

CATHEDRAL SQUARE  
**2024 - 2026 Strategic Plan**

These five strategic areas represent Cathedral Square’s core business areas — operations, property development, supportive services, fundraising/marketing with a focus on equity and inclusion. They are interrelated, align with our mission, and build on our knowledge and expertise. They are consistent with our ideals of equity and affordability for housing and services for those with the greatest needs and the lowest incomes, as articulated by the Cathedral Church of St. Paul in founding Cathedral Square.

**Our Mission:** Cathedral Square improves the lives of older adults and people with diverse needs by creating and maintaining quality, affordable, service-enriched housing. We recognize that safe, affordable homes provide the foundation for health, individual and community well-being, and economic, racial, and social justice.

**Our Vision:** We envision a time when all people have access to safe, quality, affordable housing that is welcoming and inclusive, with access to the support and services they need to help them stay healthy and thrive in their communities. At Cathedral Square, all staff and residents feel valued, safe, respected, empowered, and supported to reach their fullest potential.

	OPERATIONS	DEVELOPMENT	SASH	FUNDRAISING/MARKETING	JEDI
<b>Statement of Direction</b>	<ul style="list-style-type: none"> <li>▶ Recruit and retain a high-quality, diverse work force committed to our mission.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Create or rehabilitate vibrant communities that fulfill our mission and sustain our annual operating budget as staffing allows.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Secure long-term, sustainable funding for traditional SASH, and our newer initiatives (SASH for All, Embedded Mental Health Program, and Medicare Advantage plans).</li> </ul>	<ul style="list-style-type: none"> <li>▶ Grow the recognition of our name and mission to increase the number of donors and the amount of giving to CS.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Evaluate and strengthen a culture of diversity, inclusion and equity for our staff, residents, and participants.</li> </ul>
<b>Challenges/Trends</b>	<ul style="list-style-type: none"> <li>• Workforce crisis</li> <li>• Recruitment and retention in current labor market</li> <li>• Formerly homeless mandate increase from 15% to 30%</li> <li>• Increased resident demands, mental health &amp; behavioral concerns, and complex care needs</li> <li>• Increased reporting and compliance requirements</li> <li>• Increased agency staffing costs</li> <li>• Unsustainable cost of health insurance for employees</li> </ul>	<ul style="list-style-type: none"> <li>• Increased building costs and supply shortages</li> <li>• Limited development resources with high demand</li> <li>• Funding opposition to Chittenden County, age specific housing and portfolio reinvestment</li> <li>• More funding sources needed for each community, requiring more regulations/requirements</li> <li>• Pressure to build more without subsidy or funding for services</li> <li>• More emphasis on supporting for-profit developers by funders</li> </ul>	<ul style="list-style-type: none"> <li>• Funding uncertainty, All Payer Model extensions with unknown future model</li> <li>• Higher participant need, more time intensive for staff</li> <li>• Partners unable to participate due to limited workforce, or unwilling due to perceived duplication</li> <li>• Limited funding to support SASH Admin Team</li> <li>• Low and unpredictable national replication, NWHN closure</li> <li>• Aging third-party evaluation results</li> </ul>	<ul style="list-style-type: none"> <li>• Competition, lots of other worthy causes, already well-established in donors’ minds especially given disaster recovery</li> <li>• Limited staffing capacity</li> <li>• Hard to raise funds for operating costs</li> <li>• Giving across the US has declined (down overall by 3.4% in 2022; individual giving down by 6.4%)</li> </ul>	<ul style="list-style-type: none"> <li>• Different levels of understanding and appreciation for this work</li> <li>• Unknown baseline of how staff and residents feel CS is doing and what the areas of needed improvement are</li> <li>• Ability to think through all procedures and processes through an equity and inclusion lens</li> <li>• Staff capacity/interest in participating in JEDI committee and events.</li> <li>• Sustainable funding for JEDI activities and work.</li> </ul>

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<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Staff longevity</li> <li>• Compassionate, caring culture</li> <li>• Employee benefits</li> <li>• Highly skilled employees</li> <li>• Healthy financial position</li> <li>• 93% of residents responding to survey would recommend CS</li> <li>• Near-perfect financial audits</li> <li>• High REAC scores</li> <li>• Commitment to maintaining high-quality properties and services</li> <li>• Demand for our housing and services</li> <li>• 98% occupancy rate</li> <li>• Positive partner relationships</li> <li>• Staff returning to CS</li> <li>• Highly respected organization by policy makers, lawmakers and public at large.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent demand for affordable housing; wait list = 1,000+</li> <li>• Leader in energy-efficiency design</li> <li>• VT’s aging demographics</li> <li>• Positive partner relationships</li> <li>• Team knowledge</li> <li>• Development reserve account</li> <li>• Dedicated policy staff position to advance our priorities</li> <li>• Positive reputation</li> </ul>	<ul style="list-style-type: none"> <li>• State’s priority within health care reform efforts</li> <li>• Acknowledgement that housing is health</li> <li>• State-wide infrastructure and support system; positive reputation within housing organizations</li> <li>• Expansion of panels and pilots built upon SASH’s foundation – including RI, SASH for All, and mental health</li> <li>• Proven positive results, documented by third party</li> <li>• Community based and community supported</li> <li>• Ability to adapt, support, and lead needs of the community (ie pandemic)</li> </ul>	<ul style="list-style-type: none"> <li>• Strong Advancement Committee that is growing and dedicated to our work</li> <li>• Proven ability to raise \$1M for the MCAB campaign</li> <li>• Great mission with inspirational stories to be told, “CS is the best kept secret”</li> <li>• Increased board (past and current) role in fundraising</li> <li>• Growing awareness about CS, more media coverage, and more reporters reaching out to us for stories</li> <li>• Passion for the work we do</li> <li>• Positive partner relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Active JEDI Committee</li> <li>• Executive Staff Leadership commitment</li> <li>• Higher % of diversified staff than the average VT business</li> <li>• Funding opportunities to support this work given recent events</li> <li>• Strong JEDI plan approved by board</li> </ul>
<b>Areas to Strengthen</b>	<ul style="list-style-type: none"> <li>• Recruitment of MTs and RAs</li> <li>• Increase diversity among staff with targeted recruitment efforts</li> <li>• More professional development opportunities for hourly staff</li> <li>• Pay rates: Increase as needed to compete in the market</li> <li>• Asset and grant management capacity &amp; systems</li> <li>• Use of technology where possible to help with staff efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Grant seeking</li> <li>• Relationships with large funders, including banks other than M&amp;T</li> <li>• New opportunities to grow without large staffing needs (ie homeownership initiatives, buildings with less maintenance intensive elements (ie. Vinyl siding)</li> <li>• Evaluate building in house expertise in tax-credit syndication</li> </ul>	<ul style="list-style-type: none"> <li>• SASH strategic partner relationships with service providers (AAA and VNAs)</li> <li>• Consistent sustainable funding for all arms of SASH (admin team, SASH for All, Embedded Mental Health)</li> <li>• Comprehensive and achievable SASH package for national replication</li> <li>• With staffing crisis, ways to reduce staff workloads but keep model quality and fidelity</li> <li>• Difficult to change or adjust after 10+ years of success</li> </ul>	<ul style="list-style-type: none"> <li>• Greater awareness of who we are and what we do</li> <li>• Learn more about our donors (including easy ways to contact – email addresses)</li> <li>• Create the operational story that people want to give to</li> <li>• Encourage bequests/legacy giving</li> <li>• Encourage board members, staff and residents to be our ambassadors</li> </ul>	<ul style="list-style-type: none"> <li>• Increase membership and diversity on JEDI committee</li> <li>• Understand how we are doing now – a baseline to improve upon</li> <li>• A broader understanding of why we are doing this work – staff buy in</li> <li>• Resident engagement and understanding on JEDI issues, reduce/eliminate racist comments</li> </ul>
<b>Top Priority</b>	<ul style="list-style-type: none"> <li>• Recruit and retain a high-quality workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete construction of Kelley’s Field II (Hinesburg) and Reid Commons (St. Albans), and</li> </ul>	<ul style="list-style-type: none"> <li>• Secure long-term/continued funding through the new all-payer model.</li> </ul>	<ul style="list-style-type: none"> <li>• Grow our donor pool and the amounts given.</li> </ul>	<ul style="list-style-type: none"> <li>• Gather information on where CS staff and residents feel CS currently stands as a</li> </ul>

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		complete renovation of Whitcomb Woods (Essex Junction).			welcoming and inclusive organization and build upon our JEDI plan accordingly.
<b>Year 3 (2026) Results</b>	<ul style="list-style-type: none"> <li>Maintain strong pay and benefit package (93% of expenses), raising payrates as market demands and balancing with benefit costs</li> <li>HR dashboard created with annual reporting on recruitment, turnover, etc.</li> <li>Cohesiveness of teams and increase in cross-functional collaboration</li> <li>Develop and launch Homelessness Response Pilot with incentivized tenancy program</li> <li>Succession planning for leadership positions</li> <li>Smooth transition to new technology platforms across the organization (PHL, MS365, MRI, UKG)</li> <li>Wellness program participants who reach first reward increases from 47% (2020) to 75%</li> <li>Evaluate leadership capacity and structure to make sure we aren't burning people out</li> <li>An efficient grant management tracking system is in place</li> </ul>	<ul style="list-style-type: none"> <li>Kelley's Field II (Hinesburg) complete</li> <li>Reid Commons (St. Albans) complete</li> <li>Whitcomb Woods renovation complete</li> <li>Utilize consultant and Evernorth's services to create a portfolio reinvestment plan</li> <li>Focus on buildings that require less staff and resources to maintain</li> <li>Focus on climate friendly, cost-effective initiatives</li> <li>Explore home buyer initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Support continued collaboration and growth with community partner organizations</li> <li>Embedded Mental Health program expands</li> <li>SASH for All expanded beyond pilot locations</li> <li>VT Blue Advantage/BCBS expanded to 300 participants.</li> <li>Secure funding under the new (previous All Payer Model) CMMI model for traditional SASH including all costs (admin team, data, training)</li> <li>Explore creating a package with set costs and roll out plan for fee for service SASH for community members</li> <li>Explore other Medicare Advantage plans and/or commercial insurance plans</li> <li>Evaluate national replication work and its importance for sustainability.</li> <li>Secure data system</li> </ul>	<ul style="list-style-type: none"> <li>Annual unrestricted fundraising revenue = \$100K</li> <li>Consistent communication across platforms to continue raising visibility – social media, earned media, strategic use of paid media by leveraging Google Ad grants, printed collateral (brochures, pamphlets, etc), email marketing through quarterly newsletters (CS and SASH) and quarterly donor touches</li> <li>Increase our foundation research and requests</li> <li>Encourage donors to include CS in their legacy giving</li> <li>CS is known as go-to source for media reporting on affordable housing, supports for older Vermonters (aging in place), and long-term care</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable, creative recruitment plan in place with diverse, multi-sector partners</li> <li>Number of Black, indigenous and people of color (BIPOC) staff increases to 12% overall, 10% management (2020 10% overall and 6% management team)</li> <li>JEDI employee and resident resources and education available</li> <li>All committees (Wellness, Social, Volunteer, and JEDI) have at least 1 BIPOC member</li> <li>Increase BIPOC representation of residents and staff in all printed and digital communications</li> <li>Data from referral sources upon hire is collected to assess our partner relationships</li> </ul>

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<b>Year 10 (2034) Impact</b>	<ul style="list-style-type: none"> <li>• 225 engaged employees committed to CS mission</li> <li>• 1,400 residents with 95% satisfaction rating (excluding Williston Woods)</li> <li>• Staff have opportunities to volunteer in groups within CS</li> </ul>	<ul style="list-style-type: none"> <li>• Additional 200 apartments created</li> <li>• Up to seven portfolio properties transfer ownership or are recapitalized – Whitcomb Woods, Ruggles House, Town Meadow, Four Winds, McAuley Square, Jeri Hill, Monroe Place</li> <li>• New partnership in place providing creative housing, or a new geographic area</li> </ul>	<ul style="list-style-type: none"> <li>• SASH is offered under Medicare Advantage to 500 Vermonters</li> <li>• SASH and/or SASH for All is in all affordable housing across VT (all ages)</li> <li>• SASH or SASH for All is operating in 4 states (including VT &amp; RI)</li> <li>• SASH and SASH for All has sustainable funding</li> <li>• SASH model includes Embedded Mental Health model in VT</li> <li>• Create a national replication package with set costs and roll out plan for SASH for All</li> <li>• Cohesion with community partners</li> </ul>	<ul style="list-style-type: none"> <li>• Annual donations are stable at \$200K/yr</li> <li>• 75% of past and current Board members are donors and have strong donor connections</li> <li>• Number of active, consistent donors @ \$50+ increases by 50% (225 in 2020)</li> <li>• Preparation for 50th Anniversary (in 2027) – with high profile keynote speaker</li> </ul>	<ul style="list-style-type: none"> <li>• Staff diversity has increased from 13% (2020) to 20%</li> <li>• Diversity of non-service staff has increased from 5.5% (2020) to 15%</li> <li>• CS communities for residents and staff feel inclusive and welcoming to everyone</li> <li>• Documents are written at the 4<sup>th</sup> grade reading level to facilitate equitable understanding of all policies and procedures.</li> </ul>

s/corporate/strategic planning