

St. Patrick Center

THE FIVE YEAR STRATEGIC PLAN: FY 2007 THROUGH FY 2011



St. Patrick Center - Building Permanent, Positive Change

St. Patrick Center
Five-Year Strategic Plan
July 1, 2006 – June 30, 2011

Executive Summary

As St. Patrick Center prepares to celebrate its 25th Anniversary in 2007, the past 23 years have prepared us to forecast and our future, to plan for the continuing needs of the homeless and impoverished individuals and families that our mission calls us to serve. We must continue to push the envelope and follow best practices in homeless care around the country. This plan calls for the creation of more effective and meaningful ways to end homelessness in the St. Louis Region. We believe we have clearly set the course of action in this five-year strategic plan.

This plan is the culmination of over eight months of research, evaluations, reviews, brainstorming sessions, task force meetings and strategic planning retreats. We have engaged the input of frontline staff; senior and executive staff; community partners; local, state and federal political leaders; our Board of Directors; Board of Trustees; donors and Catholic Charities leadership. We have worked hard to create a feeling of buy-in and ownership at all levels of our agency through open dialog, open meetings, and a constant sharing of the direction we are heading.

While our strategic planning process was divided into four major areas (**Programs, Housing, Partnerships and Collaborations, and Funding and Finance**), we found that each of the four task forces directly and indirectly overlapped and supported one another in their findings, strategies and action steps. Each Task Force Chairman and each staff leader took the time to examine the progress and direction of the other committees when considering strategic direction. This cross synergy between task forces made the process dynamic and the goals and objectives realistic and measurable.

Each Task Force Report and all of their recommendations for the next five years are built upon the experience and effectiveness of our 22 programs. Each new strategy and initiative is deeply rooted in the Mission Statement of St. Patrick Center. They all are aimed at giving dignity and self-sufficiency to people who are homeless or at-risk of becoming homeless.

This plan is centered on a renewed commitment to permanent, supportive housing for our clients. It calls for expanding current successful programs (Assertive Community Treatment, Shelter-Plus-Care, rental/utility subsidy programs, etc.) and increasing our housing flexibility and available stock through innovative new initiatives (Rosati House, master lease programs, landlord cultivation programs, increased rental subsidies, etc.). In each of the four task force areas, you will find exciting and clearly defined goals and outcomes that make *Housing* the primary first step, in many of our existing treatment models. The initiatives outlined in this five-year strategic plan will give us more flexibility in placing difficult, dually diagnosed and chronically homeless people into safe, affordable and dignified housing. It is a plan that makes a paradigm shift in the traditional homeless care model. We will shift away from the concept of getting people ready for housing to, instead, getting housing that is ready for

people. It is the responsibility of St. Patrick Center to tailor our 22 programs toward establishing financial, social and mental stability in our clients so they can maintain and even improve their permanent housing situation.

This strategic plan is a vehicle for change. It has laid out a new map for a new road toward *ending* homelessness. This plan is a call for a deeper commitment to housing which follows the national, state and local momentum focused on best practices for the homeless. St. Patrick Center, through the spirit and strategies of this plan, embraces the opportunity to make profound changes in our community's approach and to be a leader in our region's fight to end chronic homelessness by 2015.

For a complete copy of St. Patrick Center's Five-Year Strategic Plan, contact Jan Rasmussen at 314-802-0683 or jrasmussen@stpatrickcenter.org.