



## Strategic Plan 2026-2028

1240 Dautel Lane, St. Louis, MO 63146 | [pchstl.org](http://pchstl.org) | 314.567.1522

# Who We Are



**Promise Community Homes (PCH)** is a community-focused nonprofit organization that provides **safe, welcoming, and affordable** housing for adults with intellectual and developmental disabilities. Our work is built on care, respect, and a commitment to independence.

We believe that a home is the foundation for dignity, belonging, and a life full of possibility. Everyone deserves to feel supported, safe, and included. We create and care for homes that meet the unique needs of each resident, support families and caregivers, and partner with the community to ensure our residents thrive.

## Our Mission

To support the foundational needs of people with intellectual and developmental disabilities (IDD), by providing safe, affordable, and well-maintained neighborhood homes.

## Our Vision

One day, all adults with developmental disabilities will live in homes of their choosing, regardless of income. All options will be safe, inclusive, timely, and connected within the community.

## Our Purpose

We provide adults with IDD safe, affordable homes where they can thrive. Unlike for-profit property managers, we combine stability, specialized housing supports, and deep local roots so residents and families can trust that these are homes for life. By partnering with community agencies, we go beyond housing to create a network of care that strengthens lives and builds belonging.





# A Message from Our Leadership

We are pleased to present the new Strategic Plan for Promise Community Homes for 2026-2028. This plan is a result of the hard work of both our staff and board, directed by thoughtful input from all of those directly impacted by PCH's mission.

The tenets outlined here will serve as our guiding light to ensure we are mission-first in all that we do to support our community. The world around us is ever-changing, and it is our responsibility to adapt accordingly while we remain steadfast in the core objectives outlined here.

Over the course of this three-year plan, we anticipate being challenged like never before as we take on some of the most ambitious endeavors of the organization's history. With a solid strategic plan in place, an engaged and supportive Board, and talented personnel on staff, we are confident these next three years will be some of the most rewarding and instrumental times for our residents.

## **Chris Barbour** **Board President**

I am honored to introduce our new strategic plan, a roadmap that reflects both our deep roots and our bold vision for the future. At its core, this plan is about ensuring that every person we serve has a place where they feel safe, valued, and supported. It is about protecting what is essential and strengthening what makes our mission so vital.

The environment around us is always changing, and it is more important than ever to think strategically. This plan calls us to look inward, align our resources, and ensure that we are meeting the unique needs of our residents and community in the best way possible.

With renewed energy and clear purpose, we are ready to build on our successes and embrace new opportunities. The future ahead is bright, and I am pleased to share this journey with you as we continue creating homes where individuals can truly thrive, with stability, dignity, and belonging.

## **Matt Elmore** **Executive Director**

# Our Team



## Staff

**Matt Elmore**, Executive Director  
**Lisa Dickerson**, Operations Director  
**Gabrielle Grundy-Lester**, Development Director  
**Kim Ulrich**, Business & Finance Director  
**Aaron Awtrey**, Operations Manager  
**Caroline Douglas**, Senior Accounting Specialist  
**Brittany Griffin-Manuel**, Staff Accountant  
**Ramon Hawkins**, Maintenance Technician  
**Elizabeth Helm**, Development Manager  
**Meghan Higdon**, Marketing & Data Manager  
**Josh Lovis**, Maintenance Technician  
**Jason Muschany**, Lead Maintenance Technician  
**Rob Nowak**, Maintenance Technician  
**Brent Rayford**, Maintenance Technician

## Board of Directors

**Chris Barbour**, President  
**Meghann Schulz**, Vice President  
**Mick Weltman**, Vice President  
**Eileen Cole**, Secretary  
**Mike Letz**, Treasurer  
**Marcus Adrian**, Immediate Past President  
**Christina Beck**, Board Member  
**Patrick Bennett**, Board Member  
**Kristen Cooper**, Board Member  
**Sandra Dressel**, Board Member

**Lele Engler**, Board Member  
**Mike Gardner**, Board Member  
**Jim Hegger**, Board Member  
**Vanessa Kerner**, Board Member  
**Johnna Murray**, Board Member  
**Kathryn Redmond**, Board Member  
**Matthew Renie**, Board Member  
**Yvonne Thomas**, Board Member  
**Mark Yaeger**, Board Member

## Bayleaf Consulting

**Ellie Scott**, Bayleaf Consulting, Founder & Chief Strategist  
**Rachel D'Souza**, Gladiator Consulting, Advisor  
**Katy Erker-Lynch**, PROMO Missouri, Advisor  
**Kelly Wells**, Double Helix Corporation, Advisor



We built this plan by listening to the people who know PCH best. Residents, families, staff, board members, and partners shared what matters most through surveys, a board retreat, and a staff retreat. We invited them to be candid and critical about how we show up and where we could grow. Their trust in us and their courage in naming challenges and opportunities shaped every step of this plan.

With those voices guiding us, we used a Theory of Change framework to examine why we exist, who we serve, and how our work makes a lasting difference. We explored our role in residents' lives and what it means to stay true to our purpose while adapting to a shifting context. That clarity gave us the priorities and guideposts to lead and serve with a commitment to stability, dignity, and belonging.

Through surveys, interviews, and meetings, we experienced these common themes of critical feedback and suggestions:

**Housing Quality & Resident Experience:**

Pride runs deep for the homes and their affordability. As PCH continues to invest in comfort and accessibility, each home can reflect the dignity and care residents deserve.

**Peace of Mind & Family Confidence:**

Families trust PCH to provide lasting stability and care. There's room to keep growing that peace of mind through clear communication and connection.

**Partnerships & Community Presence:**

PCH is a trusted community partner. By sharing impact more visibly, there's an opportunity to deepen relationships and expand collaboration.

**Organizational Strength & Leadership:**

Leadership has grown stronger and culture is improving. It is now time to increase focus on clarity of roles, staffing capacity, and succession planning.

"Y'all do an excellent job maintaining the affordability of rent for residents."

Partner Agency

"I appreciate their mission and values, dedication, and the partnership we have."

Care Provider

"PCH helps folks have a strong start to the other challenges life brings."

Care Provider

"The fun-loving, caring, and relaxed culture is one the strengths of the organization."

PCH Staff



## 1. Housing Sustainability & Quality

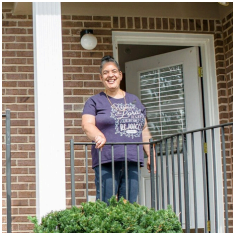


We provide housing that supports adults with IDD not just today, but for the long term. Every home should feel safe, comfortable, and adaptable to changing needs.

### Desired Results

- All homes meet high standards of safety, accessibility, and quality
- Rent remains affordable while supporting sustainable operations
- Strategic renovations and updates ensure long-lasting quality
- Residents and families express trust and confidence in their homes

## 2. Family & Resident Support



We center the experience of residents and caregivers, ensuring homes provide stability and dignity. Support goes beyond housing to foster confidence, independence, and belonging.

### Desired Results

- Residents report feeling safe, respected, and empowered
- Families experience reliable communication and transparency
- Programs and resources are responsive to individual needs
- Staff and caregivers have the tools to provide consistent, high-quality support

## 3. Community Partnerships & Visibility



We thrive through meaningful connections with organizations, neighbors, and the broader St. Louis community. Our presence is visible, trusted, and valued, amplifying impact.

### Desired Results

- Strong, collaborative relationships with disability and housing organizations
- Increased public awareness of PCH as a leader in inclusive housing
- Active participation in local advocacy, events, and community initiatives
- Recognition as a reliable, connected, and valued partner

## 4. Organizational Sustainability & Leadership



We invest in leadership, staff, and operational systems to ensure longevity and adaptability. We cultivate a culture of clarity, accountability, and shared purpose.

### Desired Results

- Clear governance and leadership structures that support strategic goals
- Sustainable staffing, training, and succession planning
- Efficient, transparent operations with consistent data and reporting
- Staff, board, and leadership are aligned, engaged, and equipped to lead change

| Strategic Priority                                       | 2026  | 2027  | 2028  |
|--|---|---|---|
| <b>1: Housing Sustainability &amp; Quality</b>           | <ul style="list-style-type: none"> <li>-Establish baseline standards for quality and accessibility</li> <li>-Streamline operational processes to save time, cut costs, and improve overall performance</li> <li>-Initiate long-term capital reserve planning</li> </ul>   | <ul style="list-style-type: none"> <li>-Complete priority upgrades</li> <li>-Complete first wave of strategic renovations</li> <li>-Create exit plan for homes that cannot reasonably meet baseline standards</li> <li>-Celebrate new apartment building's first tenants</li> </ul>                               | <ul style="list-style-type: none"> <li>-Achieve baseline quality, accessibility, and safety standards in all homes</li> <li>-Secure highest level of resident and family confidence in housing quality</li> <li>-Evaluate the PCH housing model and the capital reserve's capacity to meet community needs</li> </ul> |
| <b>2: Family &amp; Resident Support</b>                  | <ul style="list-style-type: none"> <li>-Launch regular satisfaction surveys for residents, families, and partners</li> <li>-Improve communication systems with families and guardians</li> <li>-Provide comprehensive staff training on disability rights and mission-relevant housing and support practices</li> </ul>   | <ul style="list-style-type: none"> <li>-Deliver reliable communication and responsiveness to families and residents</li> <li>-Identify local needs and desires for community-centered programming and PCH's ability to meet them</li> <li>-Establish annual evaluations of existing programs</li> </ul>           | <ul style="list-style-type: none"> <li>-Achieve recognition of PCH as a partner in stability, belonging, and daily support</li> <li>-Expand holistic supports and programming that build confidence, independence, and community connection beyond housing</li> </ul>   |
| <b>3: Community Partnerships &amp; Visibility</b>        | <ul style="list-style-type: none"> <li>-Create clear communication protocols with providers and agencies</li> <li>-Develop consistent and engaging storytelling and marketing standards</li> <li>-Begin participating in local housing and disability advocacy efforts</li> </ul>   | <ul style="list-style-type: none"> <li>-Host community events for visibility and connection</li> <li>-Expand visibility and advocacy efforts into the broader community across Missouri</li> <li>-Build relationships with for-profit counterparts to increase awareness of industry standards</li> </ul>         | <ul style="list-style-type: none"> <li>-Explore expansion of growing PCH's regional footprint and model</li> <li>-Play an active role in regional housing and disability policy conversations</li> <li>-Achieve recognition as a trusted leader in inclusive housing</li> </ul>                                       |
| <b>4: Organizational Sustainability &amp; Leadership</b> | <ul style="list-style-type: none"> <li>-Implement new board expectations and recruit new members to increase regional, vocational, and individual diversity</li> <li>-Assess board governance, organizational structure, and staffing needs to increase efficiency and sustainability</li> <li>-Implement baseline standards for data collection and entry for resident and home information</li> </ul> | <ul style="list-style-type: none"> <li>-Secure increased satisfaction and expanded capacity among board and staff</li> <li>-Establish succession planning and cross-training at all levels</li> <li>-Deploy enhanced data to guide decision-making, improve programming, and explore new opportunities</li> </ul> | <ul style="list-style-type: none"> <li>-Improve career pathways and professional development</li> <li>-Deliver consistent, efficient, and transparent operations supported by data</li> <li>-Secure a cohesive board and staff committed to long-term goals and accountability</li> </ul>                             |



We extend our sincere gratitude to the partners, advisors, advocates,  
and staff whose insight and commitment helped shape this plan.