

Renaissance Social Services Strategic Plan: 2019 – 2022

Goal (1) Expand Leadership in Ending Homelessness in Chicago		
<i>Strategies</i>	<i>Outcomes</i>	<i>Timelines</i>
(1) Create Regional Solutions to Meet Community Needs	New Housing Service Centers Opened in High Need Communities	2020 Q4
(2) Create Outreach and Emergency Response Programming	Street Outreach and Engagement Team operational	2020 Q1
	Bridge Housing Operational	2020 Q1
(3) Integrate New Clinical Services into Programming	Expand Nursing Staff and On-Site Psychiatric Services	2020 Q2
(4) Expand Homeless Prevention & Diversion	Implement New Prevention & Diversion Program Model to Significantly Expand Service Reach	2020 Q4
(5) Expand Housing Programming	Expanded Permanent Supportive Housing	Ongoing
	New Affordable Housing Project	2021 Q4

	Operational	
(6) Increase Data Coordination & Collaboration	New Data Sharing Agreements in Effect and Data Analysis Projects Funded	2021 Q3
(7) Position Renaissance as Expert Leader in Ending Homelessness in Chicago	Heightened presence as measured by coverage in local traditional media	Ongoing through 2022

Goal (2) Strengthen Board Leadership		
<i>Strategies:</i>	<i>Outcomes:</i>	<i>Timelines:</i>
(1) Deepen Board Knowledge on Issues Addressed by Organization's Mission	Board Has Thorough Understanding of Environment and Mission-based Programmatic Responses and Operations	Ongoing through 2022
(2) Deepen Board Investment in Organization and its Mission	Board Expands its Role in Resource Procurement to Assist Agency's Mission	Ongoing through 2022
(3) Strengthen Board Recruitment	Expanded Board Size with Members Being Well-Connected in High Impact Sectors	Ongoing through 2022
(4) Stabilize Board Retention	Board Members Remain on Board at Least Two Terms (6 Years)	Ongoing through 2022
(5) Strengthen Board Collaborations	Board Members More Engaged in Supporting Agency's Activities	Ongoing through 2022

Goal (3) Expand Renaissance’s Funding Base

<i>Strategies:</i>	<i>Outcomes:</i>	<i>Timelines:</i>
(1) Increase Institutional Funding	Institutional Funding Doubled	2022 Q4
(2) Expand Donor Base and Giving	Number of Annual Donors Tripled	2022 Q4
	Annual Individual Giving Tripled	2022 Q4
(3) Create Community of Support	Community Engagement & Volunteer Services Programming Operational	2019 Q2
(4) Support Programmatic Expansion	Public and Private Funding Sources Increased to Meet Financial Needs of Expanded Programming	Ongoing through 2022

Goal (4) Assure Financial Stability of Expanding Agency

<i>Strategies:</i>	<i>Outcomes:</i>	<i>Timelines:</i>
(1) Maintain Low Risk Audit Status	Complete Annual Audit within first 4 months of new year with no findings	Ongoing through 2022
(2) Expand Finance Department Staffing	Staff Expanded to Meet Demands of Increasingly Financially Complex Agency	Ongoing through 2022
(3) Improve Credit Rating, Expand Cash Reserves and Credit Line	FICO SBSS Credit Rating Above 260	Ongoing through 2022
	Cash Reserves Adequate for up to Six Months’ Expenses	2022 Q4

	Line of Credit Adequate to Cover up to Four Months' Payroll	2022 Q4
(4) Grow Medicaid Funding and Diversity of Funding Streams	Consistently Achieve 125% of Budgeted Medicaid Income	Ongoing through 2022
	Expanded Sources of Programmatic and Operating Funding	Ongoing through 2022