



Serve City
A MINISTRY OF HELP AND HOPE

Serve City Strategic Priorities

Strategic Priority #1 –

Strengthen the Continuum of Care for our neighbors.

- **Goal 1 – Enhance current support services for neighbors experiencing homelessness**
 - ✓ ○ Update intake System to include comprehensive treatment plans and 24/7 intake.
 - ✓ ○ Expand case management services by adding a ~~Support Services Coordinator~~ Access Counseling.
 - ✓ ○ Build partnerships with local agencies/org's for expanded wrap around services.
 - ✓ ○ Clarify Serve City's scope of care and boundaries for excellence
 - ✓ ○ Develop partnerships and relationships for neighbors outside that scope
 - Begin exploring need, logistics and funding for a Family Shelter
 - ✓ ○ Identify goals for Becker House. – Sold
 - **Timeline:** 2020-2021

- **Goal 2– System and Staff Development**
 - ✓ ○ Fully and honestly evaluate the current programs for effectiveness, efficiency and challenges.
 - ✓ ○ Update and develop systems, policies and procedures that create a consistent level of care.
 - ✓ ○ Develop a housing stability program model that ensures that those who are ready to move from homelessness to housing stability have the resources, structure and support necessary to be successful. – **MOVE FORWARD**
 - ✓ ○ Equip staff with tools and resources necessary to do their jobs with excellence
 - ✓ ○ Engage all staff in comprehensive and ongoing training.
 - ✓ ○ Meet or exceed Performance Standards for COHHIO, ODSA, USDA, Shared Harvest, GAAP, by creating a culture of excellence and best practices
 - **Timeline:** 2020-2021

- **Goal 3– Facility Beautification**
 - ✓ ○ Professionally deep clean all public spaces in the apartments, shelter and pantry.
 - ✓ ○ Renovate the Building to maximize space usage and create a more inviting atmosphere.
 - ✓ ○ Paint and update the Shelter and Pantry
 - Replace flooring in the office wing.
 - ✓ ○ Update how Shelter beds are separated to provide a small level of privacy and dignity
 - ✓ ○ Create systems that prevent clutter and accumulation in all spaces
 - ✓ ○ Update signage, art and informational pieces.
 - ✓ ○ Update the kitchen so it's clean, orderly and up to code
 - ✓ ○ Upgrade furniture as needed.
 - **Timeline:** 2020-2021

Strategic Priority #2 –

Organizational and Financial Development

- **Goal 1 – Rebuild relationships and communication with past partners including donors, churches, volunteers, organizations and agencies while building new connections.**
 - Update Donor Perfect or another database so that it's usable for communication –ON HOLD
 - ✓ ○ Organize a Phone-a-thon in the first two weeks of December 2020
 - Use Constant Contact to stay in communication with contacts
 - ✓ ○ Increase Social Media presence.
 - ✓ ○ Create effective promotional materials.
 - ✓ ○ Focus on building new partnerships with local businesses, corporations and community stakeholders
 - **Timeline:** 2020-2021
- **Goal 2 – Develop deeper engagement with our faith-based partners**
 - ✓ ○ Develop an intentional outreach plan to connect with local and regional churches
 - ✓ ○ Executive Director or representative should be engaging a different church community each week. (40-45 weeks/year)
 - ✓ ○ Develop Church focused promotional material (print and video)
 - ✓ ○ Recapture our church-based foundation through mission and service opportunities
 - **Timeline:** 2021-2022
- **Goal 3 – Upgrade our IT infrastructure**
 - ✓ ○ Update Wifi and wired internet infrastructure.
 - ✓ ○ Get all team members and agency computers on Microsoft 365 for consistency and communication. Use MS Teams for internal Communication.
 - ✓ ○ Install a fax line in the Shelter
 - ✓ ○ Update our Website
 - ✓ ○ Replace old computers and technology with updated equipment.
 - **Timeline:** 2020-2021
- **Goal 4 – Rebrand the Agency**
 - ✓ ○ Launch a comprehensive Agency Rebrand including Logo, Tagline, Colors, Fonts,
 - ✓ ○ Update signage, promotional material and communications.
 - Use the Rebrand as a marketing/outreach opportunity to engage and reengage community partners.
 - **Timeline:** 2020-2021
- **Goal 5 – Launch an intentional 365-day financial development campaign designed to increase our private funding to over 50% in 5 years.**
 - ✓ ○ Develop a systematic Donation-generated fundraising strategy including an Annual Campaign, Fundraising Events, Donor Development, Grants, Business/Corporate Sponsorship and individual asks.
 - ✓ ○ Enhance our Revenue-generated income through careful management of our income from the apartments, clothing ministry and any fee-for-service or billable services
 - ✓ ○ Set a goal of at least 60% private funding by 2023.
 - ✓ ○ Hire or get volunteer bookkeeper.
 - **Timeline:** 2021-2022

Strategic Priority #3 –

Maximize and Expand Services to meet community needs

- **Goal 1 – Open Shower and Laundry facilities to the community.**
 - ✓ ○ Hire strategic staff to oversee the ministry, build connections and publicize
 - ✓ ○ Create systems, policies and procedures that address past and future negative issues
 - ✓ ○ Develop a monitoring and measuring system to measure outcomes.
 - **Timeline:** 2020-2021
- **Goal 2 – Open Shekinah II and possibly Shekinah III based on community need**
 - Use our current model to open more Independent Living low-income housing units.
 - Allow the income from these units to fund other initiatives.
 - Study the need/viability for more Choices type Group Living units.
 - **Timeline:** 2022-2023
- **Goal 3 – Open a Community Center/Crisis Triage Center as a low barrier access point to relationships and services.**
 - ✓ ○ Temporarily store our Clothing Ministry until we can open a clothing retail store/clothing ministry in another building. - **CLOSED**
 - ✓ ○ Move the Food Pantry into the current Clothing Ministry space build a wall out of the current shelving. Build a shed in the parking lot for storage, forklift and plow.
 - ✓ ○ Move the Men’s Shelter into the current Food Pantry Space. Add dividers.
 - ✓ ○ Open the Men’s Shelter into the dining room to create a large Community room that would be used for the Community Center/Triage Center.
 - ✓ ○ Rebuild the Office space to give 365 view, med counter and counseling area.
 - ✓ ○ Paint, organize and beautify as we go.
 - **Timeline:** 2020-2021
- ✓ ● **Goal 4 – Transition the Clothing Ministry to a retail store/clothing ministry - **CLOSED****
 - Temporarily store our clothing inventory until a new space can be secured.
 - Develop a business model and donation system that is financially and logistically workable.
 - Use the Clothing Store to teach and train on retail job skills.
 - **Timeline:** 2022-2023
- **Goal 5 – Move the Food Ministry into its own space**
 - Identify and acquire a standalone space for the Food Pantry in order to maximize effectiveness and community impact.
 - Partner with other local food distribution agencies.
 - Move the cooler and freezer to the new space.
 - ✓ ○ Develop a better system for donations and distribution.
 - **Timeline:** 2022-2023
- **Goal 6 – Acquire another building(s) for all Shelter operations including Family Shelter.**
 - Work with the City to Identify and acquire a building that will accommodate a Men’s Shelter, Women’s Shelter and Family Shelter.
 - Set up the three shelter units using industry best practices
 - Use the current Shelter/Pantry building or another location for a Community Engagement Center. Build another set of Restrooms/Laundry in the Office end of the building.
 - **Timeline:** 2023-2025

Other Items Accomplished:

- **Launched the Overnight Shelter on Christmas Day.**
- **Brought property management in house.**
- **Brought grant management in house.**
- **Developed a relationship with the Hamilton PD K9 unit.**
- **MOU with Access Counseling for therapy and case management.**
- **Hired a full-time volunteer services and outreach coordinator manager.**
- **Develop a virtual case management system for resident tracking and support.**
- **Installed a new video security system and phone system.**
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