

What's Next? A Strategic Vision to Move Forward with Intentionality for ECS

October 6, 2022

Over the past few years, ECS' program and operations have seen significant growth, creating new initiatives as well as strengthening existing ones. Sustaining our at-scale impact and effectively addressing the growing housing and services needs of our region requires broad strategic vision, effective planning, and successful execution. In the spirit of service, community, and transparency, ECS is pleased to present our new strategic plan.

ECS is a leader in providing compassionate and innovative care and rising to challenges known and unforeseen. Our strategic plan affords us the opportunity to reevaluate our priorities and center them in the needs of the community. ECS develops a strategic plan every three years that builds upon organizational successes, re-evaluates initiatives and metrics, and sets forth new goals and priorities that meet the evolving needs of our region's vulnerable populations.

For the three-year period beginning on July 1, 2022 and ending on June 30, 2025, ECS' staff, leadership, and Board will work to achieve five strategic goals:

- Improving the experience of our program participants.
- Creating a solid, scalable organizational foundation following the period of rapid growth ECS experienced during the pandemic,
- Diversifying funding sources and building capacity,
- Defining and implementing a regional strategy for our organization, and
- Systematizing and promoting organizational culture.

Because ECS' first concern will always be the community we are privileged to serve, we look forward to elevating our standards through a variety of initiatives including: enhancing property management, expanding opportunity through a full-fledged social enterprise initiative, creating new opportunities for participant feedback and input, and providing more comprehensive on-site health care services. Through innovative partnerships, we can develop on-site facilities for the provision of medical care, behavioral health care, accommodations for healthy aging, and whole-person case management.

As we enhance the quality of ECS' services, ECS must also solidify and grow the organizational infrastructure that allows for our agility. We look to add to the solid foundation of ECS by leveraging the multidisciplinary expertise of our staff with cross-departmental teams, enhancing the scope of data collection and analysis, and defining and upholding a healthy organizational culture that is rooted in respect and thrives on diversity, equity, and inclusion.

Funding is essential to the foundational health of any mission-focused organization, and ECS is no exception. Over the next years, ECS aims to diversify both public and private funding sources, strengthen its fund development infrastructure, and create a renewed focus on unrestricted revenue, which allows ECS and its programs maximum flexibility to pursue data and expertise-driven best practices and solutions for our services.

Finally, the Bay Area faces a regional crisis in wealth disparity, housing affordability, and homelessness, and effectively addressing this crisis will require a regional approach. With that in mind, ECS is committed to increasing our footprint throughout the Bay Area. ECS recently acquired the Project Homekey-funded supportive housing development at 1251 South Eliseo Drive in Larkspur, the organization's first expansion outside of San Francisco. With construction beginning soon for this 43-unit development, we are thrilled to serve our neighbors in the North Bay. ECS will continue to seek and identify new opportunities in the larger Bay Area to lend our support, expertise, and experience to.

As an organization dedicated to serving those experiencing homelessness, our success is ultimately measured by the lives we positively impact. On behalf of our neighbors and the community, we must keep pushing forward. I am honored to work alongside our dedicated and engaged staff and Board of Directors. Together, we will continue to bring meaningful change in our pursuit to prevent and end homelessness.

In solidarity,

Beth Stokes
Executive Director