

SVdP Georgia Strategic Plan 2021

Draft Strategic Initiatives



Strengthen Relationships Between CSC and the Conferences.

- **Address the “downtown” culture with increased interaction between Council leadership/staff and conference volunteers (conference visits, council visits/tours/field trips, team building activities, etc.)**
- **Form teams with remote and rural conferences to improve access to CSC programs and services for both their volunteers and clients.**
- **Continue to find new and additional ways to communicate with all of the conferences**
 - Explore the use of recorded content to be shown at conference meetings for training, new programs and services, etc.
 - Optimize the “connected classroom” technology and provide online tools for training and communication
 - Find ways to create a single point of contact for Vincentians to call the CSC for assistance/information about programs and services. Promise and deliver timely responses that are measured.
- **Create a leadership academy for conferences, districts and board members to attend.**

Increase Effectiveness of Core Work – “Person to Person Visits”

- **Increase caseworker skills through specialized training on advanced casework topics.**
 - Collaborate with local university MSW program to share continuing education and interns.
 - Grow a network of subject experts for roundtables and Q&A with caseworkers on topics such as housing, workforce development, mental health, grants, etc.
- **Provide technology tools to assist caseworkers**
 - Assist in creating and implementing tools for caseworkers to help manage community resources (e.g. Trello) that can be maintained by each conference.
 - Invest in mobile CMS capability.
- **Provide additional casework support to conferences**
 - Create resource for conferences to refer difficult/long term cases to for specialized services.
 - Train some committed volunteers in each District to become additional resources for complex cases.
- **Conduct after-contact client satisfaction surveys of clients who both received and did not receive assistance. Add to dashboard.**
- **Assist conferences with recruitment and retention of members through increased community awareness of SVdP, expanded Invitation to Serve, and targeted efforts to expand diversity.**
- **Provide training, support and assistance to those conferences that do not conduct Home Visits.**

Ensure that Vincentian Spirituality is the Primary Focus of Conference Life

- **Help conferences assess the spiritual needs of their Vincentians**
 - Conduct a baseline and annual survey of Vincentians to understand their spiritual development goals and whether they are being met.
- **Create the structure to help each conference develop a robust spirituality program**
 - Require that each conference/district have a trained spiritual advisor
 - Develop conference Spiritual Advisor “job description” and qualifications, and assist Conference leaders in recruiting effective Spiritual Advisors.
 - Each district and conference meeting should include a spiritual reflection
 - Include education about the spiritual advisor role in the conference president training module
 - Include an introduction to Vincentian spirituality as part of Ozanam orientation
 - Develop a mentor program for new Spiritual Advisors, or utilize District Spiritual Advisors as mentor
- **Increase opportunities for spiritual growth**
 - Include spirituality training in thrift stores and food pantries
 - Host annual spiritual retreats in various areas of the state
 - Conduct remote spirituality “town halls”

Improve Thrift Store Operations by Utilizing Professional Management Practices

- **Increase thrift store financial contributions through improved operational performance.**
- **Set a standard for what “good looks like.”**
 - Ensure that SVdP thrift stores convey common identity, brand and mission.
 - Define technology requirements (POS, accounting, etc.).
 - Evaluate successful thrift store programs from other SVdP councils and define ideal store model (size, location, layout, staffing).
 - Evaluate paid staffing model, internships, etc.
 - Define training, best practice policies and procedures.
 - Define strategy for existing Council store upgrades, starting with one “showcase” store.
 - Demonstrate the benefits of professional management practices to conference-run thrift stores
- **Determine optimal relationship between thrift stores and Family Support Centers/Food Pantries.**

Expand our Housing Response Beyond Eviction Prevention to Include Both Short-Term and Long-Term Housing Solutions for Neighbors in Need

- **Adopt a “Housing First” organizational mentality that recognizes stable housing as the leverage point to impact generational poverty.**
 - Develop an improved understanding of housing barriers, housing options, funding, and the coordinated entry program through education and training of caseworkers
- **Conduct a community needs assessment by county and create a clearly defined housing strategy using SVdP and community resources.**
 - Meet with and become an integral part of the Coordinated Entry Programs in each of our local communities.
 - Understand housing programs offered by other SVdP councils and provide resources to any Conferences or Districts that want to develop housing programs.
- **Create the structure to support comprehensive housing services**
 - Obtain funding for salaries and programs
 - Obtain missing expertise in areas of HUD funding, housing options, HMIS
 - Expand the M2H program as Rapid Rehousing Program program for funding
 - Assist conferences in obtaining funds to provide emergency shelter and eviction prevention

Optimize the Number of Programs and Services Offered to Shift Resources to the Core Efforts

- **Develop an operating dashboard with metrics to evaluate performance and impact of each program and service.**
- **Conduct a review of each program and service for fit with the core, impact on clients, and potential for growth.**
- **Rebalance areas of spend, dependent on the review process and fit with strategic plan**
- **Define the goals of the Workforce Development and Teaching Kitchen programs funded with capital campaign.**
- **Obtain resources to expand Pharmacy program to meet the needs of all conferences and clients.**
- **Conduct a full review of the solidarity payments to increase transparency and ensure conferences are receiving value for contributions.**