



## STRATEGIC PLAN 2022-2024

[www.jhoc.org](http://www.jhoc.org)

**Corporate Address:**  
20 Church Street  
Camden, NJ 08105

**Shelter Address:**  
555 Atlantic Avenue  
Camden, NJ 08104



# OVERVIEW – A TRANSFORMATIVE JOURNEY

When it comes to homelessness in South Jersey, it seems as if all roads lead to Camden. According to the Point-in-Time Report, 13% of New Jersey’s “chronically homeless persons” were counted in Camden in January 2021. Too many people are on the streets, living in tent cities, or simply uncertain of where they are going to sleep on any given night.

Many people find their way to Joseph’s House of Camden because it has proven itself a trusted and reliable place. No one is turned away. Staff find a next step for people who are medically fragile or better suited in another environment. Still, even more must be done in partnership with organizations that work on the root causes of homelessness – a series of complex and systemic issues, including poverty, addiction, and mental illness.

What is envisioned – no neighbor has to sleep outside, even for one night – might seem lofty or even insurmountable. Nevertheless, Joseph’s House is uncompromising in its desire to have a deeper impact on the region’s people and communities.

Looking back on what has been accomplished, Joseph’s House stands tall as a critical and valued component to the region’s homelessness ecosystem. At the start of its second decade,

Joseph’s House is building from within, strengthening its programming, enriching its culture, and enlisting others in joining its transformative journey.

This strategic plan reflects the voices of many stakeholders. Former guests, volunteers, donors/funders, and community partners added a 360-degree perspective to Board and Staff thinking.

The following goals frame a strategy and plan for the next three years:

## **BEYOND SHELTER**

- Operating more in each part of the service continuum: from outreach to shelter to behavioral health services to post-shelter housing

## **COLLABORATIVE RELATIONSHIPS**

- Making cultural shifts to prioritize relationships and equitable practices

## **GREATER INVESTMENT**

- Generating greater resources by reaching out to new communities in new ways and creating more opportunities for engagement

# GUIDING PRINCIPLES

## OUR MISSION

To holistically and individually engage people experiencing homelessness in gaining stability and control of their lives.

## OUR VISION FOR SOCIETY

No neighbor has to sleep outside, even for one night.

## OUR VISION FOR JOSEPH'S HOUSE

### **A visible and financially sustainable organization that:**

- Has greater capacity for helping guests navigate out of homelessness
- Plays a strong, collaborative role in the homelessness ecosystem
- Fosters an equitable and healthy environment for guests, staff, community partners, volunteers, and Board members

## OUR FAITH-INSPIRED ORIGINS & JOURNEY

With Fr. Bob McDermott as a catalyst, Joseph's House was founded on the belief that people who sought shelter and services represented God. In that spirit, the Board and Staff made an expressed commitment to active caring about and for people at the most vulnerable point in their life. The faith of the founders has led the Joseph's House of today to continue to cherish deeply held tenets: heart, love of neighbor, and respect.

## OUR CORE VALUES

### **SAFE HAVEN**

- We insist that our space is safe and puts people at ease.

### **EMPATHY**

- We believe in the humanity of all people. Compassion for those who are vulnerable or marginalized compels our charity and advocacy.

### **HOSPITALITY**

- We meet each person with a friendly reception eager to extend a welcoming community that is rich with fellowship.

### **RESPECT**

- We accept people for who they are, without judgment, supporting their choices by offering opportunities for them to grow and thrive.

### **PATIENCE**

- We acknowledge the need to be practical and flexible in refuting injustices and contending with complexities.

### **STEWARDSHIP**

- We hold a responsibility to build a strong organization that honors clear communication and honest relationships, and that operates with integrity.

# STRATEGIES

## GOAL 1: BEYOND SHELTER

Joseph’s House both embraces and defies the label of “shelter.” Genuine care for each person experiencing homelessness is foundational; evident in every interaction. Guests are not only offered a warm meal and a safe place to sleep, but also are welcomed without judgment. The core emergency shelter program serves as an entry point. Joseph’s House then changes the paradigm, helping each person develop an individualized plan to reach stability goals.

Guided by this strategic plan, Joseph’s House is operating more in every part of the service continuum: from outreach to shelter to behavioral health services to post-shelter housing. More structured intakes and programming will leverage and strengthen community partnerships. More intentional involvement in coalition activities will push for coordinated planning and amplify issues and concerns. Effective outreach will coax people off the streets and onto healthier pathways.

OBJECTIVES		MEASURES OF SUCCESS	MAJOR INITIATIVES
1.1	To better support guests through enhanced on-site services and programs	<ul style="list-style-type: none"> <li>▪ Guest engagement in individualized journeys to stability</li> <li>▪ Guest satisfaction</li> <li>▪ Quality of Night-Day staff communications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Building a consistent, structured Day Program</li> <li>▪ Increasing opportunities for 24/7 programming/services</li> <li>▪ Securing status as a site for Code Blue/Code Red</li> <li>▪ Engaging mental health professionals on staff</li> <li>▪ Formalizing guest onboarding and data collection systems</li> <li>▪ Expanding peer-to-peer programming</li> <li>▪ Exploring ways to offer pastoral care as an option for guests</li> <li>▪ Facilitating transportation and health provider visits</li> </ul>
1.2	To heighten impact on addressing area homelessness	<ul style="list-style-type: none"> <li>▪ # of misdirects to JHOC</li> <li>▪ Shelter occupancy</li> <li>▪ Engagement in local and statewide coalitions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clarifying JHOC’s identity/capabilities with referral partners</li> <li>▪ Strengthening relationships with key government officials throughout the state</li> <li>▪ Advocating for increased attention to the unmet needs of people experiencing homelessness</li> </ul>
1.3	To accelerate people’s journey to stability	<ul style="list-style-type: none"> <li>▪ # of outreach connections</li> <li>▪ # of housing placements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mobilizing street outreach activities to help more people gain access to programs and services</li> <li>▪ Minimizing exposure of sober guests to drugs and alcohol</li> <li>▪ Developing feasible post-shelter housing scenarios</li> </ul>

## GOAL 2: COLLABORATIVE RELATIONSHIPS

Alongside the pandemic, the region is confronted with a shortage of affordable housing coupled with a series of other public health crises such as substance abuse/overdoses, chronic mental health issues, and acute poverty. Social justice is top of mind as the public demands action to correct for systemic racism, inequities, and power differentials. At Joseph’s House, reckoning with these themes intensifies an already dynamic and often unpredictable environment.

Guided by this strategic plan, Joseph’s House is making cultural shifts to prioritize relationships and equitable practices. Clear roles and consistent communication will foster a sense of agency and shared responsibility. Targeted training will equip staff to meet complex guest circumstances with confidence. Board energies will be directed away from operations in favor of activities that advance greater investment and financial sustainability.

OBJECTIVES		MEASURES OF SUCCESS	MAJOR INITIATIVES
<b>2.1</b>	To better support staff and volunteers through enhanced communication, systems, and infrastructure	<ul style="list-style-type: none"> <li>▪ Staff satisfaction</li> <li>▪ Staff retention</li> <li>▪ Volunteer satisfaction</li> <li>▪ Volunteer engagement</li> <li>▪ Quality of Night-Day staff communications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clarifying lines of communication and authority to strengthen staff cohesion and team building</li> <li>▪ Developing policies and protocols that provide consistent guidance and leadership</li> <li>▪ Offering varied and transformative volunteer opportunities</li> <li>▪ Codifying effective processes for ease of replication and informed decision making</li> </ul>
<b>2.2</b>	To sharpen the Board’s focus on governance and leadership	<ul style="list-style-type: none"> <li>▪ Nature of Board-ED partnership</li> <li>▪ Quality of committee functioning</li> <li>▪ % of Board members who meet identified expectations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Setting healthy boundaries that build trust and to support staff</li> <li>▪ Utilizing the committee structure to focus annual work plans</li> <li>▪ Enlisting the full Board in long-term, outward-facing and generative discussions</li> <li>▪ Planning for leadership succession by inviting fresh perspectives that add to institutional knowledge</li> <li>▪ Documenting policy and Board development protocols</li> </ul>
<b>2.3</b>	To embed diversity, equity, and inclusivity into policies and practices	<ul style="list-style-type: none"> <li>▪ Board diversity</li> <li>▪ Diversity of staff leadership</li> <li>▪ Equitable alignment of compensation/roles</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruiting new Board members through avenues beyond current cultural experiences and social relationships</li> <li>▪ Providing more opportunities for professional growth</li> <li>▪ Offering organization-wide, trauma-informed and Diversity, Equity, and Inclusion training</li> <li>▪ Instilling antidotes to inequity and oppression into the culture</li> </ul>

# GOAL 3: GREATER INVESTMENT

Joseph’s House is well-regarded by its community partners, loyal donors/funders and passionate volunteers. Still, there is significant potential for raising awareness and growing the base of supporters. Moreover, to be assured ongoing financial sustainability, the organization must be mindful of the fragility of government contracts and the variability and unpredictability of funding trends.

Guided by this strategic plan, Joseph’s House is reaching out to new communities in new ways and creating more opportunities for engagement. Enlisting more people in telling Joseph House’s story, successful track record, and future plans will raise awareness and attract new friends. More targeted communications and stewardship will heighten the connectedness of existing supporters and spark greater investment in advancing mission outcomes.

OBJECTIVES		MEASURES OF SUCCESS	MAJOR INITIATIVES
3.1	To make mission, activities, and outcomes more visible to the general public	<ul style="list-style-type: none"> <li>▪ # of people introduced</li> <li>▪ Net \$ from events</li> <li>▪ Social media engagement</li> <li>▪ # of media impressions</li> <li>▪ Volunteer ambassadorship</li> </ul>	<ul style="list-style-type: none"> <li>▪ Refreshing messaging, storytelling, guest testimonials</li> <li>▪ Enlisting volunteers and former guests as brand ambassadors</li> <li>▪ Increasing social media and public relations</li> <li>▪ Hosting fundraisers and other special events to attract and educate new individuals and groups</li> <li>▪ Activating personal and professional networks of the Board</li> </ul>
3.2	To increase sources of recurring revenue	<ul style="list-style-type: none"> <li>▪ # of individual donors</li> <li>▪ \$ corporate sponsorships</li> <li>▪ % of non-government contributed income</li> </ul>	<ul style="list-style-type: none"> <li>▪ Institutionalizing relationships with donors/funders</li> <li>▪ Crafting a compelling case for corporate sponsorships</li> <li>▪ Increasing the frequency of updates and stewardship touches</li> <li>▪ Utilizing technology to facilitate productive interfaces with volunteers and donors</li> </ul>
3.3	To position the organization for long-term fiscal health	<ul style="list-style-type: none"> <li>▪ # of days of cash on hand</li> <li>▪ Debt to asset ratio</li> <li>▪ Current ratio</li> <li>▪ \$ of invested assets to total assets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Refining general ledger practices to generate more precise and robust financial reporting</li> <li>▪ Articulating investment policy and planning to maximize financial resources</li> <li>▪ Responding to the needs of management and the Board by increasing information sharing</li> <li>▪ Sharpening focus on stewardship of facility assets</li> <li>▪ Establishing a visible and proactive Planned Giving program</li> </ul>

# STRATEGIC IMPLEMENTATION

This strategic plan calls for ambitious implementation over the next three years. Some initiatives are contingent upon having the capacity (financial and human resources) for planning and execution. Moreover, the strategic plan needs to be viewed as both an important anchor and flexible tool for directing and re-directing energies where needed.

## STRATEGIC AGENDAS

The strategic plan will not be simply an agenda item at Board and Committee meetings. It will drive the agenda of those meetings, and is paramount to the development of Staff work plans.

The strategic objectives in the plan are key. Measures of success – both qualitative and quantitative – have been identified for each objective. Throughout plan implementation, Staff will maintain a “Dashboard of Organizational Performance” as a tool for setting milestones and monitoring progress toward objectives on a quarterly basis.

## ANNUAL REFLECTION & PRIORITY SETTING

An annual review of the plan in light of fresh reflection on the internal and external landscapes of Joseph’s House will aid assessment of progress and inform refreshed priorities. When the third year of the plan nears, Joseph’s House will determine if it’s best to refine the existing plan or embark upon a new planning process.

## AN INVITATION TO JOIN THE JOURNEY

This strategic plan is made public in order to invite widespread engagement in advancing the plan.

## GLOSSARY OF TERMS

**Core Values** | Shared beliefs of the Board and Staff, guides for decision making especially when faced with disruption, ambiguity, or opportunity

**Goals** | The broad, desired end states that are imagined for Joseph's House in the future

**Guests** | People who engage in services or programs with Joseph's House, on site, either for a short or long period of time

**Major Initiatives** | The activities that will be undertaken to reach each strategic objective. The specifics might be altered as the strategic plan unfolds in order to stay true to the intended outcomes

**Mission** | The purpose of Joseph's House, the reason it exists. Its "why."

**Objectives** | Articulation of the intended outcomes that will be gauged through measures of success

**Shelter** | Emergency, overnight, temporary housing, which is the last stop before living on the street

**Vision for Joseph's House** | The nature and scope of organization as a result of implementation of the strategic plan over the next several years

**Vision for Society** | The ultimate hope held by Joseph's House for individuals and communities. Joseph's House contributes to the realization of this vision through its activities

**Wet Shelter** | A shelter operation that does not turn someone away merely because they arrive under the influence of drugs or alcohol