

CATHEDRAL SQUARE
2021 - 2023 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 articulated by the Cathedral Church of St. Paul in founding Cathedral Square.

Our Mission: Cathedral Square creates and maintains quality, affordable, service-enriched housing for older adults and people with special needs. We help and collaborate with partners in housing, health care and aging services to build capacity, and we design and deliver cost-effective programs and homes that promote residents’ health and well-being, foster vibrant and compassionate communities, and meet residents’ diverse needs.

Our Vision: We envision a time when all people, regardless of ability to pay, will live and thrive in safe, quality housing, with access to the support and services they need to remain healthy and living in the place they call home. In pursuit of this vision, Cathedral Square will continue to be recognized as a national leader in the creation of affordable and exceptional service-enriched housing.

	OPERATIONS	DEVELOPMENT	SASH	FUNDRAISING/MARKETING	INNOVATIONS
Statement of Direction	<ul style="list-style-type: none"> ▶ Recruit and maintain a high-quality, diverse work force committed to our mission, and continue to provide quality benefits and healthy reserves. 	<ul style="list-style-type: none"> ▶ Create or rehabilitate vibrant communities that fulfill our mission and sustain our annual operating budget. 	<ul style="list-style-type: none"> ▶ Secure long-term, sustainable funding for SASH, expand services and reach a wider demographic. 	<ul style="list-style-type: none"> ▶ Build our name recognition and awareness of our need for support, grow the number of donors and the amount of giving to CSC by developing strong relationships with top donors. 	<ul style="list-style-type: none"> ▶ Creatively expand our services both to meet identified needs (e.g., affordable residential dementia care) and to create a service/program that can generate revenue.
Challenges/Trends	<ul style="list-style-type: none"> • Declining workforce • Increasing operational costs without rents to support • Critical, traditionally low-paid positions hard to find and hire • Unable to increase pay for staff in critical positions; state does not support special reimbursement rate over long term • Complex needs of the demographic we serve • Increased reporting and compliance requirements • Unsustainable cost of health insurance for employees 	<ul style="list-style-type: none"> • All development costs rising • Decreased development resources with increased competition for them • Need to meet more funding policy priorities • Funders want multi-gen housing, not age-specific • Technical assistance doesn’t pay • A trend to fund for-profit developers • Pandemic = massive strain on government funds 	<ul style="list-style-type: none"> • Mental health and dementia challenges more prevalent • Uncertain workforce (especially nurses) • No funding for admin structure • Low and unpredictable national replication • Increased technology needs for remote work and telehealth assistance • Increased isolation 	<ul style="list-style-type: none"> • Lots of other worthy causes, already well-established in donors’ minds • CSC not perceived as “needy” • Need funding specifically for advertising/underwriting • Economic uncertainty and donors’ loss of income due to pandemic 	<ul style="list-style-type: none"> • Increased aging demographics • Technology advances • More older Vermonters choosing to stay in their private homes • Only way to get funding is to be innovative, which adds pressure • Limited seed money and staffing capacity

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Strengths	<ul style="list-style-type: none"> • Staff longevity • Compassionate, caring culture • Employee benefits • Highly skilled employees • Healthy financial position • 96% of residents responding to survey would recommend CSC • Near-perfect financial and compliance audits • High REAC scores • Commitment to maintaining high-quality properties and services • Demand for our housing and services • 99% occupancy rate • Positive partner relationships 	<ul style="list-style-type: none"> • Increased demand for affordable housing; wait list = 1,000+ • In-house expertise with on-staff architect • Leader in energy-efficiency design • Aging demographics • Pandemic = heightened awareness that housing is health care • New partnership with ANEW • Positive partner relationships 	<ul style="list-style-type: none"> • 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 • Community based and community supported • Pandemic reinforces value of SASH as a leader in quick response and education • Positive partner relationships 	<ul style="list-style-type: none"> • Advancement Committee added to Board • New focus on educating Board members about their role in fundraising • Moved to more robust donor-management system (Bloomerang) • COVID impact on our population = opportunity to attract new donors/grants • CSC’s COVID response = opportunity to attract new grants and donors • Positive partner relationships 	<ul style="list-style-type: none"> • Best Friends™ culture at MCAB • We rise to meet needs when we learn of them (SBCH, MCAB, South Hero) • Low to no survey findings in our two assisted-living facilities • Strong reputation of CSC & SASH • Strong Board support • Our COVID protocols led state to deem our AL facilities low risk • CSC strongly connected with key orgs and acts quickly to provide expertise/influence • People increasingly seek us out • Positive partner relationships
Areas to Strengthen	<ul style="list-style-type: none"> • Pay rates: Increase to livable wage at minimum • Career advancement, especially among lower-paid staff • Recruitment efforts: Need to develop creative approaches and need to increase staff diversity • Implement recommendations of Anti-racism committee • Support training/development opportunities for all staff • Build capacity/restructure where needed to increase efficiency • Asset management 	<ul style="list-style-type: none"> • Grant seeking • Relationships with large funders • Increase TA contracts at higher reimbursement rates • New opportunities to expand our service area/focus • Grow expertise in tax-credit syndication 	<ul style="list-style-type: none"> • Replace HIT funding to provide a fully functional and funded data system and data-analytics support structure • Some partner relationships • Funding for expansion and innovations work • Consistent and comprehensive messaging about SASH in Vermont and across states • Partnership agreement with National Well Home Network 	<ul style="list-style-type: none"> • More and better data on our constituents • Donor-focused website • Social media strategy • Continue pushing a “cultural shift” to fundraising and having everyone be an ambassador 	<ul style="list-style-type: none"> • Staff and financial capacity • Business modeling • Technology i.e. resident interface with CSC
Top Priority	<ul style="list-style-type: none"> • Recruit and retain a high-quality workforce. 	<ul style="list-style-type: none"> • Open Juniper House; complete Whitney Hill (Williston) and Bayview Crossing (South Hero). 	<ul style="list-style-type: none"> • Secure long-term/continued funding either through the all-payer model or through a reliable alternative. 	<ul style="list-style-type: none"> • Develop a strong donor-focused website and communications / fundraising plan with at least 7 “touches” per year. 	<ul style="list-style-type: none"> • Create a clearly defined process for unearthing and evaluating new ideas and practices by Board and staff.

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Year 3 (2023) Results	<ul style="list-style-type: none"> • Sustainable, creative recruitment plan is underway in collaboration with diverse, multi-sector partners • Plan is in place to recruit more Black, indigenous and people of color (BIPOC) for staff and Board positions. • Anti-racism employee training and education in place • Strong pay and benefit package remains at or above the market level • Organizational culture = highly engaged staff and residents who are committed to volunteerism / service to others and wellness 	<ul style="list-style-type: none"> • 10-year “pipeline” plan in place for housing production and rehabilitation that supports CSC operations • Whitney Hill restructure and renovation complete • Bayview Crossing (South Hero) completed • New development concepts (e.g., SPUR, additional general-occupancy housing, housing in upstate NY, partnership with NMC, ANEW Place, possible mergers) explored and evaluated, while still capitalizing on CSC’s niche in serving older adults and people with disabilities 	<ul style="list-style-type: none"> • Decision made whether to stay with current data-management system or move to another that provides detailed data-dashboard reporting • Successful mental-health pilot expanded • Funding secured beyond the original all-payer model term • SASH as a BCBS Medicare Advantage option is piloted • Family SASH is piloted • SASH is replicated in two states • IT lending library is in place in 100% of CSC properties to support telehealth and combat social isolation 	<ul style="list-style-type: none"> • Donor packets created and being used (new CSC brochure, infographic on our stats, etc.) • Giving-related materials for CSC residents and families incorporated into resident handbook and in brochure form • Email campaigns up and running, with email addresses for most constituents • New websites for CSC and SASH in place • Annual unrestricted fundraising revenue = \$75K • Annual budget of \$15K for advertising/underwriting • Image campaign underway to raise visibility 	<ul style="list-style-type: none"> • AL/memory-care models that provide enough staff and funding to maintain over the long term are created • Another affordable memory-care facility is in pre-development stage • Plan and develop a pandemic-proof program/service that can generate revenue • Van or other transportation service for residents is in place • Leadership-development program to engage residents in public advocacy is launched
Year 10 (2031) Impact	<ul style="list-style-type: none"> • 300 engaged employees committed to CSC mission • Staff diversity has increased from 13% (2020) to 20% in new and turned-over positions • Diversity of non-service staff has increased from 5.5% to 10% • There is at least one BIPOC member on the management team • 1,600 residents with 99% satisfaction rate • 150 employees who are dedicated CSC volunteers • 300 resident volunteers and 200 community volunteers (2x 2020 level) • Wellness program participants who reach first reward increases from 47% (2020) to 75%. 	<ul style="list-style-type: none"> • Additional 150 apartments created • Four portfolio properties transfer ownership or are recapitalized • New partnership in place providing creative housing, or a new demographic area. 	<ul style="list-style-type: none"> • Pending success in Vermont, SASH is offered under Medicare Advantage outside of Vermont • SASH is a platform for telehealth services throughout Vermont • SASH is expanded to include private-pay options and families in affordable housing • SASH is operating in 7 states (in 3 as of 2020) 	<ul style="list-style-type: none"> • CSC is well known as Vermont’s premier provider of affordable housing and services for older adults and people with disabilities • 100% of Board members are donors and have strong donor connections • Number of active, consistent donors @ \$50+ increases by 50% (225 in 2020), and total annual fundraising yields \$75,000 (\$50,000 in FY 2020) • 50th Anniversary 	<ul style="list-style-type: none"> • Assuming higher Medicaid reimbursement and appropriate level of staffing, low-income elders in Vermont with memory-care challenges have an appropriate setting where they can age with dignity • A profit-generating initiative is in place (e.g., maintenance in the community, SPUR concept)