

CONARD HOUSE, INC.
San Francisco, California

STRATEGIC PLAN

2015 – 2020

Adopted by the Board of Directors
December 4, 2014



Blair Helsing, Chair

Acknowledged by Management
December 4, 2014



Richard Heasley, Executive Director

EXECUTIVE SUMMARY

As Conard House enters its 55th year of operation, we are setting forth with this Strategic Plan a fresh version of an enduring vision, a broader mission and four strategies to guide us through the next six years. This new Plan builds on our deep humanist roots to empower people who live and work on the margins of society, strengthen the Conard Communities and expand the ways people engage one another for healing and recovery.

We are positioning the organization with a set of strategic changes we will make in the initial three years of the Plan. While some changes will take longer or come later, all will serve our vision of empowerment through 2020. Not coincidentally, that year we will celebrate the 60th Anniversary of founder Elaine Mikels' vision of empowerment that she named Conard House.

People come from the streets, shelters, unstable housing, treatment programs, a hospital ward. People come for safe, clean affordable housing. Many need help managing a meager income no matter where they live. For others, behavioral health or age-related medical issues, isolation or hopelessness are enormous burdens. We hold that a relationship with another caring adult and a connection with a supportive community are as fundamental to healing and recovery as access to healthcare.

Strategic change for us is about how we fortify supportive housing communities through inclusion, parity and best practices. It is about how we adapt and maintain the integrity of psychosocial recovery services, not just accommodate the managed-care priorities under the Affordable Care Act. Strategic change is about how we research and understand the dynamics of inclusion, engagement, empowerment and recovery in personal and professional development. It is about how we want the organization to be perceived, known, valued and supported by our stakeholders.

Our plan emerged over 15 months of open conversation, thoughtful reflection and a broad review of the organization. We looked at the stated expectations our members and colleagues have of the organization, especially about housing and the services we offer. The review included surveys of residents, clients and staff, focus groups, informal "fireside chats" and public forums. We then held twelve planning workshops among members and colleagues from across the Conard Communities to explore and develop together our current long-term commitments and set of Goals and Objectives that best serve our members' needs and expectations.

We will now learn together how well our new commitments and best practices meet the shifting health and social welfare priorities at City Hall, Sacramento and Washington, but most importantly serve the needs of our members and colleagues, the people who live and work on the margins of San Francisco.

ACKNOWLEDGMENTS

We would like to thank all Community Members, Colleagues and Stakeholders for their participation in the development and implementation of this Strategic Plan.*

Lolita Angeles ♦ Debra Basher ♦ Matt Bauer ♦ Mark Bennett ♦ Elish Bornstein ♦ Camille Branch ♦ Rina Breakstone ♦ Angie Brown ♦ Donna Castelli ♦ Peter Christiansen ♦ Peter Cohen ♦ Ann Marie Coletta ♦ Carlos Cortes ♦ Kalifa Coulibaly ♦ Julia Cutts ♦ Randy Danjuma ♦ Sandra Davis ♦ Michael De La Rosa ♦ Meredith Dearington ♦ Lucinda Dei Rossi ♦ Antoinette Dewbery ♦ Melissa Eaton ♦ Scott Falcon ♦ Louise Foo ♦ Elena Fowler ♦ Sherrie Gaines ♦ Hulda Garfalo ♦ Ralitsa Georgieva ♦ Michelle Giardina ♦ Wren Gould ♦ Judy Graboyes ♦ Mervyn Greene ♦ James Grey ♦ Eileen Gross ♦ Samuel Guia ♦ Barbara Hammes ♦ Susan Harris ♦ Richard Heasley ♦ Blair Helsing ♦ Markyle Henderson ♦ Mary K. Hennessey ♦ Heath Hodge ♦ Mandi Hood ♦ Michelle Horton ♦ Eric Jack ♦ Trena Jones ♦ Nathan Kamp-Hughes ♦ Kumiko Kawasaki ♦ Bopha Khieu ♦ Charlene King ♦ Derrick “Drake” Knight ♦ Carol Kossler ♦ Nao Kuboyama ♦ Victoria Kung ♦ Eva Lai ♦ Jodie Lail ♦ Denise Lasario ♦ Alva Leung ♦ Justine Li ♦ Toby Lieberman ♦ Susan Marick-Ker ♦ Fernando Marti ♦ Katherine McCarthy ♦ Harold McCormick ♦ Taylor McGraw ♦ Roger Mendoza ♦ Ben Moerman ♦ Julio Montes de Oca ♦ Jamie Moore, RN ♦ John Moranville ♦ Virginia Moreno ♦ Robyn Neither ♦ Ann Nguyen ♦ Cindy Norton ♦ Alice Ordover ♦ Jorge Orozco ♦ Nhi Pham ♦ Elena Popova ♦ Eddie Rodriguez ♦ Meghan Ryan ♦ Dean Sanamatsu ♦ Paul Schmidt ♦ Renata Scott ♦ Marcia Segura ♦ Laurie Shanaman ♦ Alan “Mickey” Shipley ♦ Shelly Shores ♦ Steven Shum ♦ Erin Eneida Sosa ♦ Matthew Steen ♦ Liliana Suarez ♦ Charlie Tang ♦ Shannon Tilston ♦ Sean Tripi ♦ Laurie Troyer ♦ Amanda Turman ♦ Roxie Uyeda ♦ Carol Vullmahn ♦ Phil Weil ♦ Emily Winesberry ♦ Rebecca Wong ♦ Randy Yip ♦ Alan Young ♦ Stephanie Yu ♦ Wendy Yu ♦ Meghan Zamora ♦ Tsedale Zenebe and the 620 Community Members of Conard House Community Services, Cooperative Apartments and Supportive Housing including: The Allen Hotel, The Aranda Hotel, The El Dorado Hotel, The Jordan Apartments, The Lyric Residence, The McAllister Hotel, The Midori Hotel, The Plaza Apartments, and The Washburn Residence.

**as of November 21, 2014*

We value every Community Member, Colleague and Stakeholder who participated in the development and implementation of this Strategic Plan. We apologize for any errors, omissions or misspellings of any participant’s name. For additions please contact Angie Brown at: abrown@conard.org.

VISION • MISSION • VALUES

VISION

People empowered by community and relationships
find strength and hope, heal and recover
and lighten for each other the burdens of human experience
in all aspects of their lives.

MISSION

Empower people who live and work on the margins of society.

VALUES

Our core values are unified by shared beliefs in individual worth, self-determination, personal responsibility and social justice. These beliefs and values inspire our vision of a more equitable future and guide us in our mission.



OUR VALUES

AT WORK IN PURSUIT OF OUR VISION

Recognize Purpose

People come to Conard House for housing, help with their money or a role in helping people. Less apparent is that our personal journeys brought us all together to lessen for each other the pain and frustration of the human experience, to find strength and hope, to heal and recover.

Respect Experience

Respect the unique human experiences, personal journeys, autonomy and wisdom of people pushed to the margins of society by trauma, illness, health disparity, poverty, discrimination, circumstance or choice.

Reward Authenticity

Open, honest and timely communication is the standard by which we reveal ourselves and our expectations of each other. Working together is the means by which we earn each other's trust and create strong relationships.

Tap Resilience

Develop a reservoir of personal resilience, resources and skills to overcome the barriers to empowerment and social mobility needed to improve the quality of life in a community or workplace.

Assure Livability

Assure common standards for living and working in each residential, program and office sites, creating environments that are safe, clean, stable, affordable and functional.

Promote Inclusion

Nurture a culture of inclusion that encourages participation of each community member in decisions about activities, services, employment, community building and governance that affect their independence and well-being.

Build Community

Build communities with a commonality of interests that embrace mutual respect and tolerance, that welcome new members, that transform each community into a locus of support, healing, recovery and social integration. Therein lay the social foundations for developing new relationships, exploring shared interests and seeking new experiences.

Facilitate Engagement

Be present, patient, persistent and ready for community members who are disengaged, have lost hope or interest in their personal health and wellness.

Acknowledge Success

People engaged and empowered know their own successes, great and small, the barriers defeated, the breakthroughs achieved, the persons they helped on journeys of their own with their shared wisdom and humility. We honor you. As empowerment comes full circle, the vision is fulfilled.