

2022-2025 Strategic Plan

Our plans for moving
Amos House forward





About Us

Since 1976,
we have been helping people help themselves



For more than 46 years, Amos House has been providing nourishment to the Rhode Island community through programming focused on food, housing, employment, recovery, and financial stability.

Our Mission & Guiding Principles

Mission

Helping people help themselves out of oppression, homelessness, and poverty through vital services and results-oriented programs.

Guiding Principles

- All people are to be treated with dignity and respect
- People have the inherent ability to succeed
- The causes of poverty are complex and require innovative responses
- Community is the foundation of our work
- We all grow when we work together



Amos House's Commitment to Diversity, Equity, Inclusion, and Anti-Racism

Amos House is committed to owning our part in racism and other systems of oppression that have impacted our community. We pledge to work to educate ourselves by humbly listening to our community and partnering in the fight for a more just society.



The people we serve.

Amos House provides services to all those who are experiencing crisis, but most specifically to the following populations:

- Individuals with Substance Use Disorder and/or Behavioral Health challenges.
- Individuals who are Justice Involved.
 - Individuals and families who are unhoused or at risk for homelessness.
 - Adults who are unemployed or underemployed.
 - Individuals who are unhoused and at high risk for violence.
 - Families who have been separated and impacted by substance use disorder and incarceration.



2022-2025 Focus

- Long Term Stability
- Social Determinants of Health
- Infrastructure that supports growth



Goal #1

Build

long term

STABILITY



Objectives

Increase Financial Stability

Action Steps

- Meet or exceed annual operating budget
- Generate restricted and unrestricted reserves on an annual basis
- Fund ongoing capital needs for existing Amos House portfolio
- Fund capital needs for growth and acquisition
- Grow endowment
- Build an annual plan for use of surplus

Key Performance Measures

- Fund programs 100%
- Identify \$1 million for capital acquisition
- Generate surplus of 1-5% each year
- Identify 3 gifts to the endowment

Bolster Leadership

Action Steps

- Identify a pipeline of Board Members (based on skills and attributes)
- Strengthen the effectiveness of all Board Committees
- Strengthen DEI training for Board and Staff
- Create a succession plan for key leadership (Board and Staff)
- Increase collaboration with other focused service providers.

Key Performance Measures

- A more informed Board and staff that is reflected in inclusive practices, policies, and programs
- 3 year plan for Board leadership transition
- Increase in programming among populations that are currently under represented (Latine, SE Asian, African, LGBTQIA+, and more)
- Board approved transition and succession plan

Goal #2

Address Social Determinants of Health Affecting our COMMUNITY



Objectives

Provide Housing Pathways

Action Steps

- Offer housing placement opportunities and support to individuals and families who are unhoused
- Increase housing stock
- Advocate for transitional shelter during development of permanent supportive housing

Key Performance Measures

- Identify 100+ units per year of suitable housing opportunities for those on the unhoused list
- Provide rental assistance for 100 households each year
- Increase Amos House housing by 25+ beds

Provide food to community members

Action Steps

- Provide balanced meals, six days per week to all who come to the Soup Kitchen during service hours
- Distribute additional resources via our Food Distribution program
- Advocate for more updated and equitable access to food benefits

Key Performance Measures

- 130,000 Soup Kitchen meals each year
- 100,000 lbs of shelf stable and frozen food distributed each year
- Support all who qualify in accessing public benefits.

Goal #2

Address Social Determinants of Health Affecting our COMMUNITY



Objectives

Provide Recovery and Behavioral Health Services and harm reduction supports

Action Steps

- Play an active role in the reduction of opioid overdose deaths
- Offer services as a licensed outpatient facility
- Advocate for increased recovery housing and other supports for people with Substance Use and Behavioral Health Disorders

Key Performance Measures

- Receive clinical licensure by end of year 2023
- Receive accreditation as a Certified Community Behavioral Health Clinic (CCBHC) by end of year 2024
- Distribute 1,000 units of Naloxone and other harm reduction supplies each year

Increase Access to living wage employment through multiple pathways

Action Steps

- Create job training structures for living wage jobs
- Identification of basic job pathway for entry level workers

Key Performance Measures

- Place 150-200 individuals in jobs per year
- Identify 5 new training pathways
- Increase job placement in More Than a Meal Catering and Amos House Builds

Goal #3

Create an infrastructure that supports our **GROWTH** needs



Objectives

Implement strategic evaluation of data and outcomes to ensure best practices

Action Steps

- Increase utilization and quality of internal data collection processes
- Improve ability to bill for applicable programs

Key Performance Measures

- All staff are trained and proficient in applicable program software
- Accurate reports inform program decisions
- Increase billable income by 20% per year

Analyze current structures to ensure they meet future needs

Action Steps

- Evaluate existing structures of departments and programs
- Evaluate scalability and efficiency of departments

Key Performance Measures

- All departments and programs are audited

Develop and invest in staff

Action Steps

- Implement tuition fund for staff educational opportunities
- Identify advancement opportunities for staff
- Increase number of Amos House staff earning a living wage
- Perform pay equity audit

Key Performance Measures

- Create compensation benchmarks
- Offer 2-5% cost of living increases each year
- 75% of Amos House staff at \$21/hr (current estimate of RI living wage)

Together, we can create a stronger, healthier Rhode Island for all of our neighbors.



**For more information about this Strategic Plan, our mission,
or our programs and services, please contact**



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**All people have a seat at our table.
Join us.**

amos  HOUSE
