



The Samaritan House of Orangeburg

Vision, Mission, Core Values

and

2024-2026 Strategic Plan



THE SAMARITAN HOUSE STRATEGIC PLAN 2024-2026

Updated on December 9, 2023

Overview

The Samaritan House was established in 2001 in response to a great need in the Orangeburg area, as was evident by the use of a “shelter” that existed under deplorable conditions. After being closed for four years, The Samaritan House reopened in September 2020, under the guidance of the Board of Directors and the direction of Henry Miller, Executive Director.

While the vision of The Samaritan House leadership is that everyone has a safe place to live, we recognize that Orangeburg and The Samaritan House will need to work with determination and diligence to bring that vision to reality.

As the county grows, so does the population of people needing affordable living options. The Samaritan House stands ready to welcome as many as they can and will continue to work with others to seek solutions for the growing need. The shelter has a current capacity of 40 residents, including men, women, and their children.

With the previous four years focused on getting the facility running and coordinating the various programs needed to support the residents, The Samaritan House leadership is committed to taking the necessary steps to move toward our vision.

To prepare for the expansion and scale appropriately to the ultimate vision for everyone to be safely sheltered, The Samaritan House has embarked on a strategic planning process to discover how best to collaborate within the community and to coordinate efforts whenever and wherever possible.

The Samaritan House leadership held a community meeting recently where service and housing agencies, elected officials, mental health, vocational rehabilitation, department of social services, alcohol and drug, other government officials, organizations, and local citizens, met to discuss forming a Coalition for the Homeless for Orangeburg County to address service needs and housing issues.

The Samaritan House leadership met with the City Administrator and presented a budget request for funds to replace old beds and to acquire additional beds. If the funds are granted this will expand our capacity to 55 available beds. Leadership also met with Senator Brad Hutto seeking funds through the South Carolina Legislative process to renovate and expand the facility's kitchen and dining areas to align with the potential growth. The Facilities Committee is



working with an architect to draw up plans for kitchen/dining expansion. The committee is also preparing a Case Statement supporting the expansion for Senator Hutto's presentation to be included in the State's budget in January 2024.

We recognize that it is now time to create policies and procedures to ensure the long-term, sustainable viability and expansion of The Samaritan House and comprehensive services for the unhoused in Orangeburg and the tri-county area.

To that end, The Samaritan House leadership has re-affirmed its vision, and its mission to offer people experiencing homelessness shelter and resources to secure housing. While our Growth in Community Committee continues to explore the options for collaboration and serving the unhoused beyond the walls of the current shelter location, the goals and objectives outlined in this document will create a solid foundation from which further growth will be possible.



Vision

Everyone has a safe place to live.

Mission

To offer people experiencing homelessness shelter and resources to secure housing.

Core Values

Respect and Dignity

Treat and value one another with equal worth.

Service

Contribute resources and talents to assist in the well-being of others.

Outcome Driven

Empower and embrace differences to achieve desired goals and objectives.

Compassion and Caring

Demonstrate humility and passion to others experiencing distress and/or life challenges.

Integrity

Exemplify honesty and strong moral principles: “doing the right thing even when no one is looking.”

Accountability

Accept responsibility and ownership for one’s decisions and actions.

Disclaimer: The Samaritan House of Orangeburg County, Incorporated (TSH) is an equal employer. TSH does not discriminate in employment, recruitment, Board membership, advertisements for employment, compensation, termination, promotions, and other conditions of employment, applications of potential resident(s), and volunteers based on race, color, religion (faith), gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, military status, or any other discriminatory reason.



Goals

The Samaritan House improves the quality of life for its residents through individualized housing stabilization programs and services.

The Samaritan House engages competent and ample staff and volunteers to carry out its mission, while maintaining the personal well-being of its human resources.

The Samaritan House offers a facility that is safe, efficient, comfortable, and provides for a productive workplace and living space that meets the needs of everyone we serve.

The Samaritan House Board governs efficiently and with integrity, guided by sound management principles.



Programs & Services

Goal: The Samaritan House improves the quality of life for its residents through individualized housing stabilization programs and services.

- To develop more consistent programs and services to meet the needs of those who are not employed, have no income, and have not been determined to be unable to work.
- To provide more consistent programs and services to meet the needs of those who are not able to work and have no income.
- To develop more consistent programs and services to meet the needs of those who have income but have difficulty in finding stable housing.
- To provide transportation for those who work day and night shifts until they can find their own.
- To provide mental health and addiction services to residents in need.
- To provide programs that will individualize plans based on the needs of the different types of groups we serve.

Staffing & Volunteers

Goal: The Samaritan House engages competent and ample staff and volunteers to carry out its mission, while maintaining the personal well-being of its human resources.

Staffing Objectives:

- To determine optimum staffing structure.
- To develop a staff succession plan.
- To develop robust staff capacity building / professional development plan for staff.

Volunteer Program Objectives:

- To determine optimum volunteer infrastructure to support staffing until full staffing structure can be achieved.
- To identify volunteer opportunities for employees of partner agencies.



Facilities Management

Goal: The Samaritan House offers a facility that is safe, efficient, comfortable, and provides for a productive workplace and living space that meets the needs of everyone we serve.

Future Needs Assessment Objectives:

- To conduct Workspace and Living Space Assessments relevant to safety, security, efficiency, productivity, and livability.
- To conduct Disease Control and Prevention Assessments relevant to effectiveness and efficiency of disease prevention and infection control measures

Facility Maintenance Objectives:

- To develop a facility Maintenance Plan
- To create Facility Inventory List and Schedule of Replacement
- To evaluate needs, cost, and benefit of hiring a part-time maintenance individual
- To review existing contracts annually

Facility Improvement Objectives:

- To develop a Capital Improvement Plan with cost estimates to current facility, grounds. Review annually.
- To finalize Kitchen upgrade project Phase 1



Board Governance

Goal: The Samaritan House Board governs efficiently and with integrity, guided by sound management principles.

Functioning Objectives:

Maintain an effective leadership team for structure and guidance.

- To provide annual leadership training for Board and staff.
- To increase the leadership team's participation to 100%.
- To conduct an annual Board self-assessment.
- To develop a consent agenda.
- To review and revise the current Bylaws and governance policies.
- To review and revise the evaluative process of the ED and staff.

Strengthen the Board's infrastructure to ensure ongoing success and effectiveness.

- To develop a plan for recruiting and orientating new Board members.
- To develop an onboarding process for prospective Board members.
- To increase the Board's knowledge of skills needed for recruiting and orientating new Board members.
- To create a succession plan for the Board.

Increase the knowledge base of Board and staff of IDEA (Inclusion, Diversity, Equity, and Access).

- To ensure an annual review of IDEA for leadership and staff competency.
- To ensure that a diverse Board and staff are reflective of residents.
- To develop an IDEA training plan for Board and staff.

Finance Objectives:

Prepare and oversee the annual budget.

- To monitor the operation and restricted accounts to ensure financial integrity and adequate funding.
- To monitor operating expenditures and revenues bi-monthly for budget oversight.
- To identify capital investments/expenses quarterly for budget planning.
- To establish a non-restricted reserve fund for unexpected expenses or income deficit.

Identify financial sources for short and long-term investment of funds.

- To research investment sources (stocks, bonds, securities, endowment, etc.).
- To identify investment sources with income potential.
- To identify investment sources that will assist in achieving financial goals.



Fundraising Objectives:

Commit to actively participating in all fundraising programs.

- To review annual commitment forms (Board Engagement Plan) by the Executive Committee Board.
- To devise a collaborative plan for 100% participation by Board members.
- To improve Board performance by 100% in personal donations.
- To provide fundraising training for the Board.

Create a comprehensive donor fundraising plan.

- To identify a consultant to work with the Board and community engagement.
- To identify fundraising goals and strategies.
- To identify fundraising activities.
- To develop an annual fundraising schedule.

Establish a Grant Writing Committee.

- To identify Board and community resources for a committee of five.
- To identify funding projects.
- To identify potential funding opportunities.
- To collaborate with committee for preparation and submission of applications.

Develop a policy statement and guidelines for Network for Good (NFG).

- To submit policy and guidelines to the Board for approval.
- To identify potential Board member(s) for NFG training.
- To develop a mentor program for identified Board member(s) in NFG training.
- To develop a mentor/training schedule.

Public Relations and Marketing Objectives:

Engage in a public relations campaign to increase community awareness about TSH.

- To enhance the public relations image of TSH.
- To review the quality of information on the website and the continuity of links.
- To monitor the usage of website traffic and other media platforms.



Look Toward the Future

The focus of the first year of the strategic plan as outlined in this document is to ensure that we establish a firm foundation upon which future decisions will be made. The goals and objectives outlined in this document involve extensive research and planning for what is necessary for sustainability and what is possible for the future of service delivery and expansion.

The Samaritan House leadership looks toward the future with the confidence and the commitment to continuously explore our next level of excellence in serving the Orangeburg community.

We have identified the following next steps to be addressed in 2025 and 2026:

Program: To seek affordable transitional housing opportunities for identified residents to move from the shelter to independence and to reduce recidivism to homelessness. Explore transitional living opportunities through building management or collaborative partnerships that can be implemented until transitional housing is available.

Staffing: Transition Board of Directors from working board to governing board by providing staff to carry out organizational day-to-day operations currently carried out by board members.

Facilities: Conduct feasibility study (long-term) to determine renovation/remodeling needs of current facility to accommodate additional living quarters, meeting and training rooms, residents' day room, and any other areas revealed during the feasibility study.

Board: Coordinate with the Growth in Community Committee and the Facilities Committee for a strategic timeline for a possible capital campaign along with an overall campaign goal.