

PVSS 2019 to 2022 Strategic Plan Progress Report

Goal Area	Outcomes	Indicators of Success	Results Since Plan Inception
BOARD DEVELOPMENT	The Board of Directors is a strategic, effective and self-sustaining board – providing broad professional oversight, while strengthening fund development and PVSS' presence in the community	By June 30, 2022, PVSS will maintain a minimum of 11 Board members that represent strategic sectors for PVSS and support the implementation of strategic plan goals, including actions:	Incomplete: Since the plan inception PVSS has been challenged with Board recruitment through the pandemic. We have achieved the 11 member objective once, but were not able to maintain it over time. As of June 30, 2022, the Board membership stands at 10 members.
		1. Updated Board Policies	Completed: Board policies have been added and updated, including updates to bylaws, financial policies and COVID policies.
		2. Board orientation and training.	Mostly Completed: Significant progress has been made to update all Board recruitment materials, application forms and process, including an online application. Board orientation binder has been created and distributed to all new members. Binder is updated at the end of each year with current info and data. Board orientation PPT materials were created and are used when onboarding new members. Board 101 training is recommended for all members going forward.
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FUND DEVELOPMENT	PVSS will operate a strategic fund development model in order to ensure the sustainability of PVSS' services for families affected by homelessness in the community	PVSS will increase annual revenue from contributed private income by \$235,000 to \$300,000,	Incomplete: Revenue increased \$163,000 or 31%
		1. 3x number of donors in Circle of Giving (\$500-\$5,000/yr.) and monthly giving program	Incomplete: Total revenue from Circle of Giving increased by 24% (from \$42,299 to \$52,638) and total CoG member donors increased by 18% (from 38 to 45)
		2. Increase foundation and corporate giving by 20%	Exceeded Goal: Foundation revenue has increased 78% (from \$162,718. to \$290,000) however, Corporate giving declined, giving us a net increase of 28%
		3. Total annual private revenue increase from \$640,000 to \$875,000-\$940,000 (37% to 47%)	Incomplete: Total Annual private revenue increased by 26% (from \$640,000 to \$809,098)

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<p align="center">RESOURCE DEVELOPMENT</p>	<p>PVSS will be at a level of sustainable operations, ensuring manageable staff workloads and high quality services.</p>	<p>PVSS will increase staff and the office space to accommodate them by increasing total FTE's by 3.5 to 4.0FTEs in the areas of operations management, fund development coordination, case management, program administrative support and property management</p>	<p>In Progress: In September of 2019, we began the process of reorganizing the staff to align with the strategic plan goals and organizational priorities, including the creation of a new "Leadership Team" to help drive progress against the plan goals. Though we are still short approx. 1.0FTE in Case Management capacity, reorganizing the staff solved many of the capacity issues. The goal to add another case manager was postponed in Jan 2022 as we chose to adjust staff salaries by 15% instead of increasing staffing level.</p>
		<p>1. Increase Property Management position to 1.0FTE</p>	<p>Completed: 1.0FTE Property Manager was originally hired in Feb 2020. Position filled today by Margarita Estrada @ 1.0FTE</p>
		<p>2. Add Development Coordinator Position at 1.0FTE</p>	<p>Completed: Judy Sambrailo was installed as a 1.0FTE Development Coordinator on Oct 23, 2019.</p>
		<p>3. Add Program Assistant at 0.5FTE or 1.0FTE</p>	<p>Completed: 0.5FTE Admin Coordinator position created on Jan 1, 2020.</p>
		<p>4. Add Program Director or Case Manager at 1.0FTE</p>	<p>Completed: Annette Melendrez promoted to Director of Programs on Nov 1, 2019 at 1.0FTE</p>
<p>5. Add space to accommodate new staff</p>	<p>Completed: 2 new offices and one Case Management meeting room were completed on Sept 22, 2021 with the completion of the Celeste Office Expansion Project.</p>		

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<p style="text-align: center;">PROGRAM DEVELOPMENT</p>	<p>To ensure families who graduate from PVSS' programs develop the skills they need to obtain permanent housing and maintain self-sufficiency well after graduation, PVSS will pursue any program developments needed to improve outcomes for families affected by homelessness.</p>	<p>PVSS will have a clear program model and policies for both the use of properties and supportive services by:</p>	<p>Exceeded Goals: Beginning in Sept/Oct 2019, the leadership Team focused on a review and revise for all program materials, rules and policies. This effort has been ongoing over the 3 years since plan inception, culminating in the creation of the "Three Pillars of Self-Sufficiency" program model we have today.</p>
		<p>1. Developing a theory of change model w/ Inputs, outputs, outcomes and impact for the emergency shelter, 1 and 2 year transitional housing and long term housing, and</p>	<p>Completed: A clear and cogent theory of change is documented in our program materials and Program Logic Models (PLMs) and program narratives are completed and updated each year.</p>
		<p>2. Reviewing, updating and consolidating current program policies across all 4 programs, and</p>	<p>Completed: The work to update and consolidate our program policies was largely completed in 2019-20. This work is ongoing as part of our continuous process improvement efforts.</p>
		<p>3. Create internal and external menu of services</p>	<p>Completed: A contact list is in use by case management for all community partners that we rely on for services we cant provide internally.</p>
		<p>Additional Accomplishments: New Programs added</p>	<p>Additional Accomplishments: Since plan inception we have added three new programs to strengthen the Three Pillars model: 1: ACEs and Family Strengthening + Health and Wellness. 2. Coordinated Economic Development (CED) and, 3. The Hope and Home Tenant Education Program.</p>
		<p>Additional Accomplishments: Increased Impact</p>	<p>Additional Accomplishments: Since plan inception we have increased the number of individuals in families served annually by 50% (from 155 to 233) and increased our permanent housing placements by 65% (from 66 to 109); Adults exiting with employment has increased by 15% (from 29 to 33). Our Cost per successful PH outcome has decreased by 15% (from \$12,452 to \$10,576)</p>

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SYSTEMS IMPROVEMENT	PVSS' internal systems will operate with improved efficiency, effectiveness and staff empowerment for the sustainability of a healthy organization and healthy relationships.	PVSS will have effective internal systems impacting staff roles and structure, decision-making processes, staff evaluations, data management and program evaluation, including:	Exceeded Goals: Since plan inception we have made huge strides in upgrading our internal management system beyond the scope of the original plan. These additional accomplishments are listed below and involve Property Management, finance management and administrative managements systems:
		1. Professional development training for staff.	Completed: To date we have offered the staff training in Motivational Interviewing (MI) to sharpen case management skills; Excel training; ACES Training; The Four Agreements; Emotional Hijacking;
		2. Updated Job descriptions	Completed: All job descriptions were reviewed and revised in Oct/Nov of 2019. New job descriptions have been created for all new or changed positions at PVSS.
		3. Updated Organizational Chart	Completed: New org chart was first completed in Oct 2019 and is revised whenever a change is made to org structure or staffing. Charts are included in Board Binder.
		4. Updated Employee Policy Handbook	Completed: Since plan inception, Personnel Policies have been updated by an HR Professional and approved by the Board twice: Once in
		5. Improved Data Management	Completed: This is perhaps our most significant accomplishment: a set of databases and dashboard was created to track demographics, outputs and outcomes for all programs both individually and collectively. These outcome include "the Big Three": Housing, employment and savings.
		Additional Accomplishments: New Property Management Software	Additional Accomplishments: In January 2022, PVSS implemented a new property management software system called, Buildium, which tracks rents, leases, workorders and financials for all tenants.
		Additional Accomplishments: Kindful/QuickBooks integration	Additional Accomplishments: By July 2020, we completed the process of integrating our donor database, Kindful, with our finance management system, QuickBooks so that revenue that was booked into the donor database synched into the finance management software system.
		Additional Accomplishments: Solar Installation	Additional Accomplishments: On Sept 8, 2021 we completed the solar installation project and roofing project at 115 Brennan St. The solar array on the roof of the admin building supplies 80% of the properties electricity needs, saving PVSS about \$2,000 annually.
		Additional Accomplishments: Broadband access for all participants	Additional Accomplishments: This year we also completed the installation of broadband access equipment in our transitional and long-term housing facilities.

