



2021 - 2023 Strategic Planning

Executive Summary

Sheffield Place has undergone a dramatic transformation over the last decade, achieving significant milestones including:

- Hiring strong leaders with substantial skills and experience to develop programs and expand volunteer and fundraising initiatives.
- Strengthening the overall financial position.
- Purchasing and maintaining permanent housing options for After Care clients.
- Completing a successful capital campaign.
- Designing and constructing a new facility and upgrading the Main facility.
- Expanding fundraising events.

To follow these tremendous accomplishments, the Staff, Executive Board and Board are undergoing a strategic planning process to evaluate the direction of Sheffield over the next 3 years.

The following is a summary of the key initiatives categorized by Mission/Programs, People, Facilities, Fundraising/Development, Finance, Technology and Policy. Details on Current State and Proposed Future State follow as well as additional information.

Strategic Planning Cycle

Initial Discussions

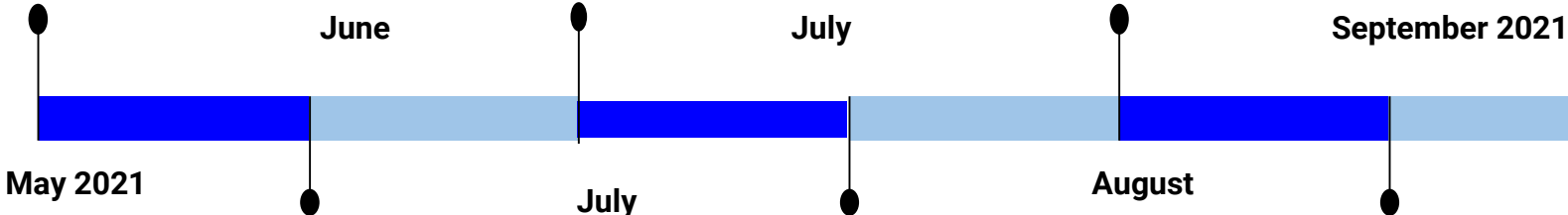
Who: Exec Board, Management Team
What:
1) Mission Validation
2) Validate Timeline
3) White Boarding
4) Assignments

Draft Strategy

Who: Exec Board, CEO
What: Prepare Draft Strategy

Feedback & Updates

Who: Board, Staff
What: Assemble Comments



Research

Who: Exec Board, Management Team

Present Draft Document

Who: Board Management Team

Final Strategy

KEY INITIATIVES

2021	2022	2023+
<i>Mission/Programs</i>		
Mission Reaffirmation	Expanded Case Managers	Community Partnerships
<i>Facilities</i>		
Acquire Lot ..Adjacent to Main Facility	Acquire Building ..Adjacent to Main Facility	Facilities Build
Update Security Systems	Planning for Additional Facility	Increased parking
Investigate Sales Options for Permanent Houses		
<i>People</i>		
Staff Retreats	Staff Retreats	Staff Retreats
Tweak Medical Benefit Cost	Staff Additions	Improved/increased space
	Succession Planning	Staff space/office space
<i>Development/Fundraising</i>		
Explore 2022 OTW Venue options	Capital Campaign Exploration	Capital Campaign
New Donor Management Tool		

KEY INITIATIVES (continued)

2021	2022	2023+
<i>Finance</i>		
Investment Policy	Renegotiate Insperity Contract	Capital Campaign
<i>Technology</i>		
New Donor Management Software	IT Review	
Update Security Systems	Security Review	
<i>Policy</i>		
Ongoing Board Recruitment	Ongoing Board Recruitment	Ongoing Board Recruitment
	Update By-laws	

Strategy Purpose & Approach

Establish a framework for operations over next 3-5 years.

Based on addressing:

What is the need

Has that changed from the past

Customers

Resources

What makes us unique

Do we need to pivot

Strategy Theory

Sheffield strives to provide unique value to target customers

- By understanding the macro environment & trends (and recognizing inflection points), we can better meet our customer's emergent needs
- And by figuring out which changes and resulting trends we can align with (and harness) to uniquely satisfy our customers current (and emergent) needs

Providing unique value to target customers

By understanding the macro environment & trends (and recognizing inflection points)

By helping customers benefit from change and align with trends

Achieving organizational alignment across a unique & customer driven activity system

Current Mission

To empower homeless mothers and their children to heal from their trauma and become self-sufficient.

Current Vision

Breaking cycles of poverty, homelessness, & addiction.

Programs/Mission

Current

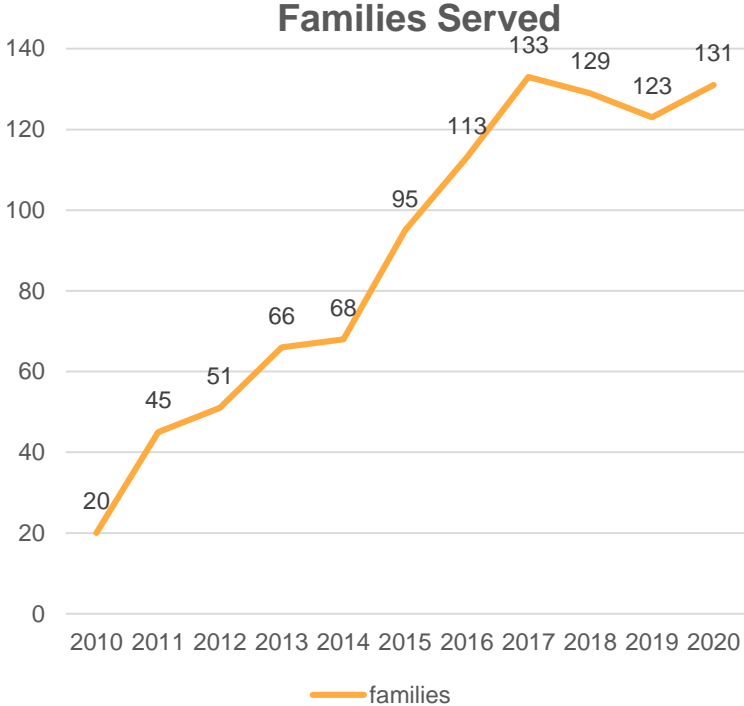
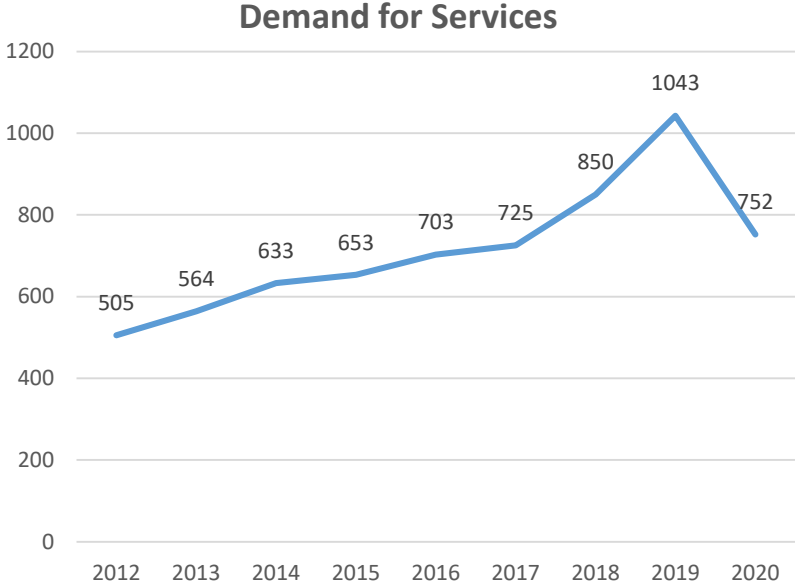
1. Unique economic times with impact of pandemic.
 - a. Seeing impact of higher government funding on number and issues faced by families.
 - b. Unsure of long-term impact of childcare credit on families.
2. Sheffield is uniquely positioned within the community.
 - a. There are coed facilities that provide services; some are more “emergency” shelter-type programs; Safehome, City Union Mission
 - b. Healing House - provides services to women but requires that they are clean before intake.
 - c. Princess House - similar to Healing House.
3. Historically services provided to:
 - a. Moms with children.
 - b. Moms without children but seeking reunification.
 - c. Pregnant women.
4. Providing treatment:
 - a. Residential
 - b. After Care
 - c. Children Services

Program/Mission - Prospective Program Changes

Go-Forward

1. Mission and Vision remain focused on Mothers with Children.
2. Continue children's programs for both residential and after-care.
3. Create facility for more community services and partnerships (ex:12 step programs).
4. Ongoing research on community needs and shifts in demographics.
5. Organize case management:
 - a. Case Manager serving Main Facility
 - b. Case Manager serving Newton and Permanent Houses
 - c. Case Manager serving After Care
6. Increased hands-on case management & therapy
7. Targeted services
8. Defined service levels
9. Increased accountability
10. Incentives to make progress

Sheffield Service Expansion



How Enhanced Public Support Has Affected Families at Sheffield Place

The families at Sheffield Place have benefited from an unprecedented infusion of money from public sources.

Three stimulus payments	Mother & 1 child
Stimulus 1 - \$1200 per adult and \$500 per child – April 2020	\$1700
Stimulus 2 - \$600 per person – December 2020	\$1200
Stimulus 3 - \$1400 per adult and child – March 2021	<u>\$2800</u>
	\$5700

A mother who qualifies for unemployment with one child would have received an extra \$300 per week in unemployment in addition to \$5700 in stimulus payments.

That is in addition to any Earned Income Tax Credit that the mother may have been refunded. The average EITC in Missouri (2019) was \$2452.

As a result, total public payments of \$8000 to \$10,000 were not uncommon. Increase in tax credit would provide an additional \$3600 for children under 6 and \$3000 for children 7-12.

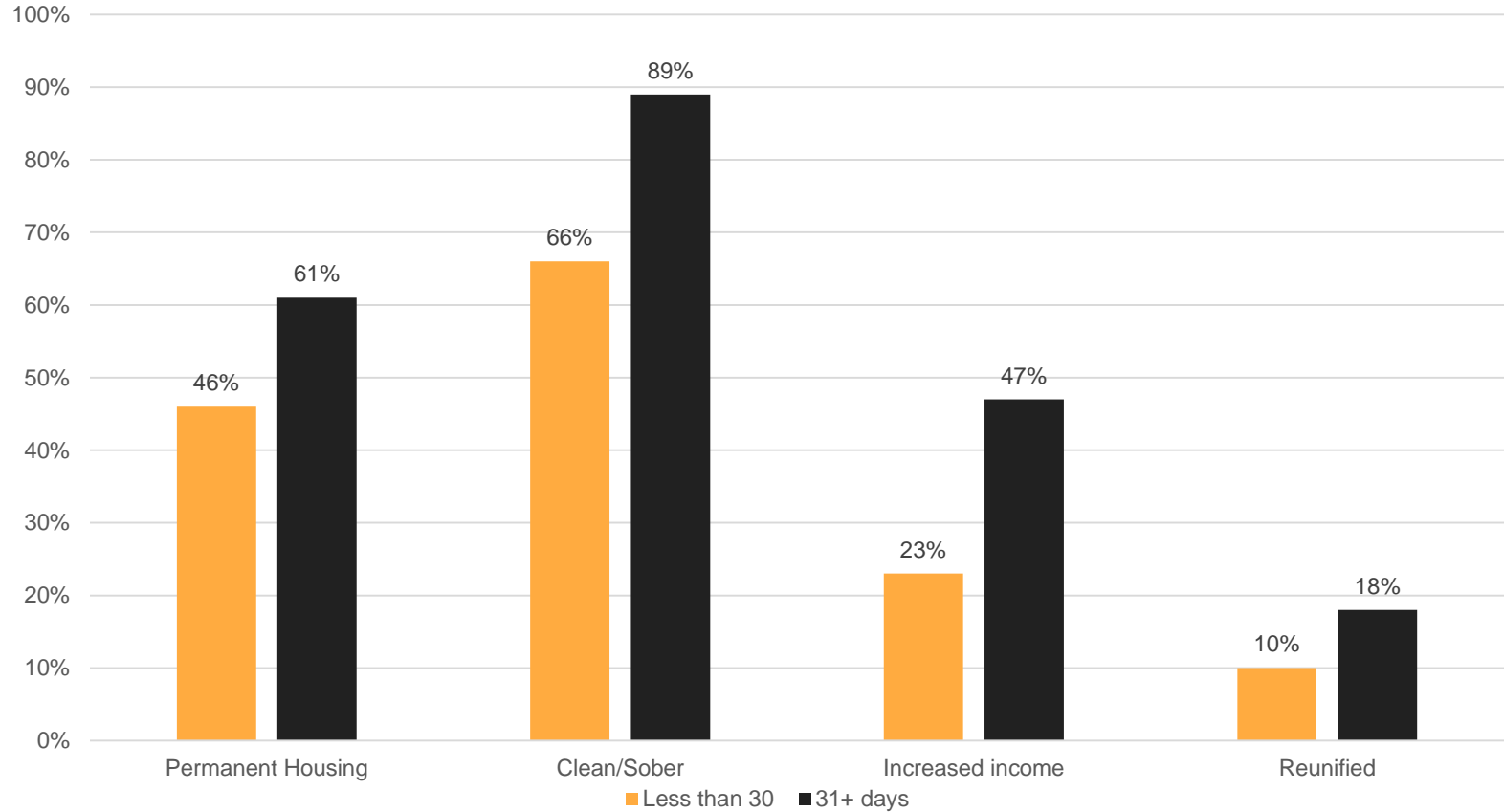
Impact of expanded public payments on families

- Some have used this money for savings, to pay overdue bills, evictions, warrants, and other liabilities.
- Others have used some or all of the funds to purchase wants (consumer goods and fund vices in some cases) as well as needs. Some of the women have purchased cars.
- For some of the women, the money funds their time away from paid employment. When the money runs out they will consider finding a job.
- If the expanded child credit is made permanent, it has the potential to serve as an incentive to have more children.
- Non-custodial parent may attempt to get custody

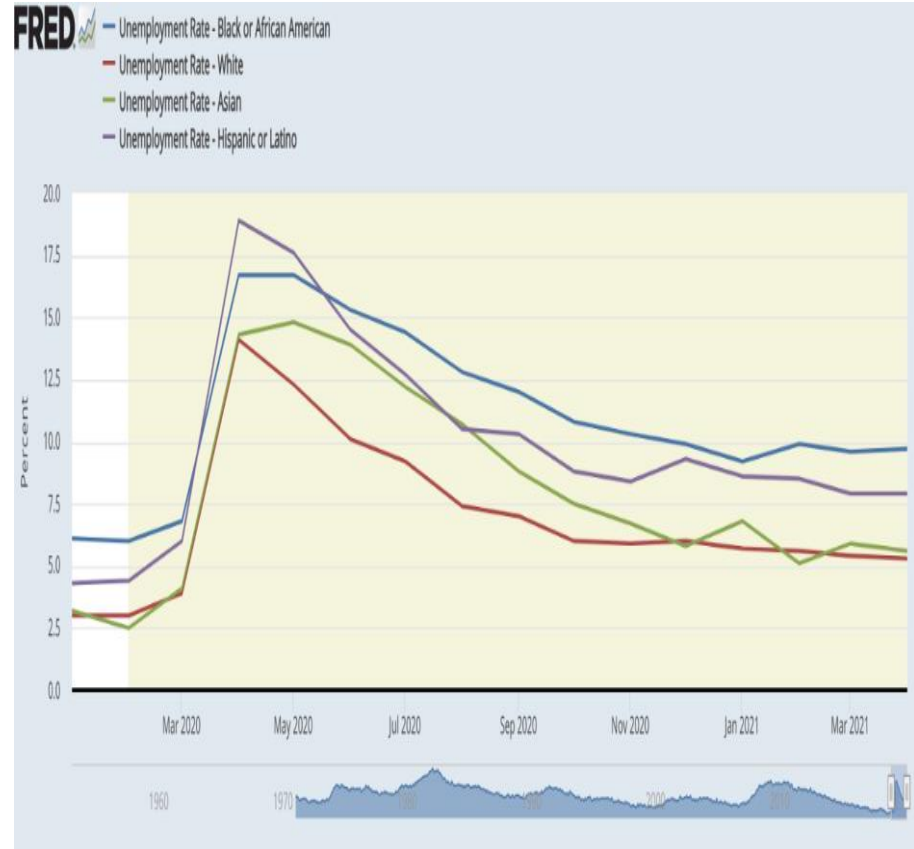
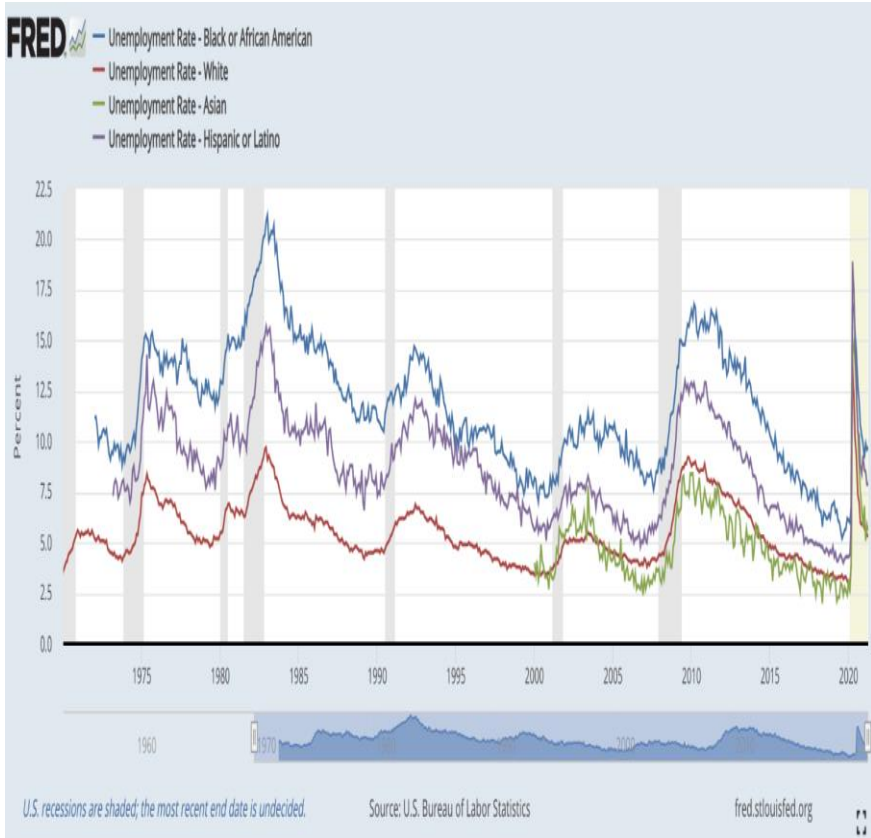
What stops permanent housing success

- Clients stop going to or were never engaged in recovery meetings OR had a sponsor
- Clients start feeling well and stop taking mental health meds
- Clients are relatively isolated when they move into permanent housing. They have a limited support system that is positive if any positive members at all
- Limited stability before they move. No experience living independently
- Not comfortable in the outside community

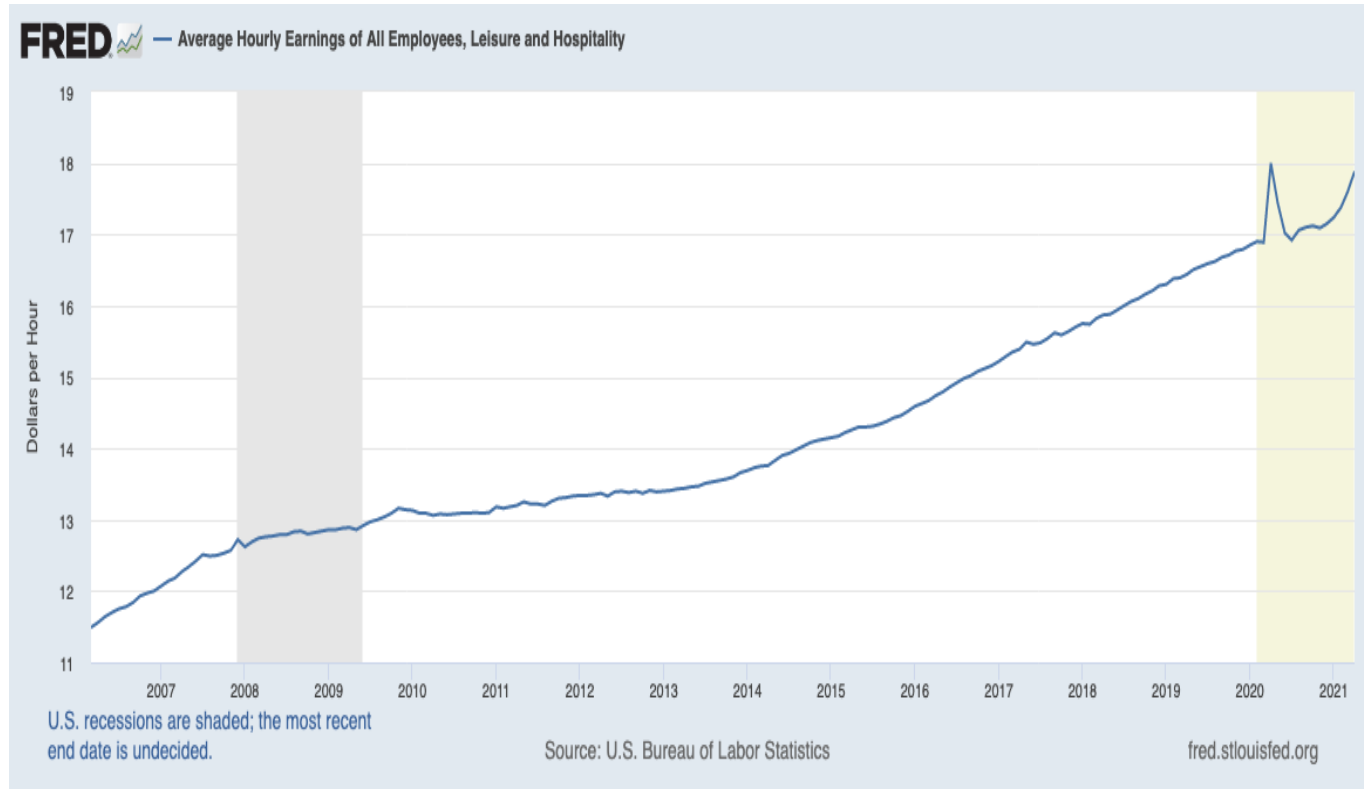
2020 Outcomes



Macroeconomic Trends - lots of uncertainty



Macroeconomic Trends - labor issues



Agency Comparisons

Agency	Type	Service requirements	Length of program	Clean time at entry required	Job At entry	Children required?	Fee for housing/services	Aftercare	other
Sheffield Place women & families	Transitional Permanent Supportive Housing	Program compliance	Average stay 4 months. perm	No	No	Yes or can get custody	None until employed/income then 30%	Indefinitely	
Amethyst Place – women & families	Long term voucher, sec 8 voucher	Clean/sober	Indefinitely	30 days, typically in mh treat	No – until later, pushes education/vocation	Yes or can get custody	None until employed then 30%	Indefinitely	No children over 12
Community Linc – women, men, families	*Prevention/diversion/outreach, campus, DFS vouchers (rental support), PSH master lease & \$, navigators	Required to save 50%	4 months, perm	Not addiction	No	Yes	None 30%	9 months - year	
Hillcrest – singles & families	Transitional	Savings	90 days	yes	Yes	No		90 day	
Healing House	Sober Living	Group	indefinitely	yes	No – must get job in 30 days	No	Yes	Yes	
Princess House	Sober Living	Group	indefinitely	Yes	No – must get job in 30 days	No	Yes	No	No children
Angels of Mercy	Sober Living	Group	indefinitely	Yes	No – must get job in 30 days	No	Yes	No	No children
Catherine's Place	Transitional	Program compliance	5 month max	No	No	No	None until employed then 30%	No	

Facilities

Key to providing services - currently 4 ways:

1. Main Facility - Residential Intake
2. Newton Facility
3. Permanent Housing
4. Aftercare/Outpatient

1. Good capacity now for residential housing.
2. Main Facility and Newton Facility should not require any substantial maintenance in next 3-5 years.
3. Houses require continual maintenance.
4. Need additional space for administration and group services.
5. Acquiring small lot adjacent to Main Facility from the Land Bank that will initially be used as a Community Garden but may provide opportunities for other expansion going forward.

Facilities

Go-forward

1. Continue to pursue additional land purchase for adjacent property.
 - a. Facility for administration
 - b. Potential 4plex/apartment for additional residential
 - c. Allow partnerships with other community services programs
2. Permanent housing.
 - a. Tighten radius
 - b. Explore HUD requirements for housing to see if there are options for early sale.
 - c. Find options for more structured programs with families in permanent housing or ownership transfer.
 - d. Consider options for equity for families in permanent housing.
 - e. Determine optimal quantity of housing.

People

Current

1. Strong senior staff.
2. Innately stressful job environment given mission and client dynamics with secondary trauma.
3. Space is limited for administrative work.
4. Use volunteers for non-clinical work only.
5. Staff has capacity for additional work.
6. Insperity working well for HR and Benefits management.

Go-Forward

1. Staff modifications:
 - a. Facilities - supplement with contract workers.
 - i. Use of volunteers - consider liability.
 - b. Consider adds:
 - i. Office Manager
 - ii. Social Worker
2. Develop succession plan for key staff.
3. Continue staff retreats and other events to recognize and refresh staff.
4. 2021+ tweaked medical benefits to minimize cost for employees.
5. Research need for increased language skills to determine if that is a barrier for programs.

Development/Fundraising

Current

Solid Development Program

- a. Strong Volunteer Program
- b. Events
 - i. Off the Wall
 - ii. Golf Tournament
 - iii. Events are organically growing
- c. Grants
 - i. Combat
 - ii. Jackson County Mental Health Levy
 - iii. Children's Service Fund - Jackson County
- d. Other Giving
 - i. Individuals
 - ii. Estates
 - iii. Foundations
- e. Currently Unrestricted Funding is about 30%.

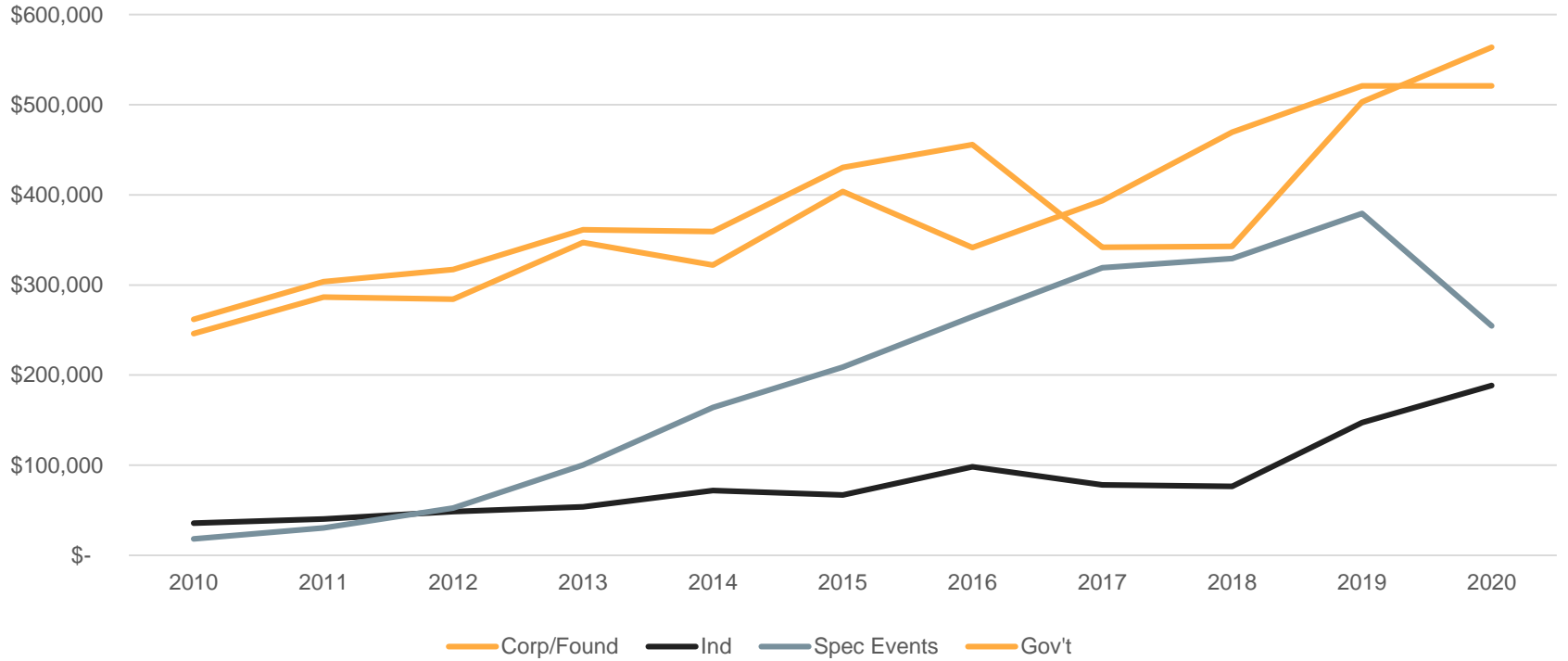
Development/Fundraising

Go-Forward

1. Continue with Events as is - no additions or substantial modifications.
 - a. Continue virtual Off the Wall to broaden attendees
 - b. Explore venues to support Off the Wall growth
2. Do not establish an endowment fund.
 - a. Would require substantial development efforts for minimal long-term benefit.
 - b. Consider other opportunities for cash investing.
3. Explore new donor management tools (Bloomerang, Blackbaud, Salesforce)

Sheffield Place Revenue by Major Categories

2010 - 2020



Finance

Current

1. Solid Cash Position
2. Finishing up Successful Capital Campaign
3. Adequate reserves.

Go-Forward

1. Options for growth:
 - a. Open to borrowing funds, if needed.
 - b. 2022+ Option for Capital Campaign to support additional facilities for expanded services.
Anticipate a campaign to build a new facility from scratch would range from \$3-4 million.
2. Explore other options for house funding that provide more flexibility for sales/modifications (non-HUD funding).
3. Update Investment Policy.
4. Make modifications to cash holdings to a more structured portfolio that includes bonds and equities for amount in excess of current operational requirements.
 - a. Changes made according to policy parameters.
 - b. Changes consider current economic cycle and historically low interest rates.
 - c. Minimize impact to principal.

Technology

Current tech stack

- a. EMR - use application that Combat and Jackson County Mental Health also use.
- b. Finance: Peachtree
- c. Donor Management: TBD - selection underway
- d. Security Systems: Updating
- e. IT - general: Onsite servers
- f. HR - via Insperity.
- g. Auction Tools
- h. Others - TBD

Go-Forward

1. Consider more Cloud based products over time to minimize onsite exposure.
2. Exploring new Donor Management software - Cloud based.
3. Security systems are being updated with facilities renovations.

Policy

Current

1. Bylaws revised in 2014
2. Staff policies reviewed and updated in 2015 with assistance of Board Members Kathy Malone and Missy Andeel.
3. Finance/Investment Policies being updated currently.
4. Conflict of Interest Policy for Staff and Board updated in 2020.
5. Other policies.

Go-Forward

1. Review and revise bylaws as needed in 2022.
2. Bring Investment Policy updates to Board for approval in 2021.
3. Ongoing Board Recruitment as needed focusing on diversity of members both on the Advisory Council and Board.

Sheffield Snapshot

Strength	Opportunities
Program/Mision	Programs/Services
Strong programs for women and their children	Seeing heightened issues with clients
Facilities	Facilities
Recently renovated and new spaces	Difficult to manage permanent houses. Tighten parameter of houses
People	People
Experienced Staff	Stressful job - continue work to address secondary trauma
Organization Foundation	Succession Planning
Compensation at market levels	Space needed
Development/Fundraising	Development/Fundraising
Strong Events Solid Volunteer Base	Capital Campaign as needed
Finance	Finance
Strong Cash Position	Update Investment Policy
Technology	Technology
Adequate tools sets - using EMR that aligns with strategic funders.	Consider new tools/technology as needed.
	Consider more cloud based tools that allow for remote management.
Policy	Policy
Strong Board / Solid Corporate Governance	Continue to update Policies.

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