Society of St. Vincent de Paul
South Pinellas, Inc.

Strategic Plan

FY 2018-2021
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I. Executive Summary

Since 2012 the Society of St. Vincent de Paul South Pinellas, Inc. (SVdPSP) has worked diligently to reduce Veteran homelessness and has continued to sharpen its focus on reducing homelessness by delivering effective services within a sustainable business model. SVdPSP has experienced dramatic growth, growing from $1.9 million in FY 2012 to growth of $12.2 million in FY 2018.

In the summer of FY 2017, the Society of St. Vincent de Paul South Pinellas, Inc. developed a strategic plan and priorities for 2018-2021. This plan sets clear and measurable goals and objectives for the next four years. This plan was developed with broad involvement from the Special Works Board, staff, community partners, funders, and clients. Data was collected through surveys, focus groups and electronic means.

A management retreat was conducted in July of 2017 by Michael J. Raposa, CEO. The CEO reviewed the agency’s connectivity to Vincentian Elements and to the corporate mission and values. He created an energizing atmosphere to stimulate the team to want to achieve shared aspirations. Staff completed a review of demographic profiles of both clients and staff, financial trends, including revenue sources, and the results of the strategic plan from 2014-2017 through the 3rd quarter 2017. A strengths, weaknesses, opportunities and threats (SWOT) analysis was conducted, as well as an environmental scan.

Subsequently, a retreat was conducted with the Special Works Board to reflect on the mission, core operating values and assumptions underlying the organization’s approach to its work. The Society of St. Vincent de Paul South Pinellas, Inc. assessed both the challenges and opportunities it is likely to face over the next three years, and set the context for the choices reflected in this Strategic Plan. The Board created a new vision statement for the agency and set the strategic direction.

Additional input into the plan was secured through focus groups held with clients from different programs and the street homeless. Input was secured from funders by site visit monitoring reports, surveys, and in conversation regarding future development.

With careful consideration given to the changing environment and the needs of our communities, and building upon those distinguishing strengths of SVdPSP, seven primary strategic areas were prioritized.

These strategic goals will be the framework through which the Agency will annually develop a work plan and develop short-term goals in support of the long-term goals. In addition, the programs develop their short-term goals and outcomes annually. Progress towards these goals and outcomes is measured and reviewed by management and Performance Quality Improvement (PQI) groups on a quarterly basis. The Strategic Plan and goals are an integral part of the agency’s Performance Quality Improvement Program.

The Special Works Board reviewed and ratified the FY 2018-2021 Strategic Plan on December 1, 2017. This Board and staff will review progress quarterly. Annually, the Board will review the effectiveness of short-term planning efforts for achieving the long-term goals.
II. Authorization

Authorized and Approved By:

[Signature]
Pat Sullivan
President

Approved By:

[Signature]
Michael J. Raposa
Chief Executive Officer
III. Mission, Values and Vision

A. The Mission Statement

Mission of Society of St. Vincent de Paul South Pinellas, Inc. is to alleviate pain and suffering, in a spirit of charity, justice and mercy, through person to person interaction.

B. Statement of Values

Commitment: Demonstrated by our loyalty in service to our Mission and Values
Advocacy: Demonstrated by support for issues affecting those who are homeless or in poverty
Respect: Demonstrated by the belief that all people have dignity because they are children of God.
Empowerment: Demonstrated by helping people be and become their best
Spirituality: Demonstrated by our faith in God, hope for our future, and love of all people

C. Vision

Rooted in the belief in the dignity of all people, we strive to harness the power of the human spirit to end homelessness, alleviate poverty, and improve the quality of life in the community.
IV. Organizational Profile and History

A. Brief History of the Organization

SVdPSP is an organization of lay Catholic men and women whose mission is to alleviate pain and suffering in a spirit of justice and charity, through person to person involvement. SVdPSP has served its target population - the hungry, homeless and impoverished people for over 84 years - assisting those in dire circumstances through well-managed, highly effective, quality programs that address their most basic human needs. The Society of St. Vincent de Paul South Pinellas is the fifth-largest SVdP in the nation and is comprised of 101 employees and hundreds of volunteers to run its many programs. The agency serves residents of Hillsborough, Pasco, Pinellas and Polk counties regardless of race, color, religion, sex, ancestry, age, national origin, citizenship, physical or mental disability, genetic information, veteran or military status, sexual orientation and gender identity, pregnancy, or any other applicable legally protected category.

The Society of St. Vincent de Paul (SVdPSP), in concert with the 185 year legacy of the charity's founder, Frederic Ozanam, has served its target population - the hungry, homeless and impoverished people of St. Petersburg - since 1931, when a single SVdP Conference at St. Paul's Catholic Church opened a soup kitchen. Over time, and reflecting the growth of the city and its environs, that lone provider of services has grown to 12 Conferences comprising the South Pinellas District Council, with SVdPSP Incorporating on May 20, 1985, and has been assisting those in dire circumstances through well-managed, highly effective, multiple programs that address their basic human needs for food, clothing and shelter. The agency at 384 15th Street North was established in its present location in the year 2000. The agency supports these services through a variety of revenue sources including local, state and federal governmental funds, contributions and program fees.

B. Description of Programs and Services

Homeless Services

CARE Center-Day Center/Night Shelter
The Homeless Shelter is open 365 nights a year and has a capacity for 70 shelter mats. The shelter provides men and women a safe place to sleep for the evening when they have nowhere else to go. The Night Shelter also provides showers and grooming supplies to 120 homeless population on a nightly basis. The Homeless Shelter also opens its doors for a day center for respite from the environment for the 120 enrolled clients and staff are available for assistance in applying for benefits, job opportunities and locating affordable housing.

Center of Hope - The building that houses the COH, CARE Center and Food Center was purchased in 2000 with bank loans and grants from the VA, the state of FL and the city of St. Petersburg, and opened its doors in 2003.

VA Programs
Center of Hope is a 50 single-room-occupancy transitional living facility that provides housing and support for homeless individuals and Veterans recovering from economic, substance, mental and physical issues. It provides an extensive array of supportive services to its residents to address the various barriers to self-sufficiency and permanency in housing.
Emergency Shelter
The Emergency Shelter consists of 10 double occupancy rooms that provides housing and support for homeless individuals and Veterans recovering from economic, substance, mental and physical issues. It provides an extensive array of supportive services to its residents to address the various barriers to self-sufficiency and permanency in housing.

Bridging Families Program
The Family Shelter works to stabilize families experiencing housing crisis by providing them with a safe environment to reside while they work to secure more stable housing in the community. St. Vincent de Paul, in partnership with the Juvenile Welfare Board and Personal Enrichment Mental Health Services (PEMHS), assists families referred from Tampa Bay 2-1-1 Cares.

Food Center - The Food Center provides a 2 nourishing meals per day to those who would not otherwise have enough food for the day. These include: “street people”, elderly, disabled, and families who are looking for work and whose funds have run out. The Food Center averages 250 meals daily.
SVdPSP supports the St. Francis Conference by providing on-site office space. The St. Francis Conference serves the neighborhood poor and assists inner-City residents in obtaining food boxes (fulfilled by the Food Center) and clothing vouchers, financial help with utilities, furniture, and other basic necessities. Approximately 60-90 food boxes are provided per week.

Homeless Persons Storage Unit - This program provides the homeless population a safe place to check personal belongings throughout the day (morning and night), enabling them to access needed services (i.e. meals, shelter, showers), as well as attend appointments and/or employment opportunities knowing their personal items are secure.

Shower Program
During the day, enrolled clients have access to showers. This program is made possible through donations of towels and personal products.

Rapid Re-Housing Services
Supportive Services for Veteran Families
SVdPSP was first funded in 2012 by the US Department of Veteran Affairs to provide services for Veterans in Pinellas County. Our program now services Hillsborough, Pasco, Pinellas and Polk counties.
This program is designed to rapidly re-house Veterans and their families experiencing homelessness and to prevent homelessness for those at imminent risk due to a housing crisis.
Critical to our success is having staff skilled in landlord outreach and recruitment, home-based case management, including assessment of potential eligibility for mainstream and other community resources to address identified needs and access to temporary financial assistance to provide security and utility deposits, and other related costs.
SSVF uses the Housing First approach, helping individuals and families access and sustain permanent rental housing as quickly as possible and without precondition, while facilitating access to needed health care, employment, legal services, and other supports to sustain permanent housing and improve one’s quality of life.
**Returning Home**
Started in May 2017, Returning Home is a rapid rehousing project providing supportive services and rental assistance, using Continuum of Care funding (CoC) and other resources. Individuals and families who are staying in emergency shelters or on the street with no other resources are assisted to end their homelessness. The target population, primarily families, are expected to have little to no income, legal issues, poor rental history, behavioral disorders and other health concerns. This project is in both Pasco and Pinellas County.

**Bridging Families**
The Family Shelter works with Rapid Re-housing programs to stabilize families experiencing housing crisis by providing them with a safe environment to reside while they work to secure more stable housing in the community. SVdPSP, in partnership with the Juvenile Welfare Board, Personal Enrichment Mental Health Services (PEMHS), Directions for Living, and the City of St. Petersburg assists families referred by 211.

**Pinellas Collaborative Rapid Re-housing**
Aligned with the principles of housing first, the target population is expected to have little or no income, legal issues, poor rental history, disabilities and other health concerns, felony convictions, and may have a history of experiencing family violence. These individuals are not generally considered desirable tenants; and as a result it may be more difficult to find a suitable, affordable housing unit in an area close to transportation, shopping, services, and schools.

**Permanent Supportive Housing**

**Ozanam Village**
30 permanent supportive housing units, consisting of 15 one bedroom and 15 two bedroom units. Target Population - Residents will be persons receiving benefits under Social Security Disability Insurance (SSDI) program, the Supplemental Security Disability Insurance (SSI) program or Veterans’ disability benefits. 80% of the units will be provided to Veterans. Individuals and families will have incomes that range from 40% to 60% of area median income. Property will include space for our Supportive Services for Veteran Families Program staff. Target completion date is fall 2017.

**Ozanam Village II**
30 permanent supportive housing units, consisting of 8 one bedroom and 22 two bedroom units. Target Population – Residents will be persons receiving benefits under Social Security Disability Insurance (SSDI) program, the Supplemental Security Disability Insurance (SSI) program or Veterans’ disability benefits. 80% of the units will be provided to disabled and/or homeless Veterans. Individuals and families will have incomes that range from 40% to 60% of area median income. Target completion date is fall 2018.

**Ozanam Village III**
30 permanent supportive housing units, consisting of 15 one bedroom and 15 two bedroom units. Target Population – Residents will be persons receiving benefits under Social Security Disability Insurance (SSDI) program, the Supplemental Security Disability Insurance (SSI) program or Veterans’ disability benefits. 75% of the units will be provided to Veterans and disabled Veterans. Individuals and families will have incomes that range from 40% to 60% of area median income. Target completion date is fall 2019.
Social Enterprises

**Thrift Store**
The Thrift Store provides donated clothing, furniture, and household goods to the poor of St. Petersburg, selling the remainder of the merchandise at low-cost to the community. With donations, our store is able to provide household goods, clothing, furniture and other necessities for free to those in need. This is done through our voucher system, conducted by the Conferences in South Pinellas County. These vouchers, enable clients to purchase furniture and clothing free of charge to meet their household needs.

C. **Description of Service Population**
The Society of St. Vincent de Paul (SVdPSP), in concert with the 185-year legacy of the charity's founder Frederic Ozanam, has served its target population - the hungry, homeless and impoverished people of St. Petersburg - since 1931, when a single SVdP Conference at St. Paul's Catholic Church opened a soup kitchen. Over time and reflecting the growth of the City and its environs, this lone provider of services has grown to 12 Conferences comprising the South Pinellas District Council. SVdPSP Incorporated on May 20, 1985, continuing to assist those in dire circumstances through well-managed, highly effective, multiple programs that address their basic human needs for food, clothing and shelter. The agency at 384 15th St. N. was established in its present location in FY 2000. The agency supports these services through a variety of revenue sources including local, state and federal funds, contributions and program fees.

V. **Organizational Mandates**

- Follow the vision of Blessed Frederic Ozanam “To establish a network of charity, mercy and social justice to encircle the world”.
- Strong active parish conferences across Southern Pinellas County is the foundational element for serving the distressed.
- The District Council maintains a close working relationship with the local Church hierarchy.
- All operational activities are focused on meeting the needs of the community that is being served with special emphasis on person to person contact.
- The society is an active member of the community with continued focus on the person regardless of creed, ethnic or social background, health, gender or political opinions. We make no distinction in those we serve.
- The Society of St. Vincent de Paul South Pinellas, Inc. is financially strong and continues to develop new funding and growth opportunities.
- Growth activities are focused on the central mission – service to the poor.
- The Society of St. Vincent de Paul South Pinellas, Inc. and all activities are not judgmental of any person as a result of whatever situation the person is currently facing and encourages and fosters the person’s independence.
VI. Critical Issues and Challenges

The information we examined and the many individuals and groups we contacted, with their diversity of experiences, perspectives and expertise, provided information and suggestions that have been incorporated into our strategic drivers, goals and action steps. Some of the themes and suggestions that emerged included the following:

- Increased regulation, compliance measures, and the need to demonstrate tangible outcomes
- Increased competition for donations and volunteer time
- Developing organizational capability and capacity to respond to the increased demands on our services
- Positioning the SVdPSP as a leader in the areas in which we specialize
- The environment of government funding is ever-evolving and unpredictable and SVdPSP must pursue alternate models of funding its services
- Improve compliance creativity due to the increase of laws and regulations, as well as amendments to laws related to employment, health and data protection
- Enhance technology for increased sharing of program benefits through social media
- Enhance technology to increase staff efficiency

VII. Strategic Goals and Objectives

I. Improve all internal and external relationships
   a. Develop and implement a Communications and Social Media Utilization Plan
   b. Expand newsletter opportunities
   c. Formalize relationships with external services through written Memorandum of Agreements
   d. Create messages to assist in changing the perception of homelessness
   e. Strengthen the relationship with the Diocese of St. Petersburg and increase presence in parishes
   f. Increase presence in Pasco, Hillsborough, and Polk Counties
   g. Strengthen relationships with SVdP Conferences Diocesan wide
   h. Strengthen existing and building new relationships with landlords
   i. Develop neighborhood relationship plans
   j. Create vignettes about SVdPSP
   k. Develop and implement a speaking group for public presentations
   l. Build a regional brand and capitalize on Catholic roots

II. SVdPSP will sustain the agency’s financial viability and maintain good stewardship of our resources
   a. Strengthen agency reserves
   b. Increase cash on hand
   c. Insure sound financial practices within all departments
   d. Develop plan for debt reduction
   e. Developing improved process for tracking In-kind services and donations
   f. Educate staff on financial processes
   g. Develop employee rewards for suggesting cost savings measures
III. Secure long-term sustainability of SVdPSP
   a. Create and implement a Development Plan
      1. Develop a culture of philanthropy
      2. Identify four year funding priorities
      3. Strengthen stewardship processes
   b. Pursue additional social enterprise opportunities
      1. Purchase laundry facility
      2. Seek additional Thrift Store
      3. Develop a Housing Management Corporation
   c. Diversify funding
      1. Hire grant writer
      2. Develop and implement strategy for corporate giving
      3. Develop and implement strategy for planned giving including bequests
      4. Develop and implement strategy for individual giving
      5. Develop and implement strategy to increase private foundation funding
      6. Develop and implement strategy to increase giving from community organizations
      7. Develop grants from new sources
   d. Enhance the use of volunteers by creating opportunities throughout SVdPSP
      1. Develop list of volunteers needed by each program
      2. Recruit volunteers in community
      3. Develop comprehensive Volunteer Handbook
      4. Create advocacy opportunity for volunteers to find housing, employment, etc. for clients
      5. Create opportunities for professional volunteers (doctors, nurses, etc.)

IV. SVdPSP will work to end homelessness making it rare, brief and non-recurring; and reduce poverty
   a. Reduce the time individuals and families remain in emergency shelter
   b. Strengthen the Housing First and Rapid Rehousing focus in the CARE Center
   c. Participate in systems to end family homelessness
   d. Develop additional Permanent Supportive Housing
   e. Consolidate and expand current Rapid Re-housing programs
   f. Increase collaboration among providers to improve discharge planning from hospitals, jails, behavioral healthcare facilities and foster care
   g. Advocate for systems and participate in coordinated entry
   h. Enhance wrap around services for households placed in permanent housing to support their stability, including: skill building, employment and apprenticeship opportunities

V. Broaden Board Engagement
   a. Maintain and strengthen COA governance standards
   b. Review and revise by-laws to ensure the necessary level of governance
   c. Enhance Board diversity to ensure representation of the counties and population served
   d. Develop web portal for Board
   e. Engage Board in development process

VI. Become a model high performing organization in service to our mission
   a. Improve “Best Practices” in all program areas and explore opportunities for innovation
   b. Assess the organization’s readiness and compliance with a trauma-informed approach
   c. Create a Master Plan for housing
VII. Establish effective agency processes with sustainable infrastructure
   a. Enhance existing training to ensure highly competent staff and leaders throughout the organization
      1. Use “shadowing” & cross training to increase learning opportunities throughout agency
      2. Implement time-line for hiring process
      3. Diversify recruitment strategy
      4. Create team building opportunities for staff
      5. Create career path for employee job growth
      6. Create trainings for employees on behavior safety, suicide interventions, etc.
      7. Implement core competency training checklist for each position description
      8. Create coaching model for managers to assist staff in building core competencies
      9. Create and maintain appropriate staffing patterns for all agency programs
     10. Annually review salary classifications
   b. Strengthen agency efficiency and service integration through technology
      1. Assess opportunity for consolidated data collection and analysis processes
      2. Research acquisition of new fundraising data base and explore feasibility
      3. Develop implementation plan for cloud storage
      4. Explore creative use of software, hardware and innovation in paperless, wireless and more efficient systems
      5. Create information display screens in COH facility
     6. Digitize employment and volunteer application process
   c. Strengthen culture of PQI throughout Agency
      1. Enhance comprehensive training for PQI
      2. Revise PQI Plan according to new COA standards
      3. Revise Case Review according to new COA standards
      4. Review, update and train on Disaster Plan
   d. Improve and strengthen facilities
      1. Optimize building space
      2. Maintain safe and welcoming facilities
      3. Evaluate needs and options for storage
      4. Replace COH washer and dryer with stackables to increase capacity