

CATHEDRAL SQUARE CORPORATION

2018 - 2020 Strategic Plan

These five strategic areas represent Cathedral Square’s core business areas — operations, development and supportive services — and the growth potential in fundraising/marketing and innovations. 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 envisioned by the Cathedral Church of St. Paul in founding CSC.

Our Mission: Advancing Healthy Homes, Caring Communities & Positive Aging
Our Vision: Creating healthy and safe environments where all Vermonters, regardless of income, have access to affordable housing and the supports they need in order to age in place with dignity and grace.

	OPERATIONS	DEVELOPMENT	SASH	FUNDRAISING/MARKETING	INNOVATIONS
Statement of Direction	<ul style="list-style-type: none"> ▶ Maintain a high-quality work force comprised of people committed to our mission and continue to provide quality benefits and healthy reserves. 	<ul style="list-style-type: none"> ▶ Create or rehabilitate vibrant communities incorporating energy efficiency and innovative technologies while balancing cost and amenities. 	<ul style="list-style-type: none"> ▶ Build upon the SASH platform to expand services such as telehealth, reach more Vermonters, and grow nationally. 	<ul style="list-style-type: none"> ▶ Increase our name recognition and grow both the number of donors and the amount of charitable giving to CSC. 	<ul style="list-style-type: none"> ▶ Based on need, expand our services to include affordable residential dementia care, home-maintenance and food services.
Challenges/Trends	<ul style="list-style-type: none"> • Declining workforce • Increased reporting • Rising health care costs 	<ul style="list-style-type: none"> • Increased aging demographics • Decreased development resources with increased demand • More funding policy priorities you have to meet • More and more funding sources needed to develop a property • TA increasing, but doesn’t pay as much as development fees 	<ul style="list-style-type: none"> • Mental health & dementia challenges more prevalent • Competition for SASH-like models • Declining workforce (esp Nurses) 	<ul style="list-style-type: none"> • Lots of other worthy causes • New communication channels - more social media • Increased competition 	<ul style="list-style-type: none"> • Aging demographics • Technology advances • More older Vermonters staying in their private homes • Only way to get funding is to be innovative which adds pressure • Limited seed money and staffing capacity
Strengths	<ul style="list-style-type: none"> • “Best Places to Work” awards • Highly skilled employees • Healthy financial position • 97% of residents surveyed would recommend CSC • Near-perfect financial and compliance audits • High REAC scores • Commitment to maintaining high-quality properties and services 	<ul style="list-style-type: none"> • There is increased demand for housing; waiting list almost 800 • In-house expertise • Leader in energy-efficiency designs • Aging demographics • State of VT issued first housing bond with Bipartisan support 	<ul style="list-style-type: none"> • There is growing awareness of connection between health and where people live, including the value of housing as a platform for health care • National recognition • Embedded in Vermont’s health-care system • Proven positive results, documented by third party 	<ul style="list-style-type: none"> • New staff position devoted to fundraising and marketing • New online donor-management system • 40th anniversary year provides special fundraising opportunities • Federal funding uncertainties (will make some donors more aware of need to give) 	<ul style="list-style-type: none"> • All-payer model allows greater flexibility for development of assisted living • Service areas meet identified needs • No current competition • Low to no survey findings in CSC assisted living • Strong reputation of CSC
Areas to strengthen	<ul style="list-style-type: none"> • Pay rates – increase to livable wage 	<ul style="list-style-type: none"> • Grant writing • Relationships with large funders 	<ul style="list-style-type: none"> • Fully functional data system • Understanding of SASH results – 	<ul style="list-style-type: none"> • Data system for all contacts • Strengthen mailing list and 	<ul style="list-style-type: none"> • Staff and financial capacity • Business modeling

	<ul style="list-style-type: none"> • Increase creative recruitment efforts • Encourage growth opportunities for all staff • Review department structures for highest efficiency and greatest capacity 	<ul style="list-style-type: none"> • Increase TA contracts at higher reimbursement rates 	<p>between early and late panels</p> <ul style="list-style-type: none"> • Some partner relations • Expansion and innovations work • Messaging about SASH 	<p>contact information</p> <ul style="list-style-type: none"> • Build donor relations • Continually update and refresh websites (CSC & SASH) • “cultural shift” to fundraising and everyone being an ambassador 	
Priority	<ul style="list-style-type: none"> • Attract quality work force and provide competitive pay and benefits 	<ul style="list-style-type: none"> • Open Allard Square 	<ul style="list-style-type: none"> • Positive SASH results 	<ul style="list-style-type: none"> • Develop infrastructure/systems 	<ul style="list-style-type: none"> • Open Memory Care at Allen Brook
Year 3 Results = by 2020	<ul style="list-style-type: none"> • Robust company-sponsored volunteer program for staff and residents is in place • Strong benefit package includes an embedded wellness component • Office expansion at Allard Square (City Center) 	<ul style="list-style-type: none"> • 39 new apartments completed at Allard Square (City Center) • 35 new apartments under construction at Cambrian Rise • 10-year “pipeline” plan for production and rehabilitation completed 	<ul style="list-style-type: none"> • Data-management system is in place and collecting critical data points from all SASH participants; detailed reporting now possible • Increased mental-health services are available within SASH panels in Vermont • Funding through the all-payer model is secure through 2022 • Planning for potential pilots in nonprofit family housing or the workplace underway • SASH is replicated in four states • Telehealth is available in half of CSC’s properties 	<ul style="list-style-type: none"> • Integrated marketing plan developed • Annual fundraising revenue = \$60K • New logo and branding guidelines in place • New websites, publications and exhibits in place • Marketing/Fundraising budget doubles to \$38,000 • Image campaign underway to raise visibility • Giving materials created for residents and families 	<ul style="list-style-type: none"> • Vermont’s first affordable memory-care facility is open in our area • Enhanced CSC volunteer food program restarted • Evaluation of home-maintenance and transportation services completed
Year 10 Impact = by 2028	<ul style="list-style-type: none"> • 200 engaged employees committed to the CSC mission • 1,400 residents with 99% satisfaction rate • 100 employees who are dedicated volunteers • 280 resident volunteers and 210 community volunteers (double what we have now) 	<ul style="list-style-type: none"> • Additional 200 units created • Three portfolio properties transferred and/or recapitalized • New creative partnerships explored to expand funding and housing creation 	<ul style="list-style-type: none"> • SASH is the national model for health and housing • SASH is the platform for telehealth services throughout Vermont • SASH is available to all Vermonters • SASH is replicated in 20 states 	<ul style="list-style-type: none"> • CSC is known as VT’s premier provider of affordable housing and services for older adults and people with disabilities • Annual fundraising revenue = \$150K • One to two major fundraising events/year in addition to annual appeal • 50th Anniversary • 100% of board members are donors and have strong donor connections 	<ul style="list-style-type: none"> • Low-income elders in Vermont with memory-care challenges have an appropriate setting where they can age with dignity • Fresh, Vermont-grown food is available to all CSC residents • Home-maintenance services are available to elders to help them stay in their homes for as long as possible • Leader in affordable memory care