

Fellowship Housing Opportunities, Inc.

Strategic Plan 2026-2029



Fellowship Housing Opportunities, Inc.

Our Mission

FHO provides affordable housing, advocacy, and personalized support for adults with disabilities so they can live with dignity, stability, and independence.

Our Vision for the Future

A resilient, inclusive community where every person has access to safe, affordable housing and the appropriate support they need to thrive.

Guiding Principles

- We believe recovery from mental illness is possible.
- We believe it is essential to our success as housing providers that we be respectful, accessible, and interested in our tenants.
- We believe that in order to fulfill our mission, we must be accountable to our tenants, funding sources, business partners, and the community.
- We believe it is our responsibility to share our expertise, skills, talents, and resources to promote decent, safe, affordable housing for people living with behavioral health challenges.



Strategic Goals 2026–2029

Goal 1

FHO will diversify its revenue streams and programs to enhance mission impact and strengthen sustainability.

Goal 2

FHO will optimize existing housing, build strategic partnerships, and explore new supportive housing models to support the diverse needs of the community.

Goal 3

FHO will grow resources and relationships to support resident success and raise visibility as a leader in supportive housing.

Goal 4

FHO will enhance team development, leadership capacity, internal systems, and accountability practices that ensure Fellowship Housing remains mission-driven, clear in direction, and a great place to work.



How to Read This Plan

For more than 30 years, Fellowship Housing Opportunities has provided affordable, supportive housing for adults living with chronic and persistent mental health challenges. This plan builds on that legacy, clarifying where we'll grow, how we'll adapt, and what success will look like over the next three years.

This strategic plan outlines the vision, direction, and key priorities that will guide Fellowship Housing over the next three years. It is designed to communicate our goals in clear and accessible language for our community, partners, donors, and supporters.

To ensure strong execution, our team uses a complementary internal implementation tracker that includes detailed objectives, timelines, accountability, and measures of success. The public plan shares what we will accomplish and why it matters. The internal tracker translates that vision into the specific steps required to bring it to life.

Together, these tools ensure we stay aligned on our mission, grounded in our values, and accountable to the people and communities we serve.

Progress toward these goals will be reviewed quarterly by the leadership team and reported to the board to ensure accountability, adaptability, and alignment as conditions evolve.

FHO recognizes that the landscape for affordable and supportive housing is changing. This plan is designed to remain flexible and responsive to shifts in funding models, workforce capacity, and community needs.



Strategic Goals & Objectives

Goal 1. Secure and diversify resources to sustain our mission

Over the next three years, FHO will build a stronger financial foundation and create new opportunities that expand our ability to serve.

Objectives

1. Identify and pilot at least one new revenue stream that aligns with our mission and long-term sustainability.
2. Expand funding partnerships across public, private, and philanthropic sectors.
3. Strengthen capacity for grant writing, donor engagement, and fundraising through consistent tracking and evaluation.
4. Evaluate new housing or program models that enhance mission impact.
5. Allocate financial resources strategically to ensure operational stability and future growth.



Goal 2. Expand and adapt housing to meet the evolving needs of our community

With a stronger financial foundation, FHO will turn its focus to ensuring that every person we serve has access to housing that supports dignity, stability, and independence. Maintaining strong occupancy and adaptive use of current housing will ensure financial stability as we expand thoughtfully.

Objectives

1. Maintain a minimum 95% occupancy rate across all FHO properties.
2. Strengthen referral partnerships to streamline access and placement.
3. Adapt existing housing to support residents with diverse abilities and experiences.
4. Explore non-clinical and innovative supportive housing models.
5. Evaluate opportunities to expand geographically where unmet needs exist.
6. Build partnerships that enhance access to housing and wraparound support services.



Goal 3. Engage and elevate our community to amplify impact and visibility

Building on three decades of success, FHO will deepen its connections across the community, grow awareness of its mission, and share the impact stable housing has on those in need.

Objectives

1. Cultivate a strong, connected network of donors and supporters.
2. Increase charitable giving and grant funding to enhance resident programs.
3. Expand volunteer opportunities and re-engage the Advisory Council.
4. Build partnerships with advocacy and community organizations that share our mission.
5. Share resident stories and outcomes that demonstrate impact and inspire support.
6. Strengthen FHO's visibility through coordinated communications and community events.



Goal 4. Develop and empower our people and systems to sustain a thriving organization

The strength of our mission depends on the people who carry it forward. FHO will invest in developing leaders, supporting staff well-being, and building the systems that help our organization thrive.

Objectives

1. Retain and develop a high-performing, mission-driven team.
2. Ensure competitive compensation and benefits that reflect staff contributions.
3. Provide meaningful training, mentorship, and leadership development opportunities.
4. Prepare for seamless transitions in key leadership roles through succession planning.
5. Strengthen onboarding, documentation, and internal communication systems.
6. Foster a workplace culture rooted in respect, clarity, and shared accountability.



Implementation & Accountability

Progress toward these goals will be monitored through FHO's internal Strategic Implementation Tracker.

- **Quarterly:** The leadership team will review progress, identify emerging challenges, and adjust strategies as needed.
- **Biannually:** The board of directors will receive updates to ensure oversight and alignment with organizational priorities.

This rhythm of review will keep the plan a living framework; one that evolves with our organization, responds to the environment, and adapts as community needs change



Board Responsibilities for 2026–2029

- Board will proactively recruit additional board members with expertise aligned with future goals and to ensure board is comprised of a broad range of experience, talent, and perspectives.
- Board will commit to providing ED with meaningful evaluation process.
- Board will review compensations packages and benefits on an annual basis, striving to offer an overall package that attracts and retains a mission-oriented team of individuals with appropriate talents and skillsets.
- Board will review its role as a policy making body of the organization biennially to ensure it is meeting this responsibility and has not drifted off course into staff responsibilities.
- Board will conduct a biennial policy review to ensure appropriate policies are up to date and being adhered to.
- Board will review and consider policy on diversity, equity, and inclusion for staff and board.
- Board will actively engage in training related to philanthropy, fundraising, and best practices. The board may achieve this by inviting professional speakers into the boardroom for development in this area.
- Board will assess and approve appropriate marketing strategies for the organization.
- Board will conduct self-assessment annually to address any areas needing improvement.



FHO's Team

Staff

- Herb Carpenter – Executive Director
- Ben Dion – Director of Development & Community Engagement
- Paula Harvey – Business Operations Director
- Ed Austin – Program Services Director
- Kerry Sweeney – Business Operations Manager
- Ethan Harmon – Community Residences Manager

Board of Directors

- Cassie Crosby – President
- Paula Mattis – Vice President
- Phil D'Acunto – Treasurer
- Casey DeStefano – Secretary
- Dan Hartford
- Julia Hawthorne
- Matt Burdick

