



Strategic Plan 2024-2029

MISSION

The Anacortes Family Center's mission is to serve homeless women, children and families in crisis by providing shelter in addition to comprehensive transformational services to achieve long lasting personal success and self-sufficiency, and to prevent homelessness through providing affordable housing and advocacy.

5-YEAR BOARD VISION

Stay true to our mission to address community homelessness, specifically for homeless women, children and families in crisis. Continue to employ AFC's unique programming, that has led to the distinction of being one of the most successful shelters in the state at helping clients achieve self-sufficiency. Lastly, to adapt to our community's needs while ensuring the organization's bandwidth and ability is taken into account.

CURRENT SITUATION

Strengths

- 1) AFC is forward thinking, a collaborator and strong community partner in meeting housing and shelter needs.
- 2) AFC has well trained and dedicated staff and volunteers who work as a team and are committed to AFC's mission. A succession plan for all staff and the executive director is in place.
- 3) The addition of the new Childcare center with Boys and Girl Club and the expansion of Youth Connect to include ASD students is addressing two community needs
- 4) With the passage of the affordable housing tax, the community has a dependable source of revenue for affordable housing
- 5) The AFC outreach program has increased community awareness of homelessness, provided needed services and resources for the unhoused
- 6) AFC has strong engagement with the faith community
- 7) There has been significant expansion of community partnerships (including Lifeline Connection and Chemical addiction services, McKinney Vento with ASD) and interagency partnerships i.e., Community Action and partnerships and Island Hospital)
- 8) AFC has developed a model board of directors and an emeritus board that helps with feedback and historical perspectives

Weaknesses

- 1) Limited housing/shelter services for single males and couples without children is a community issue not necessarily one that AFC must solve.
- 2) Inadequate resources and support services for staff to use with serving clients
- 3) Misinformation on social media and in the community about the extent of homelessness
- 4) Inadequate or unclear system for addressing homeless teens and how to transport them to the Youth Shelter in Mount Vernon (Oasis Teen Shelter).

Opportunities

- 1) Develop a Livable Wage commitment for all AFC staff members that serves as a model for other service organizations (like the Tacoma Housing Authority)
- 2) Advocate for ways to provide shelter for single males/couples without children and disabled adults who may become homeless
- 3) Ensuring the E.D. and staff continue to thrive and experience job satisfaction
- 4) Enhance AFC's financial sustainability by strengthening the legacy program and ensuring that housing tax is appropriately used.
- 5) Expand mental health services through effective partnerships with APD, county services and private providers
- 6) Explore additional community partnerships and dual agency collaboration on funding/grants
- 7) Explore transportation possibilities for AFC and community clients and children for field trips
- 9) Explore alternatives to address future shelter needs: a flexible facility that could accommodate clients based on need and a Home Share program

Challenges/Threats

- 1) Community perception of homelessness, misinformation on social media and the need for continuous education about local homelessness
- 2) With homelessness increasing nationally by 12%, is the community prepared with adequate services and shelter along with funding needed?
- 3) Advocacy from the board with state and local officials
- 4) Potential future recession and economic instability resulting in decreased contributions and increase in service needs
- 5) Staff burnout and mental health support for staff
- 6) Lack of awareness of and resources and services for homeless youth and young adults
- 7) Duplication of services without collaboration
- 8) Lack of resources for staff to provide community clients (gas/food cards, basic needs) as the need grows
- 9) No community plan for housing services for seniors on limited incomes and for developmentally disabled adults who will need housing when their aging parents can no longer care for them.

Goals

The Anacortes Family Center Board of Directors has set of following goals in order to realize organizational opportunities. Input was taken from discussions with current and prior AFC board members, staff, volunteers and community stakeholders:

1. Offer a strong “continuum of care” that addresses all clients’ through bio-psycho-social programming for the entire family. Provide services that address mental health, substance, employment, budgeting, life skill development and affordable housing. Provide leadership in creating a continuum of care approach to addressing homelessness and poverty.
2. Be financially capable of executing programs; evaluate economic conditions to ensure economic viability and remain financially solvent.
3. Focus on appropriate staffing levels within the organization. Remain committed to staff retention through staff support and development.
4. Have clear, impactful messaging in the community about homelessness, the need for low-income affordable housing and how AFC prioritizes the Anacortes community.
5. Evaluate strategic opportunities for campus and programmatic growth. Ensure that the organization takes time to acclimate to the expansion in 2023; take steps to ensure that the organization had adapted to the growth that occurred.
6. Be part of a strong advocacy network locally, regionally and statewide.
7. Continue to have a Fully engaged and educated Board of Directors.

GOALS & STRATEGIES

Goal #1: Offer a strong “continuum of care” that addresses all clients’ through bio-psycho-social programming for the entire family. Provide services that address mental health, substance, employment, budgeting, life skill development and affordable housing. Provide leadership in creating a continuum of care approach to addressing homelessness and poverty.

A. Continue to execute our successful continuum-of-care programming for families experiencing homelessness.

1. Continue to achieve a high level of client achievement with the aim of ensuring 80% or more of clients exiting the emergency shelter graduate into permanent housing with income to support their household.
2. Continue to ensure a high level of client achievement in the Transitional Housing Program. Ensure that 90% or more of households exit into permanent housing with income.
3. Evaluate existing programs that provide essential services for clients, including: healthcare, mental health support, chemical addiction, child care, housing support, etc. and determine partnership possibilities
4. Identify voids in community services and evaluate potential options to address the gap in support.

<p>B. Evaluate emerging needs for existing AFC clients and work to address gaps in service; current needs for clients include:</p> <ol style="list-style-type: none"> 1. Transportation 2. Living wage employment 3. Mental health, chemical addiction support, and medical care 	
<p>C. Continue to deliver services and address needs of our community’s youth:</p> <ol style="list-style-type: none"> 1. Continue to execute programming aimed at supporting youth in AFC’s emergency and transitional programs. Work to engage staff and volunteers to support academic and social needs. 2. Explore opportunities for addressing homelessness in unaccompanied youth. 3. Continue to evaluate the partnership with the Anacortes School District. Gather data to assess whether the McKinney-Vento partnership remains viable and that the programming addresses AFC’s core mission. 4. Continue to evaluate YouthConnect! and ensure successful outcomes for mentors and mentees. 	
<p>D. Strong “aftercare” outreach program:</p> <ol style="list-style-type: none"> 1. For those that exit the program unsuccessfully, ensure the household is aware that the program is available to them when/if they are ready. 2. To those successful: be a resource for them on their journey. 3. Collect data on client experiences. Use this information to help AFC’s effectiveness in the future 	

<p>Goal # 2: Be financially capable of executing programs; evaluate economic conditions to remain financially solvent.</p>	
<p>A. Continue to execute our successful fundraising program. Work to ensure proper donor stewardship, execute annual events and appeals.</p> <ol style="list-style-type: none"> 1. Development Committee to meet regularly to evaluate ongoing fundraising needs and outcomes. Evaluate regular development activities, including donor stewardship and marketing. 	
<p>B. Continue to partner with the City of Anacortes on projects:</p> <ol style="list-style-type: none"> 1. Advocate for an extension of the 1/10th of 1% housing sales tax to support a pay-off of Landing debt service and to support potential new projects, e.g. 31st Street. 2. Advocate for continued partnership with the Anacortes Police Department to support the successful Community Resource and Community Outreach efforts. 3. Continue to work with the City of Anacortes on general operating support through CDBG or other funding. 	

<p>C. Advocate Skagit County for continued representation and equitable distribution of County Funds (Document Recording Fee, etc.):</p> <ol style="list-style-type: none"> 1. Continue to work with Skagit County Commissioners on Document Recording Fee allocation – ensuring adequate distribution of funds. 2. Evaluate ongoing Requests for Proposals to assess whether they are appropriate for ongoing AFC needs (HOME Funding, REET Funds, etc.) 	
<p>D. Continue the organization’s efforts to expand our reserved funds</p> <ol style="list-style-type: none"> 1. Meet regularly with RAFFA Investments to ensure we’re achieving benchmarks 2. Annually assess the organization’s ability to designate funds toward our long-term investments for financial reserves 	
<p>E. Evaluate the expansion of the organization’s planned giving program</p> <ol style="list-style-type: none"> 1. Evaluate an ad-hoc committee to further develop the organization’s planned giving program 2. Evaluate annual planned giving pledges and ensure ongoing donor stewardship through board engagement. 	

<p>Goal # 3: Focus on appropriate staffing levels within the organization. Remain committed to staff retention through staff support and development</p>	
<p>A. Annual evaluation of staff compensation and benefits:</p> <ol style="list-style-type: none"> 1. Conduct regular evaluation of industry standards 2. Solicit information from local social service agencies 3. Continue to evaluate staff benefits (health insurance, paid time off, annual staff incentive, etc.) 	
<p>B. Commit to being an industry-leader by paying staff a living wage</p> <ol style="list-style-type: none"> 1. Assess local living-wage through assessment of HUD data for Anacortes 2. Phase in (over three years, beginning with FY2024) a living wage; adjust all staff salary levels to avoid wage compression (anticipated increases of 10% each Fiscal Year, in addition to merit and COLA adjustments) 	
<p>C. Continue to evaluate emerging information on succession planning</p> <ol style="list-style-type: none"> 1. Reflect new industry best-practices to ensure our succession planning documents 	
<p>D. Support staff self-care and staff development through formalized staff self-care program and ensuring staff utilize annual staff training</p> <ol style="list-style-type: none"> 1. Evaluate addition best practices around staff self-care, specifically in social services and crisis response support. 2. Evaluate long-range ability to provide staff support through designated staff support counseling 3. Establish an annual calendar of staff in-services based on emerging needs and staff feedback or gaps in staff knowledge 	

4. Continue to assess organization’s ability to supply a healthy annual budget item for staff development/training	
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Goal # 4: Clear impactful messaging in the community about homelessness, the need for low-income affordable housing and how AFC prioritizes Anacortes connected clients	
<p>A. Tell AFC’s story through publishing success stories for board members and our community to share:</p> <ol style="list-style-type: none"> 1. Continue to develop board’s book of AFC stories for board members to review and share. 2. Regularly publish stories through partnership with local media outlets and through use of AFC’s social media and online presence. 	
<p>B. Connect the community’s heads and hearts to give time, talent and treasure to end homelessness and address needs of low-income residents.</p> <ol style="list-style-type: none"> 1. Evaluate ongoing trends, feelings, and misconceptions and address ongoing messaging to address each need. 2. Continue to address community needs, organizational needs, and AFC’s impact through social media, e-newsletters and website. 	
<p>C. Ensure major donors are connected to AFC’s work and understand their impact through meaningful stories:</p> <ol style="list-style-type: none"> 1. Continue to create opportunities to thank donors for support (e.g. Client thank you cards upon entry/exit from Transitional building/units or affordable housing apartments). 	

Goal # 5: Evaluate opportunities for future programmatic and campus growth	
<p>A. Allow the organization a period of time to adjust and acclimate to recent substantial growth – strategically limit growth during this period</p> <ol style="list-style-type: none"> 1. Ensure that new programs and projects have time to adjust to development and address ongoing needs to ensure success. 	
<p>B. Assess development potential of 1311 31st Street</p> <ol style="list-style-type: none"> 1. Evaluate how to best utilize 31st Street for affordable housing development. 2. Work with Quantum and other partners to evaluate best use of land. 3. Evaluate funding support – including tapping into donor potential, support through the affordable housing sales tax and state-level support to achieve development while limiting debt. 	

<p>C. Strategically evaluate opportunities for future growth through evaluating community needs, and the availability of strategically identified (campus-connected) property.</p> <ol style="list-style-type: none"> 1. Evaluate property, if it becomes available, based on our strategic desire to connect future sites to our existing campus. 2. As opportunities for expansion become available, evaluate community needs, current environment, and organizational bandwidth 3. Future growth should be assessed strategically with the current prioritization – growth can occur through partnership or organizational development: <ol style="list-style-type: none"> a. Additional support for families with children b. Support for single males or couples without children c. Unaccompanied youth 	
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<p>Goal # 6: Be part of a strong advocacy network locally, regionally and statewide with homeless & housing services -- all sharing a common message and goal.</p>	
<p>A. Continue to provide technical assistance to regional partners to support the expansion of AFC’s model of support</p> <ol style="list-style-type: none"> 1. Executive Director and Senior Staff to support regional community groups and committees to represent AFC’s proven model 2. Continue to be available as a resource when called upon by civic leaders, nonprofit partners or community groups 	
<p>B. Actively engage elected leaders to promote AFC’s model and mission to expand available resources and advocate for additional development of shelter and affordable housing options.</p> <ol style="list-style-type: none"> 1. Meet regularly with elected leaders at the City, County, State and National level to demonstrate AFC’s work 2. Empower board members to advocate through education and advocacy tools (White Paper, brochures, stories, etc.) 	
<p>C. Research and disseminate data regarding national best practices regarding our regional effort in adding additional services and affordable housing:</p> <ol style="list-style-type: none"> 1. Continue to lead the local point-in-time count project 2. Continue to collate and distribute information through e-newsletters, annual reports and other mechanisms to share the impact of homelessness and poverty 	

Goal # 7: Continue to have a fully-engaged and educated Board of Directors.

A. Develop board diversity; ensure board matrix shows a well-rounded and well-represented board:

1. Ensure the board is comprised of members who represent the BIPOC community, board members with diverse views and backgrounds
2. Evaluate possible board members with lived experiences
3. Continue to evaluate board matrix to ensure we remain at an ideal of 13-15 voting board members

B. Continue to engage our Emeritus Board on a regular basis

1. Hold quarterly meetings of Emeritus Board Members to ensure they are appraised of current organizational activities, needs and outcomes.
2. Utilize the Emeritus Board to provide strategic feedback for the current Board of Directors