding the downtown homeless.
- Resurvey nonprofit partner organizations.
- Identify any committees, groups, speaking engagements, etc. that could benefit from use the expertise of SFH's Executive Director and key staff members. Work to join these committees, groups, etc.

Year 3 efforts include:

- Lead the analysis of strategies to best serve our unsheltered downtown homeless.

Impact - Goal 3: Increase public awareness of St. Francis House, Inc.

Even though St. Francis House Inc. was established in 1980, anecdotal evidence has brought to attention that there are less and less people aware of the organization and confusion as to what exactly the organization does and provides, as well as how it distinguishes itself from GRACE Marketplace. A dedicated marketing campaign is needed to overcome these challenges to expand the reach of St. Francis House Inc., and keep the organization top of mind within the local community.

A new website was created for St. Francis House in Q4 of 2020, at which time web traffic started being tracked. Over the first 3 months of tracking, monthly site traffic has hovered around 650 on average. Over the next 3 years the SFH will work to increase monthly website traffic by double, particularly through referring sites, social media and organic search traffic.

St. Francis House will also work towards an increase of consistent annual media coverage: at least one speaking engagement for the organization's Executive Director per year; double the email list each year; and target at least three volunteer opportunities with local social media influencers per year.

To achieve these objectives the following action plan will be implemented, broken up by year. Additions and edits will be made as needed to work towards goal achievement.

Year 1 efforts include:

- Create an annual marketing plan with monthly metrics reported to the Board of Directors.
- Establish clear messaging that is used by staff, board, and volunteers when speaking about SFH.
- Identify roles and responsibilities with regards to the website, email, social media, media outreach and update routinely.
- Work on pushing stories that promote SFH as an essential community resource.
- Identifying stories that could be sent out non-locally.
- Identify social media influencers within our volunteers
- Identify conferences and general speaking engagements for the ED to educate the public regarding SFH's efforts and successes.

Year 2 efforts include:

- Hire an experienced and connected marketing/ development manager.

Year 3 efforts include:

- Continue efforts from Year 1 and 2.
- Routinely evaluate strategic efforts and implement changes as needed or required.

Structure - Goal 4: To attain financial stability in the next 3 years, with 3-6 months of operational expenses in reserves.

[The Propel Nonprofits](#), a Minneapolis-based nonprofit whose mission is to build financially healthy nonprofits that foster community vitality, describes an operating reserve as, “an unrestricted fund balance set aside to stabilize a nonprofit's finances by providing a ‘rainy day savings account’ for unexpected cash flow shortages, expenses or losses.” They go on to recommend that, “reserves should not be used to make up for income shortfalls, unless the organization has a plan to replace the income or reduce expenses in the near-term future, i.e., should be used to solve timing problems, not deficit problems.”

For best practices the organization recommends nonprofits should aim to have 3-6 months of expenses as this reserve – on the high end not to exceed the amount of two years' budget and on the low end enough to cover at least one full payroll.

For St. Francis House Inc., this translates to having \$240,000-\$480,000 in reserves.

To achieve this objective the following action plan will be implemented, broken up by year. Additions and edits will be made as needed to work towards goal achievement.

Year 1 efforts include:

- Create and implement an annual fundraising plan.
- Create a donor survey to identify key traits of strategic donors,
- Investigate non-local potential donors and additional funding opportunities.
- Identify key budget strains.
- Analyze revenue streams and which areas needs more focus.
- Create a repeatable signature fundraising effort (large or small).
- Recruit board member/s with fundraising backgrounds.
- Identify NEW grants specific to our prioritized service demographic.
- Identify potential buyers for Sun Rise and Shelter properties.
- Identifying nonlocal funding sources.

Year 2 efforts include:

- Create an endowment fund
- Hire a full-time marketing and development manager and/or part-time development manager.

Year 3 efforts include:

- Move out of aging facilities to new facility

Structure - Goal 5: Move to a new and larger facility.

Current capacity at St. Francis House Inc.'s downtown location is 8 families at any given time and 13 rooms at Arbor House. In order to meet Goal 1, a bigger facility is ultimately needed. Ideally it would include 15-17 rooms with 2 additional respite rooms, one female and one male (rooms for homeless individuals transitioning from the hospital who aren't able to return to their encampment, tent, etc. but can no longer stay at the hospital).

Of note: St. Francis House Inc. spent approximately \$53,000 on equipment and occupancy maintenance for its combined properties. Moving to a newer shelter for women and families with children has the potential to reduce these expenses. Additionally, we can anticipate energy efficiencies that also decrease expenses and afford SFH the opportunity to provide enhanced services for the homeless women and families with children we serve.

In order to achieve this objective, the following action plan will be implemented, broken up by year. Additions and edits will be made as needed to work towards goal achievement.

Year 1 efforts include:

- Establish relationships with a person /group/people knowledgeable of investors that tend to help assist current owners of a property sell their property and purchase a new property that better meets their needs.
- Identify possibly new shelter locations.
- Identify possible building/construction partners that would be interested in seeing this change for our community and playing a role in it

Year 2 efforts will include:

- Secure funding for the purchase or building of a new shelter.
- Begin building of a new shelter if a newer pre-built location not found.

Year 3 efforts will include:

- Move out of aging shelter facilities to new facility.

Goal 6: Improve internal training and communications for staff and board members.

An investment in improving team members' skill sets is an investment in St. Francis House Inc. Having a trained workforce means team members are learning new skills that can improve shelter processes, reduce time spent on processes, reduce mistakes, increase productivity, improve services and build self-confidence among team members. Training also improves team communication and creates a working environment geared toward consistent growth. However, current staff training has been limited.

Within the next 3 years, St. Francis House Inc. staff will receive targeted trainings depending on individual needs and goals, and managers will feel training needs are being met, staff evaluations will improve to or remain at "exceeds expectations," staff will report through employee engagement surveys year over year improvement in identified categories such as internal communication and collaboration, and create and increase intranet (or centralized internal drive/portal) adoption by 100% of staff.

In order to achieve this objective, the following action plan will be implemented, broken up by year. Additions and edits will be made as needed to work towards goal achievement.

Year 1 training strategies include the following:

- Identify training needs per staff member and provide needed training.
 - Develop and distribute an "all hands survey" to employees to determine employee training needs including their preferred vehicle to participate in their identified training needs.
 - Develop and distribute a manager survey to identify their perception of their teams' essential training.
 - Based on staff surveys, develop a training schedule to provide the requested and essential training.
 - Identify resources to provide the requested and essential training.
 - Share training schedules with all hands.
 - Assign staff to participate in the appropriate essential or requested trainings.
 - Ensure all client advocates and case managers receive compassion fatigue and trauma-based care training.
 - Develop and administer "satisfaction surveys" for each training to determine the effectiveness of each training.
- Develop and administer annual employee evaluations based on job descriptions and performance metrics.
- Centralize internal communication and improve efficiency through internal shared drives.
 - Place all "critical path" documents in the appropriate shared folders drive to allow staff to better communicate, collaborate, and share documents and other information.
 - Provide all staff with a sfrancisgnv.com email address to allow staff to better communicate, collaborate, and share documents and other information.
 - Distribute and place in the shared folders drive current contact info for all BOD members and staff to allow staff to better communicate, collaborate, and share documents and other information.
 - Place all employee and HR documents on our Gusto platform.
- Update and distribute the employee handbook to all employees to allow staff to better communicate, collaborate, and share other information within the guidelines of the employee handbook.
- Increase opportunities for staff to better communicate, collaborate, and share other information.
 - Share, discuss and clarify the Strategic Plan with all employees.
 - Continue "all hands" quarterly staff meetings staff.
 - Continue monthly senior team meetings .
 - Continue monthly "121 meetings" with each senior team member to identify needed tools and development opportunities for senior staff.
- Develop and administer an annual staff internal communications survey to identify and gaps in internal communications.

Year 2 efforts include the following:

- Evaluate Year 1 training and internal communication strategies' effectiveness based on staff evaluations and training and internal communication satisfaction surveys.
- Implement as necessary any changes to the training and communications plan.
- Revise Year 1 training and internal communications strategies as evidenced by Year 1 effectiveness and ROI to develop and implement Year 2 strategies to ensure continuous growth and improvement.

Year 3 efforts include the following:

- Evaluate Year 2 training and internal communication strategies' effectiveness based on staff evaluations and training and internal communication satisfaction surveys.
- Implement as necessary any changes to the training and communications plan.
- Revise Year 2 training and internal communications strategies as evidenced by Year 2 effectiveness and ROI to develop and implement Year 3 strategies to ensure continuous growth and improvement.

Likewise, there is room for improvement on the Board, its procedures, participation, and growth. Within the next 3 years, the Board will work to implement training for all members, especially new members, update the Board Member Handbook and procedures within, recruit new members in specific fields or circles of influence, and begin implementation of committees in any area of the organization needing support, such as marketing and fundraising/development, governance/human resources, and finance.

In order to achieve this objective, the following action plan will be implemented, broken up by year.

Year 1 efforts include:

- Identify training needed and resources that might help with identified training needs of staff.
- Update employee and board member handbooks/ onboarding procedures
- Identify communication breakdowns and establish policies to improve.
- Identify gaps in staff responsibilities and ownership of specific tasks and assign responsibilities and ownership to appropriate staff.
- Identify any training that would benefit board members.
- Establish marketing and fundraising/development, finance, and governance/human resources committees within the board.
- Develop and implement a board assessment tool.
- Evaluate board assessment results and implement need or required changes.

Year 2 efforts include:

- Continue to build board capacity and training.
- Continue to increase board members as needed or required to best serve SFH's needs for continual growth and improvement.
- Evaluate Year 1 outcomes and implement needed or required changes.
- Evaluate board assessment results and implement need or required changes.

Year 3 efforts include:

- Evaluate Year 2 outcomes and implement needed or required changes.
- Evaluate board assessment results and implement need or required changes.

Conclusion

This Strategic Plan is a tool for enhancing St. Francis House Inc.'s work to make an impact on the local homeless community. It is specifically focused on driving progress towards its visions of a time when no women or families with children in the community are sleeping outside or in a car, when timely housing solutions are available for all women and families with children that need them, and when our community is informed, engaged and supportive of all local homelessness initiatives. Because we believe, **ALL** women and families with children **DESERVE** permanent and stable housing.

This plan is meant to provide direction in future decision making for the next 3 years. It will be evaluated each year to ensure continuous growth and improvement in St. Francis House, Inc.'s capacity to best serve our homeless.