



Strategic Plan 2025-2027

Welcome



Thank you to our Board and Team members who worked collaboratively to bring forward and document our values as we develop a strategy for the next three years. We remain committed to our mission because the need to support people in progressing from the streets to a safe place to call home has never been more important.

As you read this strategic plan, imagine it is the year 2028 and all of these goals shape our new reality. A new reality for people experiencing houselessness, a new reality for the people struggling with food insecurity, and a new reality for the people working within Share.

These goals are ambitious and worthy of our attention and commitment. They were created to build alignment across staff and board to work in partnership with our clients and each goal is supported by an accountability framework to keep us on track.

We look forward to this journey and invite you to join us.

Amy Reynolds
Executive Director

Our Mission

Share believes every person counts. Together we pursue a stronger community by building relationships, advocating for equitable access to housing and food stability while empowering every individual to grow and thrive.

Our Vision

Share envisions a community without hunger, where all people have safe and adequate housing and the skills to enhance their quality of life.





our core values

be bold

WE EMBRACE AUDACITY AND COURAGE in addressing the challenges facing our community.

We recognize that innovation often requires taking risks, and we are committed to learning from our experiences to continuously improve our services.

We value bold initiatives that drive positive change and empower individuals to lead fulfilling lives.

collaborate

WE FOSTER A SPIRIT OF COOPERATION AND PARTNERSHIP among community members, recognizing that together we can achieve greater impact.

Through meaningful dialogue, we build strong partnerships to effectively address the diverse needs of our community.

We strive for sustainable solutions that uplift and empower every individual.

We prioritize active listening and partnership-building to address community needs effectively and sustainably.

enrich

WE ARE DEDICATED TO ENRICHING OUR COMMUNITY by providing equitable access to essential resources, fostering opportunities growth and offering supportive services.

We believe in empowering individuals to reach their full potential, thereby contributing to a thriving and resilient community for generations to come.

create belonging

WE CULTIVATE A SENSE OF BELONGING and inclusivity within the fabric of Clark County, where every resident feels valued, respected and connected.

We embrace diversity and strive to create welcoming spaces that honor the unique identities and experiences of all community members.

We stand firmly against all forms of hate and racism and we pledge to actively work towards dismantling systemic racism.

promote individuality

WE CELEBRATE THE DIVERSITY AND INDIVIDUALITY of our community's residents, recognizing that each person brings valuable perspectives and strengths.

We champion self-expression, cultural heritage and the freedom to be oneself, fostering a community where all individuals can thrive and contribute meaningfully.



Share Making our community *home*.

Our Programs

Share House

Single Men's Shelter

Share Homestead & Share Orchards Inn

Family Shelters

Women's Housing and Transition (WHAT)

Shelter for Single Women

Affordable Housing & Stability Program

Permanent Housing with Case Management

Share's Housing and Essential Needs Program (HEN)

Providing housing and case management for people who are temporarily unable to work

Share Outreach

Working with clients living outside

Talkin' Trash Program

Community Cleanup

Lincoln Place

Site Based Permanent Supported Housing

Share Meals & Nutrition

Hot Meals, Backpack and Summer Meals programs

+ Volunteer Opportunities!

Join us in building a better community

Our Goals

Increase our housing impact by moving more people through Share shelters and into a permanent home.

2025	<ul style="list-style-type: none">• Assess number of spaces available/number we can responsibly serve at current capacity and identify achievable increases, including how and identify resources needed
2026	<ul style="list-style-type: none">• Strengthen partnerships with 7 community organizations to provide wraparound services and referrals for comprehensive care, life skills and employment services• Realize a 10% increase in the pace at which people move through shelter
2027	<ul style="list-style-type: none">• Develop partnerships with the 7 community organizations for sustainability, conflict management and healthy communication• Realize a 20% increase in the pace at which people move through shelter

Enhance the meal programs to better meet client needs, supported by sustainable funding.

2025	<ul style="list-style-type: none">• Conduct focus groups with clients in Hot Meals, Family Shelters, and the WHAT• Collaborate with the Family and Community Resources Centers at schools to hear feedback about the Backpack program• Enhancing reporting as part of stewardship• Increase new multi-year committed dollars by 25%
2026	<ul style="list-style-type: none">• Apply for additional funding sources to fully fund all existing programs and/or eliminate/reduce food programs to align with current funding based on impact analysis• Secure community partnerships and/or capital funding• Increase new multi-year committed dollars by 50%
2027	<ul style="list-style-type: none">• Assess effectiveness of program changes• Work w/ donors to ensure that our reporting is compelling and informative• Renew at least 50% of multi year commitments and seek 25% more new multi year commitments

Increase the number of employment opportunities offered to clients.

2025	<p>Increase the number of employment opportunities offered to clients by 5%</p> <ul style="list-style-type: none">• Build 2 new partnership with employment organizations per year• Provide and connect tailored support services/resources such as skills training and job placement assistance to enhance clients' employability and self-sufficiency; track in HMIS• Develop standard operating procedures for each identified role - job description, training, skills needed, goals, and define successful outcomes• Identify additional roles within organization that may be appropriate for client employment and scope financial impact
2026	<p>Increase the number of employment opportunities offered to clients by an additional 10%</p>
2027	<p>Increase the number of employment opportunities offered to clients by an additional 10%</p>

Increase community engagement by 20%, leading to a 5% increase in annual donations and 10% increase in volunteers.

2025	<ul style="list-style-type: none">• Complete an annual impact survey assessing engagement of community members• Create plan and process to increase engagement with an emphasis on Young Professionals• Leadership team members increase visibility by interact in the community quarterly through speaking or other high-impact opportunities• Examine retention of donors and volunteers
2026	<ul style="list-style-type: none">• Based on annual impact survey results, update and adjust engagement strategy• Enhance donor and volunteer experience to increase funds and retain donors• Evaluate volunteer onboarding, training, and stewardship
2027	<ul style="list-style-type: none">• Based on annual impact survey results, update and adjust engagement strategy• Young Professionals focus: Create partnership with influencer to be influencer for Share• Assign staff member who promotes Share: volunteers, social media engagement, events, surveys, news articles, young professionals

Transform the employee experience and team culture to achieve a supportive and equitable work environment, ensuring sustained employee engagement, growth and well-being.

2025	<ul style="list-style-type: none">• Clarify roles/ responsibilities. Determine position 'steps' or advancement opportunities• Streamline employee communication and training across programs• Examine tools for Total Compensation (salary surveys, benefits offerings, wellness, perks, etc)
2026	<ul style="list-style-type: none">• Provide regular skill-building workshops and training sessions to enhance employee capabilities and foster a culture of continuous learning• Design career pathways and development plans to empower employees to reach their full potential within the organization
2027	<ul style="list-style-type: none">• Encourage a culture of work-life balance by promoting boundaries, prioritizing self-care, and recognizing the importance of personal well-being• Maintain declining YoY turnover• Continue measuring Employee Engagement/ Employee Satisfaction/ Employee NPS

Diversify funding sources so that no specific entity makes up the majority Share's total revenue, while maintaining or reducing overhead percent of budget by 2027.

2025	<ul style="list-style-type: none">• Administrative cost % of total budget within 2% of 2024 actuals• No entity makes up more than 60% of annual revenue• Explore revenue generating activities unrelated to mission
2026	<ul style="list-style-type: none">• Administrative cost % of total budget within 1% of 2024 actuals• No entity makes up more than 58% of annual revenue• Start business services if revenue generating activities deemed financially viable
2027	<ul style="list-style-type: none">• Administrative cost % of total budget <= 2024 actuals• No entity makes up more than 55% of annual revenue

Enhance Share's technology to modernize workflows, reduce paperwork, improve data management and increase administrative efficiency.

2025	<ul style="list-style-type: none">• Conduct inventory of processes and workflows, identifying opportunities for improvement and documenting processes when beneficial.• Train staff on standard operating procedures and integrate training into onboarding process.• Create a modernization and technology needs roadmap, prioritizing by efficiency
2026	<ul style="list-style-type: none">• Identify funds needed and/or cost savings, and initiate securing funding if needed, working with finance to support goal of administrative cost reduction• Complete 30% of projects prioritized on the technology roadmap
2027	<ul style="list-style-type: none">• Complete 60% of projects prioritized on the technology roadmap• Continue technology implementation and integration, supporting staff in adoption and evaluation of systems with a goal of continuous improvement and iteration

Staying on Track

Accountability

Leadership Team Actions

1. Communicate goals to relevant teams
2. Wrap up 2024 goals / Set the stage for strategic plan goals
3. Develop work plans for year/quarter goals
4. Goal check ins at Monthly Management Meeting
5. Goal check ins at select Board Meetings
6. Updated and revise annually as needed

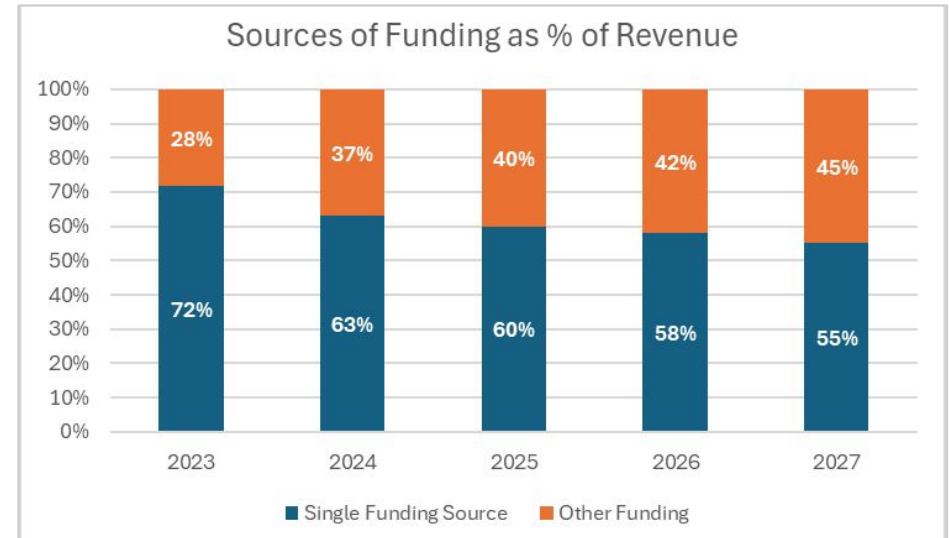
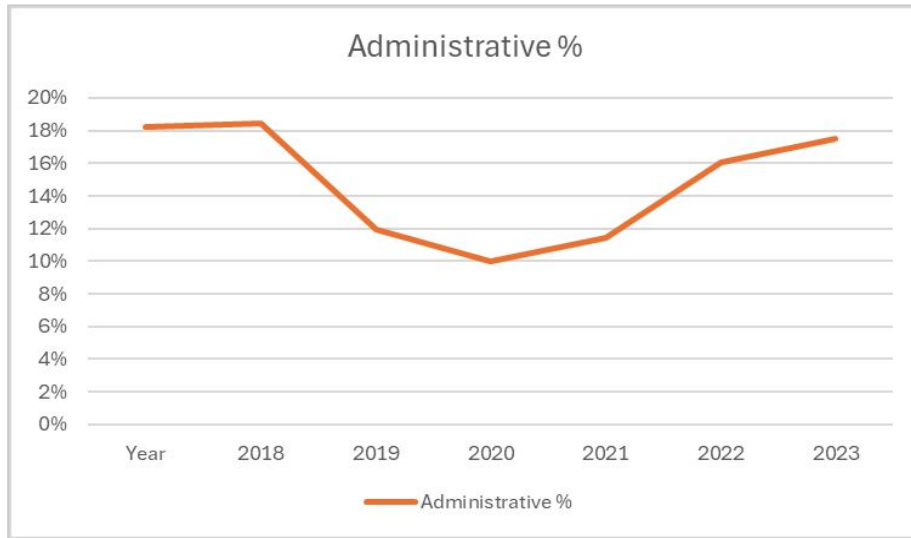
Focus Question

Does this increase equitable housing/food stability and self-sufficiency?

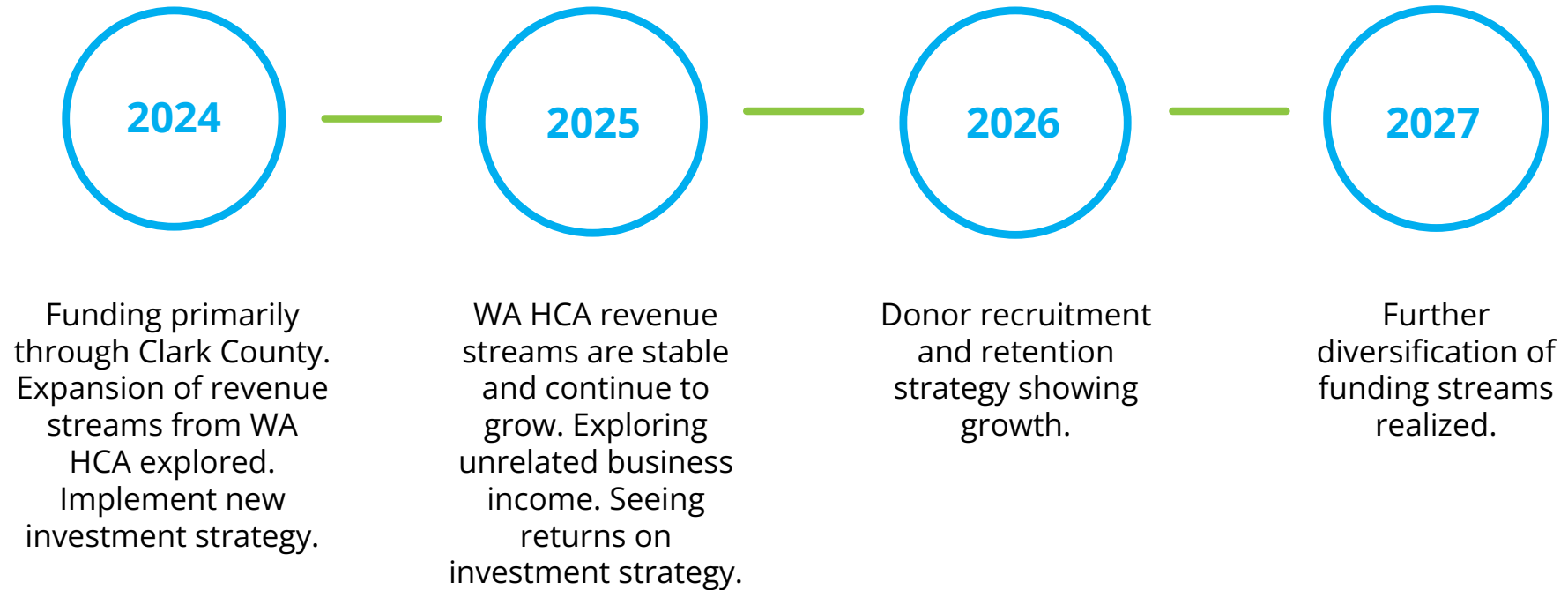
KPIs

Goal	KPIs
Increase our housing impact by reducing the number of people living outside, ultimately moving more people through Share shelters and into a permanent home.	Shelter Capacity Moves to Permanent Housing
Enhance the meal programs to better meet client needs, supported by sustainable funding.	Food Program Funding Food Program Meal Service
Increase the number of employment opportunities offered to clients.	Number of Employment Offers
Increase community engagement by 20%, leading to a 10% increase in annual donations and 10% increase in volunteers.	Number of Donors and Volunteers
Transform the employee experience and team culture to achieve a supportive and equitable work environment, ensuring sustained employee engagement, growth, and well-being.	Employee Retention Employee Happiness
Diversify funding sources so that no specific entity makes up more than 55% of Share's total revenue, while maintaining or reducing overhead percent of budget by 2027.	Funding Percentages Overhead Percentage
Enhance Share's technology to modernize workflows, reduce paperwork, improve data management, and increase administrative efficiency.	Technology Implementation/Use Efficiency

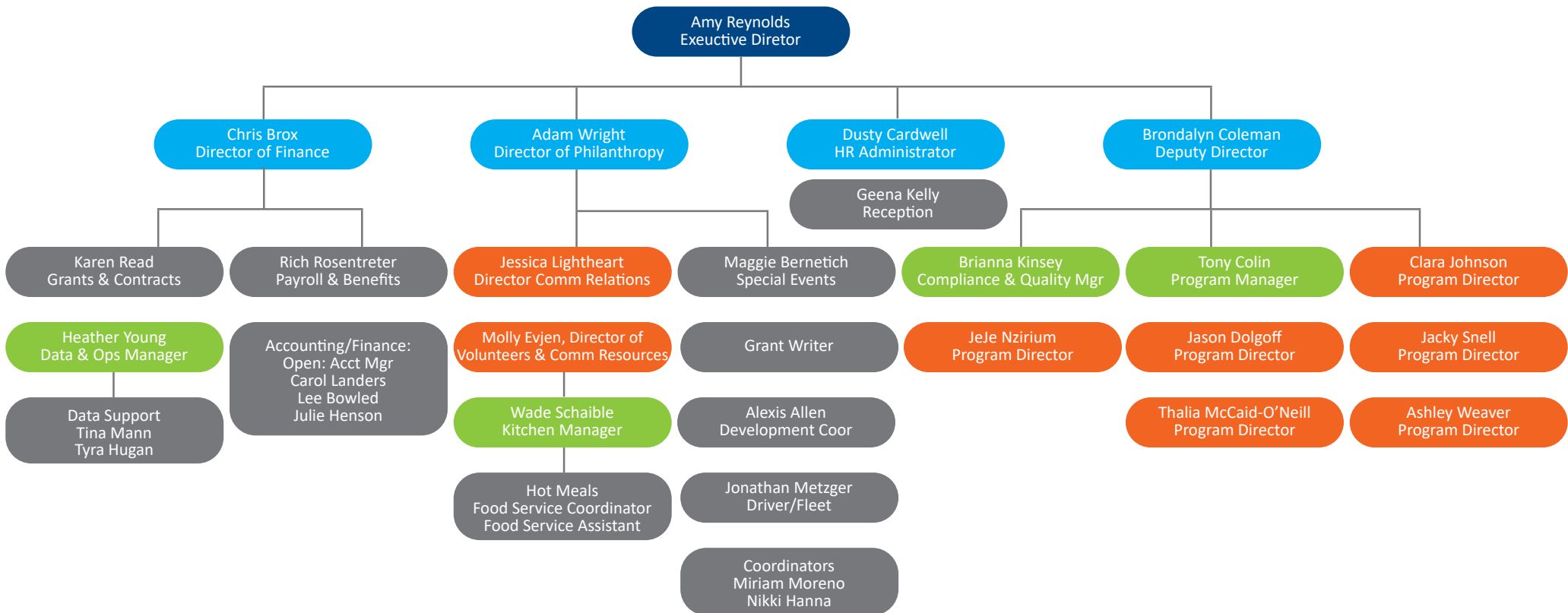
Finance



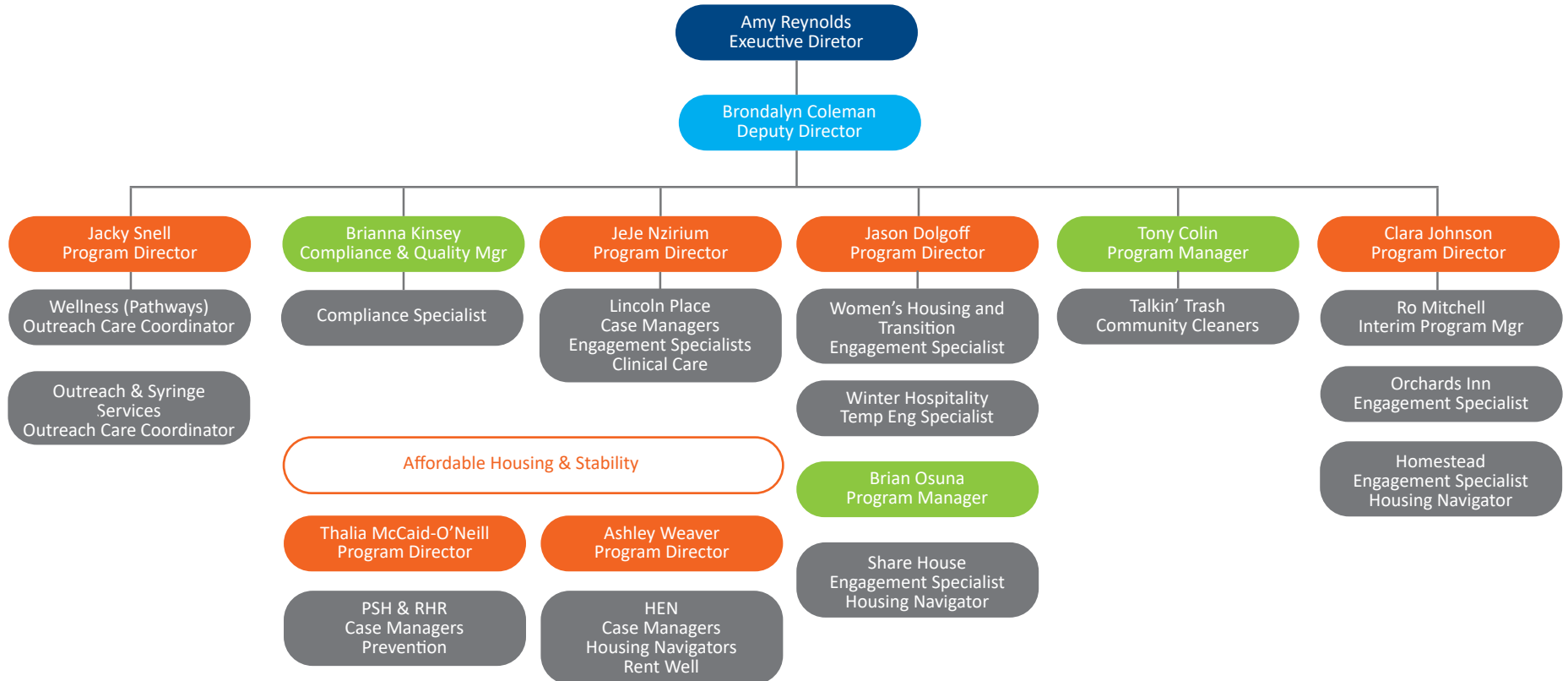
Financial Resource Timeline



Organization



Organization - Programs



Thank You

This plan was a collaborative effort by Share leadership and board members:

Share Staff

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Brondalyn Coleman
Chris Brox
Dusty Cardwell
Kim Hash

Executive Committee

President: Matt Lennick, Kaiser Permanente
Internal VP: Dawn Redmond, Heritage Bank
External VP: Jasmine Ames, U.S. Bank
Treasurer: Penny Harris, Columbia Credit Union
Secretary: Heidi Schultz, Community Member

Board

Britton Brown, Heathen Brewing Feral Public House
Paul Harris, Solid Solutions, LLC/State Rep
Paula Martin, Administrative Law Judge
Dawniel Miller, C-TRAN
Pat Nuzzo, Vancouver Public Schools (Retired)
Ronny Plushnick, United Grain, CFO (Retired)
Tonya Rulli, Rulli Law
Carlos Rodriguez-Vega, Grocery Outlet Orchards
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Marcie Walsh, Umpqua Bank
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Consultant

Pregame