



Strategic Plan 2021-2025

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Introduction

Family Promise Metrowest (FPM) is a 12-year-old organization dedicated to helping families transition from homelessness or housing instability to permanent, stable homes. Historically, we have partnered with local faith-based organizations to offer shelter, while also offering programming for families facing eviction or transitioning from shelter back into the community.

In 2020 FPM served more families than ever in its history, providing resources, support, and stability to 50 families, including 89 children. This same year, the COVID pandemic posed significant challenges to our organization, including a total disruption of the long-standing shelter service model, which was rendered unsafe given the need for physical distancing. Simultaneously, the economic impact of the pandemic dramatically increased the current and anticipated need for FPM's services.

In response, the FPM leadership (Board and staff) launched a strategic planning process in September 2020 to determine how to strengthen our programs and best invest our assets (staffing, expertise, funding, volunteers, partners, spaces, services) to ensure the maximum benefit for the rapidly growing number of families facing housing instability and homelessness in the Metrowest area.

The process engaged key stakeholders including families served, staff and board, congregations, donors, community partners, and volunteers. The results were a recommitment to our mission, an articulation of our core values, and a revision to our models for service delivery. The following strategic plan outlines the resulting goals and strategies that will guide our work in the coming years.

Strategic Plan

Mission

To transform the lives of families with children who are facing homelessness by mobilizing a diverse community to provide shelter, education, and comprehensive support.

Values

- | | |
|-----------------------|--|
| Partnership | We work together as a community to forge lasting solutions to the adversities our families face. |
| Empathy | We approach our families with compassion and seek to understand and learn from each other. |
| Equity | We believe in fairness and accept our responsibility to remedy injustices in our communities. |
| Sustainability | We support our families in working toward a future of stability and independence. |
| Stewardship | We strive to be good stewards of our resources to build a strong, healthy, and lasting organization. |

Goals + Objectives

Goal 1: Ensure safe, affordable, and sustainable housing for families facing homelessness

Objective A: Develop a new model to provide shelter for families that are homeless

Outcome

Transition to static site model for shelter. Will commence by January 2022.

Objective B: Revise SAIL program to complement new shelter model

Outcome

New model is established for the SAIL Program that addresses individual needs by end of 2022.

Objective C: Prevent homelessness and shelter entry with a comprehensive prevention and diversion program

Outcome

The number of families served in the LIFE program in 2021 will increase 20% by providing shelter diversion services.

Objective D: Enhance services for families by establishing formal collaborations with other community providers

Outcome

Establish 12 formal collaborations by the end of 2026.

Objective E: Increase families' access to external funds for housing

Outcome

30% of our families will leverage external funds to offset housing costs by the end of 2026.

Objective F: Increase the stock of affordable housing in our community

Outcome

Through the partnership, Family Promise will complete an affordable housing project by the end of 2026.

Goal 2: Increase and expand the broader community's engagement with our mission

Objective A: Revise our volunteer roles to support FPM and the families we serve, while enhancing the volunteer experience

Outcome

Implement new roles for volunteers that support our programs and families by the end of 2021.

Objective B: Develop and implement a comprehensive communication and outreach plan

Outcome

Annual calendar and communication metrics are created by the end of 2021.

Objective C: Increase outreach on the issue of family homelessness to engage the community and increase active participation in support of our mission

Outcome

Minimum of 500 people/year attend community presentations in 2021.

Goal 3: Continuously invest in our organizational capacity to support growth, advance equity, and ensure a sustainable future for FPM

Objective A: Ensure the principles of diversity, equity, and inclusion inform our goals, policies, and everyday practices

Outcome

Implement strategies that effectively address DEI challenges organization-wide by the beginning of 2022.

Objective B: Create a comprehensive development plan that incorporates community partners and individual donor retention and cultivation

Outcome

Achieve revenue targets established in the 2021 annual plan by end of year.

Objective C: Invest in staff development and career progression

Outcome

All staff create their career development plans and participate in a minimum of four learning opportunities in support of their development goals by end of 2021.

Objective D: Develop a succession plan for key leadership positions

Outcome

Succession plan completed by end of 2021.

Objective E: Strengthen internal operations regarding policies and procedures

Outcome

All policies and procedures will be updated and accessible online by the end of Q1 2022.

Objective F: Implement and/or enhance the use of data management systems to support growth and enhance capacity

Outcome

FPOrce, CERVIS, and Salsa CRM will be fully implemented by the end of 2021, and a minimum of three staff will be trained to utilize each system by Q2 of 2022.

Objective G: Strengthen Board committees and leadership to ensure FPM has the capacity to deliver on its mission

Outcome

Each committee is composed of members with the necessary skill sets, a clear mission, and active and engaged participants by the end of 2021.

Organizational Dash and Scoreboard

In order to determine the success of the implementation phase, we will monitor key metrics at designated intervals. These metrics, defined as leading and lagging indicators, are outlined below.

Leading: These metrics will be measured bimonthly at a minimum.

1. We are on track to achieve our outcomes, on time and on budget, as outlined in our strategic plan. (bimonthly)
2. Families are on track to: (monthly)
 - a. reach goals in shelter and transition to SAIL
 - b. achieve all goals while in SAIL to ensure sustainability
 - c. reach financial goals in LIFE
 - d. report that FPM support was helpful/extremely helpful at program exit
3. We are on track to meet fundraising goals (monthly)
4. We are staying on budget (monthly)

Lagging: These metrics will be gathered on an annual basis.

1. An indicator of family transformation, measured by: families meeting individual goals.
2. Ending each year "in the black."

Conclusion

A culmination of a lengthy and thoughtful process, this strategic plan is the roadmap to enhance our programs, deepen connections with our community of support, and strengthen capacity for future growth. Achieving the goals outlined in this plan will broaden our reach and ensure that the families we serve have the opportunity to live, work, and thrive in sustainable, stable housing.

While COVID posed obstacles over the past year to operations and our families' stability, FPM faced this challenge from a position of strength. While our initial response was informed by the immediate necessity to protect the health and safety of families, staff, and volunteers, our subsequent adjustments to programming and work environment were carefully designed to both meet the challenges at hand, while even improving service delivery. Thus, this new strategic plan is the culmination of not only hours of listening and learning from our community, but also incorporates the experiences and knowledge acquired from this last year of unexpected events.

As a community-informed statement of our priorities and goals, this plan is filled with potential for transformation and connection. We can't wait to get started.

Appendices

Appendix A: Data Informing the Strategic Plan

FPM's SWOT analysis was based on three sources of data:

- one-on-one interviews
- focus groups
- survey

All of these were conducted with both internal and external stakeholders in order to represent a broad swath of perspectives on the current performance and future direction of FPM. The following graphic details the number of individuals/groups that were included in each category:

Data Informing the SWOT



The information in the following table is ranked according to the number of times a particular category of response was recorded:

Stakeholder Engagement Analysis

<p>Suppose FPM were to receive a \$10m donation, what should they do with it?</p> <p>38: Build housing unit / invest in transitional housing</p> <ul style="list-style-type: none"> 7: Provide more educational support 6: Increase programming budget 6: Create endowment 4: Increase staffing 2: Provide more financial assistance 1: Increase advocacy 1: Purchase a van 1: Provide coaching for families 	<p>What do you see as the greatest threat to FPM's future success?</p> <p>18: Shelter Model</p> <ul style="list-style-type: none"> 10: COVID 6: Economy 5: Funding 4: Increased demand 3: Lack of community support 2: Lack of succession plan 1: Lack of staffing 1: Age of volunteers 	<p>How can FPM better serve families in the future? What ideas do you have for making FPM even stronger?</p> <p>8: Increase shelter / transitional housing</p> <ul style="list-style-type: none"> 5: Financial Literacy programs 5: Congregation involvement 2: Increase funding 2: Increase awareness 1: Increase childcare access 1: Decrease Staff overload 1: Increase rent subsidies 1: Homelessness prevention
<p>What new opportunities has the pandemic created for how we do our work in the future?</p> <p>12: Virtual communication</p> <ul style="list-style-type: none"> 7: Housing 7: Congregation connection 6: Creative thinking 4: New funding 3: Time efficiency 1: Government support 	<p>Where might FPM seek more money to support our programming?</p> <p>16: State/Federal/Government</p> <ul style="list-style-type: none"> 8: Grants 6: Community 3: Personal connections 3: Fundraising events 2: Businesses 2: Collaborations 2: Employer matches 1: Foundations 	<p>This strategic plan is going to provide a road map for our future. What else do we need to consider as we develop the plan?</p> <p>6: Staffing / 6: Increasing funds</p> <ul style="list-style-type: none"> 3: Affordable housing options 3: Collaborations 2: COVID economy 2: Sustainability 1: Diversity 1: Financial support for families 1: Involvement of families 1: Promoting equity and fairness 1: Stakeholder involvement 1: Succession planning

The following chart compiles responses regarding FPM's primary role in responding to family homelessness:

What role should Family Promise play in our region's efforts to end family homelessness?



Core Values

Another set of questions pertained to our Core Values. In order to assess whether our stakeholder groups felt we were living up to our stated values, we asked respondents to rank whether each value was:

- 1) Evident in FPM's work,
- 2) Unsure if this is evident in FPM's work
- 3) Not evident in FPM's work

Partnership: We work together as a community to forge lasting solutions to the adversities our families face.

- 96% of respondents replied "Evident in FPM's work"
- 4% of respondents replied "Unsure"

Empathy: We approach our families with compassion and seek to understand and learn from each other.

- 100% of respondents replied "Evident in FPM's work"

Equity: We believe in fairness and accept our responsibility to remedy injustices in our communities.

- 83% of respondents replied "Evident in FPM's work"
- 17% of respondents replied "Unsure"

Sustainability: We support our families in working toward a future of stability and independence.

- 93% of respondents replied "Evident in FPM's work"
- 7% of respondents replied "Unsure"

Stewardship: We strive to be good stewards of our resources in order to build a strong, healthy, and lasting organization.

- 96% of respondents replied "Evident in FPM's work"
- 4% of respondents replied "Unsure"

Appendix B: Decision Making Framework

Our Decision Making Framework was designed to ensure that our decision-making aligns with our strategy. When a new funding proposal, initiative, project, or program is under consideration...

We say yes when all of the following criteria can be met:

1. It is likely to increase housing stability (immediately or in the future) for those at risk of or experiencing homelessness in our area.
2. It is likely to engage more people in supporting our mission through volunteerism or philanthropy.
3. We have the capacity to tackle this without sacrificing other essential priorities or putting essential resources at risk.

We say no when any of the following are true:

1. It will not substantially increase housing options (now or in the future) for those at risk of or experiencing homelessness in our area.
2. It will not make more resources accessible to our families.
3. We lack the capacity to tackle this without sacrificing other important priorities or putting essential resources at risk.

We say maybe when two of the following are true, and the third can be held neutral or harm mitigated through additional activity:

1. It is likely to increase housing options (immediately or in the future) for those at risk of or experiencing homelessness in our area.
2. It is likely to build community connections amongst people and organizations in our area.
3. We have the capacity to tackle this without sacrificing other important priorities or putting essential resources at risk.

For example, if the decision to engage in a long-term lease on a stable housing opportunity is made, it will likely meet criteria 1 and 3. It may not clearly meet criteria 2, and in such a case, the implementing staff, volunteers, and Board members would be asked to design the process with an eye toward community engagement to offset any challenges and to find ways to use the process to build community cohesion and connections.

Appendix C: Strategic Planning Key Terms

Mission: Our purpose, intention, and reason for existence

Values: A set of statements describing what is most important to us

Goals: The high-level things we want to accomplish, internally and externally, in the process of carrying out our mission

Objectives: Our mid-sized, concrete activities that keep us on track to accomplishing our goals

Outcome: The measurable results of our efforts; what we hope to achieve or accomplish

The Strategic Planning Team

The Family Promise Strategic Planning Team

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