



STRATEGIC PLAN 2010 to 2013

Partner Agencies



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Partner Agencies



Introduction

This document represents the second Strategic Plan for the partner agencies that include Father Joe's Villages, Martha's Village and Kitchen, St. Vincent de Paul Village, and Toussaint Youth Villages. The Plan sets out the partnership's vision, values, and strategic goals for the period of April 1, 2010 through March 31, 2013.

The SWOT analysis is a distillation of extensive stakeholder input and work done during a Strategic Planning retreat in October of 2009. Stakeholders who participated in this process include staff, volunteers, clients, tenants, customers, government officials, community leaders, donors, and board members. Only the top responses are included here.

The Key Operational Strategies help explain how our organizations function and how we manage our business.

Finally, Priorities and Strategies provides an overview of the strategies that will be employed to achieve each of our key priorities as well as the chief measurement tools and milestones we will utilize to measure our progress. These strategies are organized according to the four key priorities that we have set for the next three years.

Because our organizations do not operate in a vacuum, and conditions will change over the course of the next three years, the Strategic Plan may need to change as well. The Strategic Planning Steering Committee will ensure that plans are revised as needed to take into account changes, organizational learning, and any unforeseen circumstances.

The Father Joe's Villages Background Report, prepared in October of 2009, is not included in this document, although there are references to it. The Background Report contains extensive detail regarding our organizational background, environmental assessment, current performance metrics, SWOT analysis, and stakeholder responses regarding every aspect of our organizations.



Strategic Planning Steering Committee

Board

Robert Adelizzi, Co-Chair
FJV

Judy Benson
FJV

Vince Kasperick
SVdPV, FJV

Craig McKasson
SVdPV

Rick Newmyer, Chair
Director of TYV

Mary Case
VP of Programs, SVdPV

Margot Howard
Director of Fundraising

Keith Mackay
VP of Retail

Bill Whelan, Co-Chair
SVdPV

Charles Parisi
TYV, FJV

Frank Vizcarra
FJV

Steve Wehn
FJV

Staff

Mathew Packard
VP of Development

Diane Plaster
Director of Human Resources

Diane Stumph
CFO

John Wolohan
VP of Programs, MVK



Vision

Father Joe's Villages envisions a community where all people have the opportunity to live to their full potential; where everyone has food, housing, healthcare, education, and the means to maintain them.

Mission

Our mission is to help our neighbors in need break the cycle of homelessness and poverty by promoting self-sufficiency through an innovative continuum of care, multi-disciplinary programs, and partnerships that come together in the spirit of our CREED to teach, learn from, and challenge our neighbors and one another.

Values

We believe in transforming the lives of those who request our help by applying the values and principles set forth in our CREED:

Compassion:	Concern for others and a desire to assist
Respect:	An act of giving particular attention or special regard
Empathy:	Understanding and awareness of and sensitivity to the feelings of others
Empowerment:	Helping others to help themselves
Dignity:	Counting all people worth of our esteem

SWOT Analysis*

Strengths	Weaknesses
<p>Helping people get back on their feet – giving people direction, achieve self-sufficiency</p> <p>Continuum of care – “one-stop shop”</p> <p>Fr. Joe – the man and the icon</p> <p>CREED (we walk the talk)</p> <p>High community visibility and respect</p> <p>Loyal donor base (we do not only rely on grants)</p> <p>Well-run programs</p>	<p>Unsupported and underdeveloped inter-divisional or inter-departmental communication</p> <p>Cohesive/comprehensive long-term planning</p> <p>False perception of high recidivism</p> <p>People do not know all that we do</p> <p>Staff pay and benefits</p> <p>Limited internal staff training/development</p>
Opportunities	Threats
<p>Become more creative/resourceful</p> <p>Agency growth to meet need</p> <p>Enhance volunteering</p> <p>Leverage current economy to expand permanent housing</p> <p>Streamlining to be more effective and efficient</p> <p>Attract higher quality applicant pool</p> <p>Build on existing brand and reputation</p>	<p>Limited public and private funding</p> <p>Increased number of clients</p> <p>Lack of affordable housing</p> <p>Lack of continued support systems for clients once they leave the Villages</p> <p>Dwindling resources of outside agencies</p> <p>Stereotypes of homeless/perception of laziness</p> <p>Recession – increased unemployment, decreased donations (\$ and in-kind)</p>

**Top responses gathered*

Key Operational Strategies (How We Manage Our Business)

Geographic Strategy – While we are a San Diego area based organization, our present principal markets are San Diego County, the Coachella Valley in Riverside County, and Tijuana, Mexico. We may provide services outside of our area if (1) there are clearly defined strategic benefits, (2) the proposed project is financially feasible, (3) the proposed project does not damage our existing projects and programs, and (4) we are able to own and control the property, facilities, and operations.

Program Strategy – The primary vehicle we use to help our neighbors transform their lives is a series of integrated programs. Those programs are rigorously managed. We continually improve them to ensure that our programs are as effective as possible. We quantify the success of our programs in producing measurable changes in our clients' lives.

Service Strategy – We are a service organization. We believe we must deliver programs that improve the quality of life for those we serve. We hold both our programs and ourselves accountable to show results in the lives of our neighbors.

Governance Strategy – We are committed to having strong and independent Boards of Directors that take an active role in the affairs of our organizations. We have a policy of transparency and openness. We have active Board subcommittees. Our directors are expected to be knowledgeable, informed, involved, and generous.

Strategic Management Strategy – We are dedicated to developing a disciplined Strategic Management Process (SMP). The SMP will include a rolling three-year plan that is to be updated annually. The SMP is intended to be the principle tool we use to run our organizations.

Facilities Strategy – We must have adequate facilities to deliver our programs and provide temporary, transitional, or affordable housing. We believe that ownership and control of these facilities is essential to our success.

Financial Strategy – We are non-profit organizations. Accordingly, we must constantly eliminate unnecessary or ineffective spending. We continually improve our programs and management practices to ensure the financial viability of our organizations. To pay for the costs of helping our neighbors, we work to maximize our ability to generate revenue through donations, grants, and revenue-generating operations. Fundraising will always be a high priority. Fundraising is critical to the financial health of our charitable organizations. The demand for our services exceeds our financial and human resources. Our endowment is small relative to the size of our budgets. Historically, we have been successful in raising funds to support our Mission primarily because of the efforts of our President. If we are to more fully achieve our Mission, we must be even more successful in raising money. To do so, more of us will need to be responsible for significant fundraising.

Human Capital Strategy – We are in the business of helping people achieve their full potential through the application of the beliefs reflected in our CREED. That philosophy applies not only to our clients, but also to our employees. We are committed to helping our employees achieve their personal and professional goals. We cannot achieve our mission without their continued dedication and hard work. To combat the growing affordable housing crisis in Southern California, we will explore the development of workforce housing for our employees.

Volunteer Strategy – We encourage volunteers. They help us deliver higher quality services. They encourage community involvement, and help us publicize the value of the services we provide.

Priority 1: Financial Stability
 Goal: Revenues to Exceed Expenses by 10%
 Leaders: Diane Stumph, Mathew Packard, Keith Mackay, Margot Howard

Strategies	Victory	Support	Key Indicators	Start	End
Increase number of unrestricted gifts	Sufficient funding for operations, capital improvements, and a robust endowment	President, Leadership Team, Boards of Directors, Charitable Giving Team	10% increase in grant revenue	4/10	3/11
			10% increase in giving by individual donors and overall charitable giving revenue	4/10	3/11
Increase retail net revenue	FJV's thriving retail operations set the industry standard	JJ Heath, Oscar Labiano, Retail/Auto Staff	10% increase in retail donations and revenue	4/10	3/11
Reduce or contain operational costs	Lean, efficient operations	Leadership Team	10% reduction in workers compensation claims	4/10	3/11
Restructure gift processing procedures	Donors for life	Charitable Giving Team, Secretarial Team	80% reduction in donor phone calls regarding errors and returned mail	4/10	3/11
			100% accuracy in donor database entry	4/10	3/11

Priority 2: Deliver and Expand First Class Programming
 Goal: Increase the Capacity of the Continuum of Care
 Leaders: Mary Case, John Wolohan, Rick Newmyer

Strategies	Victory	Support	Key Indicators	Start	End
Retool the Continuum of Care	Clients transition to more stable or permanent housing through an individualized, flexible, and streamlined service delivery model	Mary Case, Ruth Bruland, Kathi Bradshaw, Julie Vance, Julie DeDe, Paul Delessio, Kris Kuntz, Nick Coniarisas	10% more adults will move to more stable or permanent housing during calendar yr 2012 vs. calendar year 2009	6/10	12/12
			33% Reduction in Shelter Placement Wait List (comparisons of Dec 2009 vs. Dec 2010)	6/10	12/10
			10% increase in clients who need a GED obtaining a GED (calendar yr 2009 vs. calendar year 2011)	1/10	1/12
Influence public policy	FJV is effective in shaping public policy as a result of their status as a subject matter expert	President, Mathew Packard, Valerie Stallings, Development Staff, Keith MacKay, Steve Francis	Successful passage of HR 3248 (auto legislation)	4/10	12/11
			RFPs more closely reflect FJV service delivery priorities	4/10	3/13
Enhance and expand housing opportunities	Housing opportunities are available for clients and staff	Deirdre Evans, Design Team, MVK Bd Committee	Break ground on Phase 1 of MVK Master Plan	4/10	3/12
		President, Vince and Judy Bartolotta, TYV board, Grants, Charitable Giving	ACV open with 100% operating funds in place	4/10	3/13
		Project Team, Development Staff, Chelsea Investments	Opening of 15 th and Commercial	4/10	8/11
		Lilia Young, Melinda Rubio	100% occupancy of the 65 studio apartments at 15 th and Commercial	Date of Cert of Occupancy (COO)	4 months after COO
		Julie Vance, Residential Program Manager	150 transitional housing residents have moved into semi-private quarters at 15 th and Commercial	Date of COO	2 weeks after COO
		Julie Vance, Alma Covarrubias	Licensed childcare open and available to all children living in the Village	Upon COO	3 months after COO
		Julie De De, Julie Vance, Paul Delessio, Lori Saldate, Grants	Increase in rental subsidy funds for clients	6/10	Ongoing
		Julie De De, Lori Saldate	Identify additional external housing opportunities	3/10	Ongoing

Priority 3: Effective Branding and Public Relations
 Goal: Increase Brand Equity for FJV and Partner Agencies
 Leaders: Mathew Packard, Margot Howard

Strategies	Victory	Support	Key Indicators	Start	End
Position FJV and Partner Agencies as the leaders in homeless services	FJV seen as first choice for donors, employees, volunteers, and grantors	President, Charitable Giving Team, Development Team	40% increase in donor retention	4/10	3/11
			10% increase in direct mail response, online contributions, and participants at special events	4/10	3/11
Increase public awareness of our individual brands	Each partner agency has a distinct and separate identity in the minds of the public	President, Charitable Giving Team, Development Team	10% increase in brand equity as determined by pre- and post-survey	6/10	5/11
			10% increase in revenue, in-kind contributions, and volunteer commitment	6/10	5/11

Priority 4: Preferred Place to Work and Volunteer
 Goal: Maximize volunteer and staff contributions to the organization
 Leader: Diane Plaster

Strategies	Victory	Support	Key Indicators	Start	End
Improve communication with employees and volunteers	Engaged and informed employees and volunteers	HR Team, IT Team	Increase in employee and volunteer satisfaction as measured by responses on annual stakeholder surveys, with targets to be developed	4/10	3/11
Evaluate staff salary and benefits as well as non-monetary rewards	Competitive wage, benefits, and incentives for all staff	HR Team	16.5% reduction in staff turnover	4/10	3/11
Improve hiring and volunteer placement processes	The right people in the right jobs	HR Team	50% reduction in time needed to complete the hiring process	4/10	3/11
Improve staff and volunteer development	Knowledgeable, capable, and productive staff and volunteers	HR Team	Increase in staff productivity as measured by annual performance reviews, with targets to be developed	4/10	3/11
			Increase in total volunteer hours, with targets to be developed	4/10	3/11