



Strategic Plan

2026 - 2029





St. John Center (SJC) embarked on a strategic planning process at the end of 2025, which included extensive surveys, interviews, focus groups, and workshops with the board, staff, clients, community members, donors, and key partners.

This plan builds on SJC's strengths and past successes while recognizing the challenges of an evolving policy and economic environment. SJC remains committed to providing compassionate, person-centered support for people experiencing homelessness while adapting to new requirements and addressing the underlying factors that contribute to homelessness.

The entire plan includes four pillars, each with several objectives, activities, and measurable outcomes. Below is a high-level summary of SJC's focus for the next three years.



Pillars



1

**Evolve
Services and
Offerings**



2

**Strengthen
Staff and
Organizational
Capacity**



3

**Deepen Strategic
Partnerships**



4

**Expand Visibility
and Storytelling
to Diversify
and Strengthen
Financial
Sustainability**

Pillar 1: Evolve Services and Offerings

SJC will evolve its services and offerings to support clients experiencing homelessness.

Objectives

- » Strengthen Housing Stability and Resident Engagement Across All Programs
- » Strengthen SJC's Role in Expanding the Supply of Housing
- » Expand Access to Mental and Behavioral Health Supports
- » Strengthen Employment Pathways Through External Partnerships



Pillar 2: Strengthen Staff and Organizational Capacity

SJC will develop the staff and organizational support framework needed to effectively provide housing and programming services for our clients.

Objectives

- » Maintain a Culture of Caring Through Leadership, Training, and Staff Support
- » Establish a Human Resources and Employee Experience Function
- » Develop the Next Generation of Volunteers

Pillar 3: Deepen Strategic Partnerships

SJC will collaborate with community partners, government, and service providers to create coordinated solutions to homelessness.

Objectives

- » Formalize and Align Strategic Partnerships
- » Improve Coordination Across Housing, Services, and Property Management
- » Strengthen SJC's Role as a Trusted Community Convener
- » Build Infrastructure to Support and Sustain Partnerships



Pillar 4: Expand Visibility and Storytelling to Diversify and Strengthen Financial Stability

SJC will enhance its visibility and reputation community-wide and expand audiences for storytelling in order to increase and diversify revenue sources for the long-term sustainability of SJC.

Objectives

- » Clarify and Amplify SJC's Value Proposition
- » Diversify Revenue Streams and Reduce Funding Risk
- » Strengthen Development Infrastructure and Staffing