



## Strategic Plan 2021-2024



### VISION:

***Our vision is a community united to ensure that every child and adult is free from poverty.***

**COMMUNITY UNITED** is our north star moving us towards solidarity.

### MISSION:

***Our mission is to build a community free from poverty by creating hope, opportunity, and action. We provide essential services, we work together to improve our lives, **organize** for justice, and inspire our community to love serve and share.***

SHCS adds the word **ORGANIZE** to our mission to center the importance of community organizing, building leadership, and uplifting the voice of those impacted and their allies. We learn from each other, work with each other to help navigate the world as it is while fighting for a better future.

### VALUES:

***Dignity, Compassion, and Respect:*** We treat each other with dignity, compassion, and respect by advancing our basic rights, listening to those of us directly impacted by poverty, and harnessing the assets we bring to this work.

***Community United:*** We invite people from different backgrounds to establish relationships with each other through shared work. We use our talents, networks, and resources to meet critical needs, deepen our commitment to one another and toward a more just society.

***Leadership Development:*** We invite members to become leaders who recruit new people and resources, facilitate shared work, and participate in decision making. We seek to strengthen the voice and leadership of those impacted by poverty and their allies.

***Social Justice Learning:*** We challenge our community to understand that poverty in the midst of great prosperity is a systemic failure, and to learn that together we have the power and responsibility to transform our community.

***Volunteerism:*** We actively engage volunteers and leaders, celebrating their contribution, dedication, and impact. We recognize volunteers and leaders are essential to the fulfillment of our vision and mission.

### CORE STRATEGIES:

***Programs and Resources:*** Sacred Heart mobilizes members and sister organizations to share their talents and resources to address the consequences of poverty. We provide essential resources to help stabilize individuals such as food, clothing, financial, and utility assistance. We implement programs to support and strengthen families such as education, employment and financial coaching, and urban gardening.

***Policy Action:*** Sacred Heart organizes members and partner institutions to join committees where we share concerns impacting low-income residents, analyze the causes, identify public policy solutions, and advocate for policy change with decision makers.

***Support Systems:*** Sacred Heart creates spaces for members to provide support to each other, to identify common goals, and to share knowledge, resources, and talents to improve their own lives.

### 2021-24 STRATEGIES:

***COVID19 Relief & Recovery:*** Sacred Heart will provide support to our members and create space for mutual support. We will continue to provide rental relief, and reimagine our programs so that we can build solidarity and community.

***Racial Justice:*** Racial disparities leave some of us much more vulnerable to systemic violence, health inequities, and economic deprivation, especially Black, Latine, Asian, and Indigenous people. Sacred Heart will continue on a path to becoming an anti-racist organization. This requires patient learning, and a commitment to use our power and voice to challenge public institutions and our partners to advance racial justice.

***Regional Leadership:*** Sacred Heart cannot do its work alone. SHCS will invest in building a robust network of partners who support each other, organize, and learn together. Sacred Heart will focus systems building work on the Homelessness Prevention System partners, including mutual support efforts for smaller organizations serving vulnerable communities of color. SHCS will build power and solidarity with the Race Equity Action Leadership Coalition, to advance racial justice and institutional change.

***Organizational Development:*** Sacred Heart will strengthen its capacity to respond to critical needs by securing and improving new and existing facilities. SHCS will invest in the learning and leadership of our staff, leaders, and partners with a focus on racial justice, building power, and sharing power with our members.

# Theory of Change

## WHY: COMMITMENT

**Poverty is not inevitable.** It is a result of a lack of commitment to build a just society and economy that ensures everyone has what they need. Sacred Heart believes everyone has the right to adequate food, clothing, housing, education, health care, personal safety, and a living wage. **This belief is not shared widely enough.** Our economic, social, and political systems privilege some over others because of an individual's race, gender, and immigration status. **This must not continue.**

Therefore our goal is to build a community united in the common purpose of ensuring everyone can live in dignity. This commitment is developed by taking action, and growing our capacity through relationship building, learning together, and building leadership.

## WHAT: ACTION

**Our commitment to social change requires us to act** on both the root causes and consequences of poverty. Sacred Heart moves our community to action in three ways. We provide resources and impactful programs. We wage campaigns for public policy change. We create support systems.

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## HOW: EMPOWERMENT

**It is not just what we do, but how we do it.** When members work together, learn together, and lead the work, we develop a greater **capacity** to address the consequences of poverty and build **solidarity** to impact the causes of poverty.

Sacred Heart builds **relationships** across boundaries, develops **learning** experiences about broken systems and our collective responsibility to fix them, and invests in the **leadership** of members.

**Relationships:** Sacred Heart invites people from different backgrounds to establish relationships with each other through shared work. We use our talents, networks, and resources to meet critical needs, deepen our commitment to one another and toward a more just society.

**Learning:** Sacred Heart challenges our community to understand that poverty in the midst of great prosperity is a systemic failure, and to learn that together we have the power and responsibility to transform our community.

**Leadership:** Sacred Heart invites members to become leaders who recruit new people and resources, facilitate shared work, and participate in decision making. We seek to strengthen the voice and leadership of those impacted by poverty and their allies.

**Poverty is fixable.** If you agree, Sacred Heart exists for you to do something about it now, to learn, and to help build a more just society.