

Solutions to Homelessness



RENAISSANCE
SOCIAL SERVICES

FY 2024-2026 Strategic Plan



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Appendices

- 1. FY 2024 Action Plan**
- 2. SOAR (Strengths, Opportunities, Aspirations and Results) Assessment Report**



Strategic Planning Overview

Renaissance Social Services, Inc.'s FY 2024-2026 Strategic Plan is a result of an inclusive process that engaged a broad set of the organization's community including clients, staff, board members, financial supporters, program partners, and government officials. Insights and data from the following activities guided and informed the plan:

SOAR Assessment

A cornerstone of Renaissance's strategy development was the SOAR (Strengths, Opportunities, Aspirations and Results) assessment process. The aim of the SOAR process was to gather meaningful insights from key constituent groups and partners to inform Renaissance's strategy development. More than 50 constituents participated in focus groups, interviews and surveys during the SOAR process, themes, and insights from which are distilled in the SOAR Assessment Report, which is included in the Appendix.

Action Planning

The organization's leadership team took the lead in designing a one-year action plan for FY 2024. The FY 2024 Action Plan provides tactical steps to realize the strategic plan's goals and is included in the Appendix.

Strategic Planning Leaders

Susan Schierl Sullivan, JD, President

Steven Rivkin, PhD, Co-Vice President

Bria Scudder, Co-Vice President

Todd Krumwiede, Treasurer

Michelle Sablack, MA, Secretary

Michael Banghart, MA, LPC, Executive Director

Erica Ernst, LCSW, RDDP, CADC, LPHA, Clinical Director

AJ Brown, MSB, Director of Finance

Dean Arhos, Director of Data and Program Performance

Sandra Robinson, Assistant Director of Development and Communications

Planning Consultants

John W. Pfeiffer, MPA and Esther Nieves, MA of Open Door Advisors, Inc.



Vision

A Chicago without homelessness or inequities.

Mission

Empower Chicagoans for long-term success through innovative and comprehensive supportive services and housing.

Values

We are:

Collaborative - We strategically partner with organizations across all sectors to maximize our impact.

Equity-Focused - We are a diverse, anti-racist organization committed to overcoming all forms of oppression, supporting healing, and creating greater opportunity.

Innovative - We continuously learn and adapt our approaches to improve our effectiveness.

Systems-Oriented - We leverage our organizational strength to support systems-level cooperation and policy change.

Person-Centered - We engage people with empathy and respect, meet them where they are, and provide individualized services and support.

Reflective - We continuously evaluate our performance by using data and evidence to ensure accountability and effectiveness.

Team-Driven - We cultivate a culture of shared purpose and facilitate professional growth, career advancement and satisfaction.



Strategic Priorities & Goals

Priority 1:

To manage recent programmatic growth, expand our team, and invest in talent development and career advancement to nurture high performance and maximize impact.

Goals:

- 1.1: Create a priority list of key positions to fill.
- 1.2: Improve recruitment and retention of team members.
- 1.3: Explore the development of an education and training fund.

Priority 2:

Reimagine the Renaissance brand to expand public visibility and make services more approachable.

Goals:

- 2.1: Develop an organizational rebranding strategy, including a new logo and positioning.
- 2.2: Redevelop the agency website.
- 2.3: Expand the organization's visibility through thought leadership.

Priority 3:

Expand and diversify the skillsets of the development team to increase revenue and public awareness of the organization's impact.

Goals:

- 3.1: Hire an experienced Director of Development and Communications with fundraising and marketing experience.
- 3.2: To create short- and mid-term marketing plans to expand the agency's audience, build brand awareness, and grow revenue.
- 3.3: Create a social media strategy.



Priority 4:

Maximize unrestricted support to strengthen participant outcomes, increase organizational sustainability, and develop innovative programs.

Goals:

4.1: Improve Medicaid billing compliance.

4.2: Increase corporate partnerships and support.

4.3: Expand individual donor base and support.

Priority 5:

Educate the public about homelessness and solutions that are working.

Goals:

5.1: Define the agency's points of uniqueness and areas of innovation in service delivery.

5.2: Communicate the diversity of supportive services the agency provides and the lived experience of its team.

5.3: Highlight the agency's role as a community mental health center, offering community-driven services available to anyone (counseling, therapy, groups).

Priority 6:

Expand services and partnerships to address participants' need for mental health and employment supports.

Goals:

6.1: Expand mental health service offerings.

6.2: Explore strategic partnerships (collaboration, mergers, acquisitions, etc.) with peer agencies to enhance services and build capacity.

6.3: Develop a partnership to offer psychiatric services.





RENAISSANCE

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Our mission is to empower Chicagoans for long-term success through innovative and comprehensive supportive services and housing.

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