Strategic Plan 2025-2030

Building on over six decades of service in the 21217 community, this forward-thinking plan serves as our roadmap for the future. It defines bold goals and innovative strategies to sustain and expand our impact in West Baltimore.

Our Mission

St. Francis Neighborhood Center dismantles inequity by cultivating community connections through tailored education and social interventions for West Baltimore.

Our Values

PARTNERSHIP We believe in the power of collaboration and empowerment to drive positive change, actively involving community members and partners in decision-making processes and providing opportunities for leadership and self-advocacy.

IMPACT We are committed to making a meaningful and measurable impact on the lives of individuals and communities, continuously assessing and evaluating the effectiveness of our programs/services.

AGENCY We affirm individuals' ability to choose their own paths and decisions by providing support, resources, and understanding as needed while remaining open to feedback.

INNOVATION We embrace innovation as a driving force for positive change and a necessary response to adversity, continuously seeking new and creative ways to address systemic inequities and meet the evolving needs of our community.

ACCOUNTABILITY We hold ourselves accountable to our mission, values, and communities we serve by following through on our word as well as our individual roles and responsibilities.

St. Francis Neighborhood Center *CULTIVATING COMMUNITY*

Increase Youth and Young Adult Leadership Development through Entrepreneurial Education

A. **Integrated Curriculum Design:** Develop and integrate our entrepreneurial education into the core SFNC curriculum to ensure foundational skills are established early and built upon.

B. **Partnership & Experiential Learning:** Forge partnerships with local organizations, businesses and nonprofits in order to offer real world insights, networking opportunities, and crucial mentorship for leadership development.

C. **Structured Mentorship Program:** Establish a structured entrepreneurial mentorship track that guides youth into leadership roles, preparing them for leadership in various contexts.

D. **Emphasis on Ethical Leadership:** Promote inclusivity and diversity to ensure youth development leadership qualities that prioritize integrity, empathy, and community impact.

E. **Youth Centric Approach:** Center youth have voice throughout the Program design and implementation. Create ownership and general interest among students through a Youth Led Advisory Board.

F. **Continuous Evaluation & Adaptation:** Ongoing evaluation of the Program's impact and effectiveness. Using feedback from the students, mentors and partners to refine strategies, ensuring relevance and maximizing outcomes.

Expand and Improve Upon Community Support Services

A. **Increase Access to Safe, Affordable, & Sustainable Housing through Partnership Development:** Forge strategic partnerships with local organizations, government agencies, private developers and community stakeholders to leverage resources/funding for housing.

B. **Expand & Strengthen Food & Resource Access Programs:** Professionally evaluate the growing need for food and resource access. Maintain, grow and establish strategic partnerships with grocery supplies as well as local, state and federal agencies. Continue and expand upon our current weekly food distributions.

C. **Community Engagement & Input:** Through the consistent implementation of community based surveying, solicit and utilize data to ensure SFNC's growing programs and services meet the needs, preferences and aspirations for the people we serve.

D. **Financial Literacy & Support:** Utilize partnerships to implement financial literacy courses for program families and community members. Assist in the advocacy for tax credits, grants and subsidies to support the affordability of housing, childcare, and utilities. Revitalize the Amanda Taylor Fund.

E. **Support Services & Amenities:** Continuously improve on-site services such as afterschool and summer programming, senior and community-based programs and events, healthcare resources, emergency fund, and wrap-around services of need to the community. Expand partnerships that can supplement the resources that SFNC provides.

Establish a Smart Center for Community-Centered Innovation and Sustainability in West Baltimore
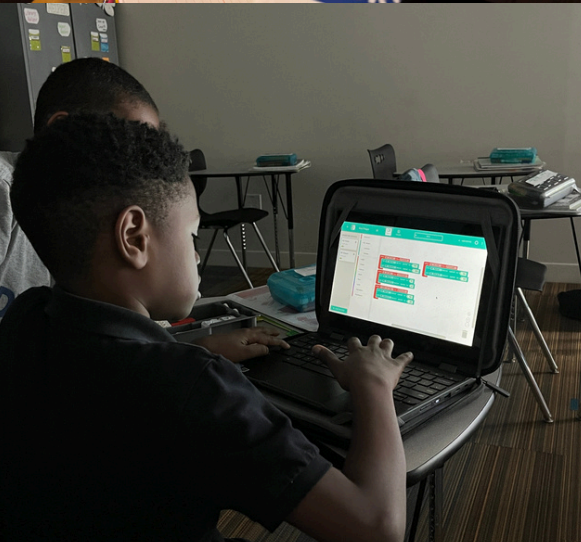
A. Community-Led Infrastructure & Technology Integration: Collaborate with residents to co-design the Smart Center's physical and digital infrastructure, ensuring accessibility and alignment with community goals. Provide Tech Hub resources and training tailored to local priorities, such as environmental monitoring, renewable energy solutions, or educational programs. Utilize community feedback to explore health and environmental concerns like air and water quality, employing accessible tools to collect actionable data.

B. Community Engagement, Education, & Policy Advocacy: Create ongoing opportunities for resident participation through workshops, focus groups, and educational events to shape and refine Smart Center initiatives. Promote environmental literacy and digital skills through engaging programs and demonstrations. Equip residents with tools to advocate for policies that support smart technology, sustainability, and public health improvements in West Baltimore.

C. Partnership & Collaboration: Build and strengthen partnerships with local academic institutions, tech firms, and government agencies to leverage resources and expertise. Prioritize collaboration with existing neighborhood organizations and leaders to enhance trust and maximize impact.

D. Sustainable Energy & Green Spaces: Enhance multipurpose green spaces based on community input, integrating sustainable features like urban gardens, pathways, and interactive installations. Implement pilot programs for renewable energy, such as solar-power, that provide practical solutions and educational opportunities.

E. Data Accessibility & Sovereignty: Establish a community-owned data management system to collect, analyze, and visualize environmental and health data. Prioritize transparency and elevate local narratives through platforms like the Community Data Hub, promoting data sovereignty and community agency.

F. Monitoring, Evaluation, & Adaptation: Implement a collaborative framework to assess the Smart Center's impact on community priorities and adjust initiatives as needed. Use data insights and resident feedback to continually refine programming and address evolving needs effectively.

Improve SFNC Board Effectiveness

A. **Board Expectations:** Assess, update, and utilize board roles and responsibilities on a bi-annual basis. Design and implement effective training to increase understanding of individual roles and responsibilities. Create a system of accountability for meeting expectations.

B. **Individual Giving & Volunteerism:** Determine clear expectations for monthly/annual giving and volunteer expectations for all board members. Ensure board members are consistently assisting in committee leadership roles as assigned. Encourage participation in activities beyond fundraising including community events, outreach efforts, and daily implementation of programs.

C. **Attract & Retain Diverse Board Members:** Strategically recruit board members based on center's need, relevant to duties. Ensure the community served by SFNC is represented with active board members.

D. **Bylaws:** Evaluate and update current board bylaws. Share updated bylaws internally and externally.

Strengthen Organizational Effectiveness

A. **Organizational Structure:** Review and refine our organizational structure, roles, responsibilities, policies and procedures. Assess team structure and plan for expansion based on the center's growth and community need. Assess systems and policies around staff evaluation and performance feedback. Strengthen programmatic and operational policies and procedures.

B. **Individual & Team Growth:** Create structure for professional growth, as determined by individual performance, Center needs, and capacity. Create consistent means of acknowledging positive contributions of staff.

C. **Staff Input & Collaboration:** Conduct Staff Needs Assessment through a third-party entity. Implement staff and board retreats twice annually, with post-event action items and next steps clearly defined. Support team building activities across the organization.

D. **Professional Development:** Enhance training opportunities for Staff, including peer-to-peer learning. Increase leadership opportunities for staff (who do not occupy leadership positions) internally and externally. Uphold organization's commitment to Diversity, Equity, and Inclusion through annual trainings hosted by DEI experts/partners. Create opportunities for staff mentorship through one-on-one support from SFNC board members.

E. **Succession Planning:** Conducting succession planning and support for staff/board