



SENT, Inc.

Theory of Change and  
Strategic Plan Development

2025 – 2029



## Introduction and Background: *The Need*

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Since April 2018, through its place-based approach, SENT has committed itself to fostering holistic community development in the neighborhoods of Shawnee County, Topeka, KS, starting with the Hi-Crest Neighborhood, labeled as a community of persistent poverty by the US Government. Hi-Crest was, until recently, considered an "intensive care" community by the City of Topeka's Health Ratings due to several factors: high rates of persistent poverty, according to the current census, a high crime rate, low property values, a low percentage of owner-occupied housing units, and a high number of vacant properties. The neighborhood also struggles with poor educational scores, low economic development, poor nutrition, and lack of access to medical services and is considered to be a food desert, a mental health services desert, a transportation desert, and a childcare desert. Hi-Crest has carried these unfavorable designations for as long as the city has been categorizing neighborhoods, until recently – much due to SENT's work.

A Family Resource Center (based on a national model program), SENT serves as a hub of human and community development services, tools, and resources. We work through intentional and deep relationships with families, businesses, churches, human services providers, and other stakeholders, and offer life-giving and transformational resources through life-changing experiences.

SENT's holistic and comprehensive, person-centered case management model offers an integrated, multi-disciplinary approach to help solve some of the community's deepest and most pressing issues that ensure individuals and families thrive. Case Managers offer guidance, resources, and support through a coordination of care model, based on best practices. Our approach follows a stair-step model, gradually reducing assistance as families become more self-reliant and self-sufficient. Aligning with the Aspen Institute's 2Gen (multi-generational) focus model programming and evidence-based practices and the upstream drivers of economic mobility, SENT has several pillars of programming within our Community Development model, a few of which include:

- **Housing and Economic Development:** Working as a catalyst for change, SENT is invested in creating housing in Hi-Crest that is safe, affordable, and dignified for the homeowner. Our goal is to transform 15% of the housing stock in Hi-Crest to cause a "tipping point" for dignified housing in the community. SENT works with the Housing Authority of Topeka, the City of Topeka, and as a Community Housing Development Organization (CHDO) to aid families in finding and maintaining quality housing. Through strategic housing initiatives, SENT has pioneered efforts to increase the availability of affordable housing in the Hi-Crest neighborhood. Through a variety of sources and projects, SENT not only develops more housing, but also brings other economic development to help address the other needs of the neighborhood. We provide job training programs that empower residents to secure better-paying jobs and improve their economic situation. Also, SENT's Curb Appeal programming helps families rehab existing homes and invest up to \$10,000 in small projects outside of the home to make houses safer for the family and more attractive to the neighborhood.

SENT's Fremont Hill Initiative is a new place-based project initiated in partnership with the City of Topeka and construction developers. SENT is developing 29 acres of much needed housing, community amenities and services. Fremont Hill will consist of 40-60 mixed-income units (Phase

1). Phases 2 & 3 will consist of a community center, Library, recreational sports fields and 1-2 mixed-use residential commercial buildings.

- **Mental Health and Community Wellness:** SENT's comprehensive wellness program provides mental health, medical, and addictions counseling through full-time, licensed mental & medical health professionals on-site. These clinicians take appointments and walk-ins from the community, including individuals and families. SENT is the only mental health, substance-use disorder, and medical treatment office located within the Hi-Crest community. SENT is a licensed addiction treatment facility able to provide both group and one-on-one outpatient services. SENT also partners with Topeka Public Schools and other community partners and human service agencies to raise awareness of the Hi-Crest community's newly available mental health resources.

SENT is actively partnering with other services providers to offer access to essential health services in one convenient location – a one stop shop for families in need. Partners in our location include Fellowship Hi-Crest, Community Resources Council, Police Department, Topeka Public Schools, Community Action, Hi-Crest Neighborhood Improvement Association (NIA), the Southside Filling Station (a client choice pantry), Pediatric Connections Occupational Therapy, a licensed chiropractor, and an experienced massage therapist to provide therapeutic massages.

- **Youth Development Services and Education:** Through various partnerships and initiatives, SENT is ensuring our youth are safe and have access to services necessary to succeed and thrive. From provision of family case management and coordination of care, youth have access to financial literacy programming, workforce development services, alcohol and drug prevention, early childhood care and education, mental health services, and family events and other enrichment activities. All programming is based on the guiding principles of the Positive Youth Development theory and programming.

SENT's Community Development model provides for overall community growth and advancement in all sectors of our neighborhood. Building on foundational work through our NIA, SENT's initiatives enable families' needs to flourish by addressing the social determinants of health and continued community revitalization (e.g., in the seven years SENT has been serving Shawnee County, community violent crime has decreased by 21%). Based on strengths and connections, our work results in strong outcomes, not only in individuals and families, but in creating and building a community that allows for differences and bolsters neighborhood bonding, ownership, and transformation.

#### **A sampling of SENT's accomplishments:**

- Built the first new house in Hi-Crest in 60 years (2019) and, to date, completed over 25 affordable housing projects within Hi-Crest, including Topeka's first Net Zero house.
- Laid the groundwork for four Net Zero homes to be built in 2025, a 48-home subdivision set to break ground in 2025, and a 176-unit low- to moderate-income apartment complex scheduled for 2026.
- In 2024, its Beat The Heat program distributed over 30 air conditioning units to families in need.
- In 2024, provided over 800 individual and group mental health sessions, including over \$37,000 in free or reduced-cost mental health services. In 2024, delivered 753 one-on-one counseling sessions to clients from 19 Kansas towns, with some traveling over 80 miles one way. In 2024,

Hosted therapy groups for 334 participants and invested \$8,000 in school-based support at Ross Elementary and Eisenhower Middle School.

- In 2024, received 430 mental health service inquiries last year, demonstrating growing demand.
- In 2024, the Southside Filling Station food pantry was launched, serving 1,671 families from 38 zip codes in just 16 weeks. Over 10,000 pounds of food were distributed in the first week of October alone, surpassing 80,000 pounds overall. In 2024, nearly \$70,000 worth of volunteer hours contributed to food pantry operations.
- In 2024, distributed 1,500 costumes at our annual Halloween giveaway that attracted 370 guests, and welcomed 184 children at our Pictures with Santa event. Families traveled from as far as Kansas City, Abilene, and Junction City.
- In 2024, supported 238 individuals through our case management program, making 419 referrals and celebrating 66 successful discharges.

In 2025, as SENT considered its next chapter and the myriad opportunities before it for growth and increased impact, we clarified our Theory of Change - our *assumptions of how programmatic offerings and services would directly lead to the achievement of our community health outcomes*. This involved redefining our *Societal Vision - the picture of the world we aspire to see once we and others committed to realizing the same vision, have finished our work* - and our *Mission - our unique contribution to achieving the Societal Vision*. Once this Theory of Change was completed, we amassed a Strategic Impact Task Force to identify the strategic pathways, or *Impact Goals*, for which we will hold ourselves accountable over the next five years.

## Vision and Mission

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By the end of its five-year plan period, SENT, Inc. will emerge as a powerful network of community services and resources, exemplifying its core values and beliefs in all it does, and delivering quality programs and services to transform the lives of individuals and families in Shawnee County, in particular the Hi-Crest neighborhood. Its healthy communities building model will be documented and available for other interested communities who wish to learn from Shawnee County's success.



## Strategic Impact Goals

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The following four Strategic Impact Goals represent the prioritized pathways SENT will pursue to move the needle towards mission achievement as far as possible over the next five-year period:

<p><b>Goal 1</b></p> <p>Increase Shawnee County <b>residents' stability</b> by amplifying their capacity to <b>meet their basic needs.</b></p>	<p><b>Goal 2</b></p> <p>Expand options and choices for Shawnee County <b>youth and adults</b> to pursue their <b>education and career goals</b>, including <b>social entrepreneurship and business ownership.</b></p>	<p><b>Goal 3</b></p> <p>Promote access to and awareness of <b>community wellness resources</b> to inspire social, emotional, and physically <b>healthy behaviors and spiritual growth</b> across Shawnee County.</p>	<p><b>Goal 4</b></p> <p>Expand <b>knowledge of Shawnee County's holistic health-building community model</b> locally, regionally, and nationally.</p>
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## Strategic Organizational Goal

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As SENT outlined its five-year Strategic Impact Goals, we also identified ways we must evolve organizationally to reach these goals. Through our Theory of Change development and planning process, SENT leadership examined the shifts necessary in our governance, fundraising and revenue generation, marketing, operations/facilities, staffing, finance, internal communications, and technology.

**Goal 5 - Strategic Organizational Goal:** Build SENT's organizational capacity to successfully achieve its mission and strategic impact goals.

**Governance:** Develop and strengthen SENT's Board of Directors to serve as engaged organizational ambassadors and advance its strategic impact.

**Fundraising/Revenue Generation:** Build capacity to attract and steward diverse contributed revenue streams and earned income opportunities to support growth and impact.

**Marketing:** Enhance SENT's marketing to target clients strategically and support revenue growth through donor and stakeholder stewardship.

**Operations/Facilities:** Enhance operational efficiency and facilities to support staff and clients and maximize impact.

**Staffing:** Grow and develop SENT's staff to successfully implement strategic impact goals and sustain critical programmatic and operational areas.

**Finance:** Ensure SENT's finance function can effectively support organizational growth and sustainability.

**Infrastructure/Internal Communications:** Improve and increase internal communications to increase collaboration and impact and support for board and staff.

**Technology:** Ensure SENT has the technology it needs to enable staff to produce maximal impact.

The strategic impact goals are further elaborated below. Each strategic impact goal contains multiple objectives, detailing exactly what SENT must do to accomplish its four Strategic Impact Goals. Each Objective is paired with a series of Key Results Indicators—time-bound measures of success to assess progress. Objectives and key results are introduced in the following section. For each Objective, we have also articulated a series of strategies and activities that comprise the implementation details for achieving the strategic objectives and goals.

## Plan Summary: Strategic Impact Goals

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### **Strategic Impact Goal 1: Increase Shawnee County residents' stability by amplifying their capacity to meet their basic needs.**

#### **Rationale**

We know that when individuals and families lack safe and stable housing and food, everything else becomes harder. Whether it is pursuing employment, growing a business, receiving mental health care, or accessing other vital supports, progress stalls when people are simply trying to find a place to live or eat. Housing and food are foundational. At SENT, we believe everyone deserves the opportunity to live a healthy and fulfilling life. That starts with a home and healthy meals. By increasing housing opportunities and food security across Shawnee County, we can remove some of the biggest barriers holding people back, and create real pathways toward long-term stability and transformation.

#### **Strategic Impact Goal 1: Objectives and Success Indicators**

	SUCCESS INDICATORS
<p><b>OBJECTIVE 1:</b></p> <p><b>Ensure all Hi-Crest and East Topeka residents have access to and support in attaining sustainable housing.</b></p>	<ul style="list-style-type: none"> <li>● 150 housing units transformed by 2027; 50 by 2026.</li> <li>● 10 new partnerships with government/city officials to add/improve housing opportunities for Shawnee County homeless families/individuals by 2028; 5 by 2026</li> <li>● Increased housing stability, with 60 % of rental households stably housed at 12 mos by 2030; 50% at 24 mos by 2029; 25% by 2028; 90% of sales households stably housed at 12 mos by 2030; 80% at 24 mos by 2029.; 40% by 2028</li> <li>● SENT's local CDC partners' capacity to build affordable housing increased 30% by 2030; 15% by 2028</li> <li>● 20% increase in neighborhood-level stability indicators, with 30% of SENT homeowners reducing their housing cost burden below 30–35% of monthly income by 2030; 80% of SENT homeowners successfully accessing or retaining benefits for a year minimum by 2028; school ratings for all schools supported by SENT increased by 10% by 2029</li> <li>● Crime in Shawnee County decreased by 10% by end of 2029; 8% by end of 2028; 5% by end of 2027; 1% by end of 2026</li> </ul>

<b>OBJECTIVE 2:</b>  Increase Shawnee County residents' access to and knowledge of healthy food opportunities.	<b>SUCCESS INDICATORS</b>
	<ul style="list-style-type: none"> <li>● 30% of pantry shoppers enrolled in additional SENT services by 2029; 15% by 2027</li> <li>● 40% of pantry shoppers involved with other Avondale East services by 2029; 20% by 2027</li> <li>● 50% increase in the number of pantry users eating healthier foods by 2028</li> <li>● Pantry Staff attends, implements more than Food Training by 2028.</li> <li>● 20% of all food insecure individuals are signed up for SNAP by 2027</li> <li>● Neighborhood residents taking advantage of SENT's services increase by 50% by end of 2026</li> </ul>

**Strategic Impact Goal 2:** Expand options and choices for Shawnee County youth and adults to pursue their education and career goals, including social entrepreneurship and business ownership.

**Rationale**

At SENT, we believe every person deserves the opportunity to discover their purpose and grow into it. Whether someone is just starting to explore their passions, is looking to shift careers, or wants to gain new skills after years in the workforce, we are committed to walking alongside them on that journey. Through hands-on learning, mentoring, and workforce development, we help neighbors build confidence and capacity to pursue their goals. By creating space for business ownership, entrepreneurship, and job readiness, we are not just investing in individuals; we are equipping leaders who will shape the future of their families and communities. Our goal is to build pathways that reflect the potential and dignity of every learner, every worker, and every dreamer in Shawnee County.

**Strategic Impact Goal 2: Objectives and Success Indicators**

<b>OBJECTIVE 1:</b>  Provide workforce development training for Shawnee County adults to increase their job opportunities.	<b>SUCCESS INDICATORS</b>
	<ul style="list-style-type: none"> <li>● Two cohorts of the Farm to Food Truck WorkForce (FtoF) Development Program are implemented by 2029. <ul style="list-style-type: none"> <li>○ 33% of FtoF program participants have increased marketable skills, with references for their job applications</li> <li>○ 10% of FtoF program participants from cohort 1 are employed</li> <li>○ 75% of FtoF program participants healthier physically and mentally</li> </ul> </li> <li>● The adult GED attainment pipeline will be established with a SENT partner and made accessible to SE Topeka residents by 2027.</li> <li>● The total percentage of individuals without GEDs visiting the pantry decreases by 2029.</li> <li>● 10 new community partners accept second-chance direct work referrals by 2028.</li> <li>● increase in number of skilled and certified teachers in Topeka Public Schools by 2029</li> </ul>

<b>OBJECTIVE 2:</b>	<b>SUCCESS INDICATORS</b>
	<ul style="list-style-type: none"> <li>● TTLM Disconnected Youth Program fully implemented at Avondale Academy and KVC (Kansas foster care agency) by 2029. <ul style="list-style-type: none"> <li>○ 50% of participants in Kansas-based TTLM disconnected youth program are in college, tech school, or the workforce by 2031.</li> </ul> </li> <li>● Expansion of Topeka Way to Work Program to 75 students by 2029.</li> <li>● 30% prog participants in SENT’s youth programs have increased the health of their personal relationships by 2029.</li> <li>● 30% of kids in SENT’s youth programs demonstrate both hard and soft workforce requirement skills by 2029</li> <li>● Increased emotional resiliency on part of SC youth by 2028.</li> <li>● Increased mental health demonstrated on part of youth participating in SENT’s programming by 2029.</li> </ul>

<b>OBJECTIVE 3:</b>	<b>SUCCESS INDICATORS</b>
	<ul style="list-style-type: none"> <li>● Crime decreases, including theft and assault, by 66%, by 2029</li> <li>● 2 food trucks are launched and in business by 2029</li> <li>● Household income predictions for youth in Topeka and Shawnee County rise above the federal poverty level</li> <li>● Increased number of businesses started and expanded by 2028</li> <li>● Shawnee County residents are spending 5% more of their income on the local economy by 2029</li> </ul>

**Strategic Impact Goal 3:** Promote access to, and awareness of, **community wellness resources**, inspiring social, emotional, and physically **healthy behaviors and spiritual growth** across Shawnee County.

**Rationale**

At SENT, we have learned that there is no single path to wellness. Every neighbor has a unique story, and their needs can shift over time. That is why we take a whole-person and whole-family approach, recognizing that physical, emotional, social, and spiritual health are all connected. When families are supported in more than one area of life, they are more likely to thrive. By building strong relationships and coordinating care across services, we can reduce barriers and help people access what they need without delay or confusion. And by sharing what we have learned with others, we can help build a stronger network of organizations working together for the health of our entire community.

### Strategic Impact Goal 3: Objectives and Success Indicators

OBJECTIVE 1:	SUCCESS INDICATORS
Facilitate access to the physical and behavioral health services Shawnee County residents require.	<ul style="list-style-type: none"> <li>● 20% increase in Shawnee County residents accessing preventative and curative medical appointments</li> <li>● Geographic footprint of SENT's wellness services increased by 20% by 2029</li> <li>● County health rankings improve as result of increased access to services by 2029</li> </ul>

OBJECTIVE 2:	SUCCESS INDICATORS
Heighten Shawnee County residents' sense of community belonging.	<ul style="list-style-type: none"> <li>● Neighborhood residents express a higher % of people who see Hi-Crest as their "home" versus where they simply live</li> <li>● Hi-Crest transient numbers decrease 20% by 2030</li> <li>● 20% more Shawnee County residents from the 66605 zip code are participating in community events by 2030</li> <li>● 50% increase in community members' sense of belonging and satisfaction level by 2029</li> </ul>

### Strategic Impact Goal 4: Expand knowledge of Shawnee County's holistic health-building community model locally, regionally, and nationally.

#### Rationale

At SENT, we are committed to learning as we go and growing as we serve. Our holistic approach to community health is rooted in relationships, built through lived experience, and shaped by ongoing feedback from the people we walk beside. As Shawnee County continues to change, we want our model to grow with it. That means documenting what works, listening closely to what needs to improve, and partnering with research institutions to measure real impact over time. By collecting and tracking data through longitudinal studies, we can better understand how housing, health, education, and economic opportunity work together to shape lives. With the right tools and technology, we can stay connected, adapt with purpose, and share this model across Kansas and beyond—offering a practical, people-centered roadmap for transforming neighborhoods from the inside out.

### Strategic Impact Goal 4: Objectives and Success Indicators

OBJECTIVE 1:	SUCCESS INDICATORS
Establish evidence-based practices for SENT's	<ul style="list-style-type: none"> <li>● SENT's staff are revising and improving programs regularly through data-driven decision-making by 2027</li> <li>● Two published studies related to SENT's holistic model, produced in collaboration with KHI by 2027</li> </ul>

<b>holistic health-building community model.</b>	<ul style="list-style-type: none"> <li>• 100% of SENT’s community partners are actively collaborating in data collection by 2029; 50% by 2027</li> </ul>
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<b>OBJECTIVE 2:</b>	<b>SUCCESS INDICATORS</b>
<b>Provide consistent messaging and communications, promoting SENT’s ongoing offerings and learnings.</b>	<ul style="list-style-type: none"> <li>• 30% increase in communications opportunities SENT donors experience by 2027; 10% by 2025</li> <li>• SENT presents at 4 national/statewide conferences annually by 2029; 2 by 2027</li> <li>• 50% increase in SENT’s social media followers by 2028; 30% by 2027; 15% by 2026</li> </ul>

<b>OBJECTIVE 3:</b>	<b>SUCCESS INDICATORS</b>
<b>Increase other communities’/social sector actors’ capacity to emulate SENT Inc.’s holistic community-health model.</b>	<ul style="list-style-type: none"> <li>• SENT’s holistic community health model is promoted by Foundations and Elected Officials</li> <li>• Two additional communities within Kansas are piloting SENT’s holistic community health model by 2029</li> <li>• One additional community within the country is piloting SENT’s holistic community health model by 2029</li> </ul>

**Strategic Organizational Goal 5: Build SENT’s organizational capacity to successfully achieve its mission and strategic impact goals.**

**Rationale**

At SENT, we know strong communities are built by strong and healthy organizations. To create the kind of lasting change our mission aspires to, we must invest in the people, systems, and structures that support our work. Every goal set for the next five years is connected to real resources, clear priorities, and thoughtful timing. Reaching those goals means growing in ways that match the weight of our calling. This includes strengthening our team, developing a diverse and engaged board, improving how we collect and use data, and forming operational partnerships that help us carry out our work with excellence. Building our internal capacity is not separate from our impact. It is the foundation that allows us to move forward with integrity and to stay accountable to the neighbors and communities we serve.

**Organizational Goal: Objectives and Success Indicators**

<b>OBJECTIVE 1:</b>	<b>SUCCESS INDICATORS</b>
<b>Governance:</b> Develop and strengthen SENT’s Board to serve as ambassadors and increase SENT’s financial sustainability.	<ul style="list-style-type: none"> <li>• Increased # of individual and corporate support by 20% by 2030.</li> <li>• Enhanced program resources and quality by 2028.</li> <li>• More diverse and inclusive Board representative of SENT’s diverse constituent base by 2027.</li> <li>• Increased businesses, education, health and/or civic institutions partnerships by 2029</li> </ul>

<b>OBJECTIVE 2:</b>  <b>Fundraising/Revenue Generation:</b> Attract and steward diverse contributed revenue streams to support growth and impact.	<b>SUCCESS INDICATORS</b> <ul style="list-style-type: none"> <li>● Individual donor base increased by 20% by 2027.</li> <li>● Reduced over-dependence on government funding by 10% by 2029.</li> <li>● Increased foundation support by 15% by 2028.</li> <li>● Increased size of corporate giving by 35% by 2029.</li> </ul>
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<b>OBJECTIVE 3:</b>  <b>Marketing:</b> Strengthen SENT’s external communications to build visibility and effectively reach all stakeholders to achieve long-term goals.	<b>SUCCESS INDICATORS</b> <ul style="list-style-type: none"> <li>● Increased brand recognition in non-traditional and traditional media by 2027.</li> <li>● Increased presence in communities across Kansas by 2030</li> <li>● Enhanced opportunities to offer “expert advice” to the field and general public by 2028</li> <li>● Increased recognition across the country of SENT’s holistic community health model</li> </ul>
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<b>OBJECTIVE 4:</b>  <b>Staffing/HR/Culture:</b> Recruit, hire, and retain the right people in the right positions to effectively support SENT’s organizational growth, excellent program delivery, and professional and personal development.	<b>SUCCESS INDICATORS</b> <ul style="list-style-type: none"> <li>● Senior staff have bandwidth to present at conferences, professional development, networking etc. by 2028</li> <li>● Increased employee productivity and reduced staff workloads for overburdened staff for higher quality programs by 2028.</li> <li>● Increased transparency and communication across SENT by 2027’</li> <li>● Increased support staff skills to support SENT clients, and working toward client goals by 2028</li> <li>● Capacity for Marketing and Fund Development Department built by addition of 1-2 staff by 2027</li> </ul>
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<b>OBJECTIVE 5:</b>  <b>Operations/Infrastructure/Technology:</b> Optimize internal operations and systems (including finance, technology, internal comms, etc.) to inspire collaboration and impact, supporting board and staff.	<b>SUCCESS INDICATORS</b> <ul style="list-style-type: none"> <li>● Internal communications are timely and clear across SENT so staff can maximize effectiveness by 2027.</li> <li>● Technology hardware and systems are upgraded to support expanded utilization by 2027.</li> <li>● Widespread understanding of, alignment with, and adoption of program evaluation system by 2029.</li> <li>● Financial department is enhanced to support business development by 2028</li> <li>● All SENT program Directors are aware of each client’s participation and progress across the agency by 2029</li> </ul>
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<p><b>OBJECTIVE 6:</b></p> <p><b>Facilities:</b> Offer and Invest in ample, excellent facilities for staff, plus the highest quality community-based housing available for Shawnee County Residents.</p>	<p><b>SUCCESS INDICATORS</b></p> <ul style="list-style-type: none"> <li>● SENT’s facilities support all programming and staff needs by 2027</li> <li>● SENT’s community partners hosting SENT programs and services has increased by 25% by 2028</li> <li>● Permanent supportive housing facilities have been added to double Shawnee County’s affordable housing stock by 2030</li> </ul>
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## Investment and Timeline

SENT, Inc. is well on its way to becoming a systemic change driver, with great accomplishments under its belt, and more opportunities presenting themselves, daily. Our goal is to rely on our community partners, our government agencies, private and public philanthropies, and generous individuals to significantly scale our programs over the next five years. We plan to greatly expand the number of families and individuals benefiting from our holistic community health model by 2030. We can only do this by establishing deep partnerships with many who have paved the way before us, and relying heavily on our trust-based relationship and extreme faith in our community members who serve as our leaders on the ground. The following Growth Budget has been built on top of SENT's existing Annual Operating Budget; the Growth Budget represents only the new investment required to achieve SENT's Strategic Impact Goals:

### SENT GROWTH EXPENSE BUDGET BY GOAL AND YEAR

SENT, Inc. COSTS BY STRATEGIC GOAL AND YEAR						
	FY26	FY27	FY28	FY29	FY30	TOTAL 5-YEAR IMPLEMENTATION BUDGET
TOTAL STAFFING COSTS	\$ 500,950	\$ 1,057,850	\$ 1,581,782	\$ 1,724,799	\$ 1,841,475	\$ 6,706,856
TOTAL TRAINING COSTS	\$ 23,000	\$ 19,400	\$ 25,200	\$ 16,300	\$ 28,000	\$ 111,900
TOTAL MARKETING & DEVELOPMENT COSTS	\$ 35,000	\$ 40,000	\$ 50,000	\$ 45,000	\$ 40,000	\$ 210,000
TOTAL TECHNOLOGY COSTS	\$ 159,600	\$ 214,300	\$ 114,400	\$ 41,500	\$ 45,000	\$ 574,800
TOTAL PROGRAM COSTS	\$ 569,450	\$ 210,816	\$ 205,227	\$ 440,470	\$ 628,074	\$ 1,644,187
<b>TOTAL BY YEAR</b>	<b>\$ 1,288,000</b>	<b>\$ 1,542,366</b>	<b>\$ 1,976,609</b>	<b>\$ 2,268,069</b>	<b>\$ 2,582,549</b>	<b>\$ 9,657,593</b>
TOTAL COSTS BY GOAL AND YEAR						
	FY26	FY27	FY28	FY29	FY30	TOTALS
TOTAL GOAL 1 - Increase housing opportunities for Shawnee County Residents.	\$ 300,275	\$ 242,910	\$ 294,762	\$ 366,656	\$ 1,444,204	\$ 2,648,807
TOTAL GOAL 2 - Expand options and choices for Shawnee County youth and adults to pursue their education and career goals, including social entrepreneurship and business ownership.	\$ 494,925	\$ 598,250	\$ 1,075,538	\$ 1,047,484	\$ 558,216	\$ 3,774,413
TOTAL GOAL 3 - Promote access to and awareness of community wellness resources to inspire social, emotional, and physically healthy behaviors and spiritual growth across Shawnee County.	\$ 292,175	\$ 558,556	\$ 512,740	\$ 771,258	\$ 528,987	\$ 2,663,715
TOTAL GOAL 4 - Expand knowledge of Shawnee County's holistic health-building community model locally, regionally, and nationally.	\$ 200,625	\$ 142,650	\$ 93,570	\$ 82,670.50	\$ 51,142.83	\$ 570,658
<b>TOTAL GROWTH BUDGET</b>	<b>\$ 9,657,593</b>					

### SENT GROWTH REVENUE BUDGET

FY26	FY27	FY28	FY29	FY30	TOTAL REVENUES
<b>REVENUES</b>	<b>REVENUES</b>	<b>REVENUES</b>	<b>REVENUES</b>	<b>REVENUES</b>	
Government Contracts \$ 375,000	Government Contracts \$ 420,000	Government Contracts \$ 600,000	Government Contracts \$ 700,000	Government Contracts \$ 830,000	\$ 2,925,000
Individual Donors \$ 150,000	Individual Donors \$ 170,000	Individual Donors \$ 190,000	Individual Donors \$ 212,000	Individual Donors \$ 250,000	\$ 972,000
Foundation Grants \$ 550,000	Foundation Grants \$ 675,000	Foundation Grants \$ 800,000	Foundation Grants \$ 900,000	Foundation Grants \$ 1,000,000	\$ 3,925,000
Corporate \$ 200,000	Corporate \$ 250,000	Corporate \$ 335,000	Corporate \$ 405,000	Corporate \$ 450,000	\$ 1,640,000
In-kind from Partners \$ 25,000	In-kind from Partners \$ 30,000	In-kind from Partners \$ 52,000	In-kind from Partners \$ 52,000	In-kind from Partners \$ 53,000	\$ 212,000
<b>Total Revenues \$ 1,300,000</b>	<b>Total Revenues \$ 1,545,000</b>	<b>Total Revenues \$ 1,977,000</b>	<b>Total Revenues \$ 2,269,000</b>	<b>Total Revenues \$ 2,583,000</b>	<b>\$ 9,674,000</b>
<b>Total Expenses \$ 1,288,000</b>	<b>Total Expenses \$ 1,542,366</b>	<b>Total Expenses \$ 1,976,609</b>	<b>Total Expenses \$ 2,268,069</b>	<b>Total Expenses \$ 2,582,549</b>	<b>\$ 9,657,593</b>

## Conclusion

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SENT's Strategic Plan will serve as a blueprint to the organization's transformative work over the next five years. With a focus on establishing a holistic service delivery and intersectional community health development model, the Strategic Plan also recognizes the need to strengthen the existing programs and services, and the organization's ability to deliver them.

The Strategic Impact Goal Task Force, Fellowship Hi-Crest, and SENT's countless volunteers are committed to aligning all available resources, including human power and spirit, to meet the goals identified in this plan. In addition, SENT has developed a budget plan to fund all proposed key initiatives that supports the strategic vision. That said, SENT thinks of this strategic plan as a living document which changes over time as we continually approach new challenges to those principles.

The process to identify these major priorities encompassed several months of data collection, and analysis, including analyzing our strengths, weaknesses, and listening to a diverse set of our stakeholders. Many meetings took place to get to this point and the final document. As a result of this Theory of Change development and Strategic Planning process, SENT has identified several new opportunities. Some of these opportunities outlined in the plan include finding strategic partners that will allow us to accomplish a shared vision and focus our energy on our Strategic Impact Goals.

The completion of this plan would not have been possible without the many stakeholders involved in the process. SENT would like to express its heartfelt thankfulness to its Strategic Impact Goal Tax Force members. Thank you for your leadership during this process and for bringing the plan to fruition. We would also like to thank all staff, clients, and SENT stakeholders whose hard work and vision will help actualize the plan.

# APPENDIX I

## SENT, Inc.'s THEORY OF CHANGE

