



Strategic Plan

2022 - 2025

Fellowship Housing Opportunities
Concord, New Hampshire

Our Mission

Fellowship Housing provides decent, safe, affordable housing with support to members of our community who live with mental illness.

Our Vision for the Future

A world in which all people living with mental illness have access to safe, affordable housing with appropriate resources.

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.

Our Services and Programs



Unsubsidized Housing

Fellowship Housing owns three buildings intended primarily for low-income people with behavioral health concerns. We welcome Housing Choice vouchers in our unsubsidized units. The application and screening process is similar to that of our subsidized housing options.



Certified Community Residence

Fellowship House is a Housing and Urban Development (HUD) Demonstration 202/8 Project that opened in 1984. It is licensed and certified through the New Hampshire Department of Health and Human Services.



Subsidized Housing

Fellowship Housing manages three multi-unit buildings, which provide facility-based subsidies in individual and shared units. Funding for these projects has been granted under HUD's Section 811 program, which restricts tenants to people with behavioral health concerns who have very low income.

Outreach Services

Fellowship Housing contracts with the local community mental health center to provide medically necessary services to clients living independently in the community. Our staff members provide support in completing everyday tasks in natural community environments, helping to reinforce and enhance the client's ability to successfully manage the symptoms of behavioral illness and achieve their personal treatment goals.

Therapeutic Behavioral Services are specific and individualized interventions whose primary objective is to develop, reinforce and apply skills and strategies to reduce symptoms and behaviors that impede an individual's ability to function.

Strategic Goals 2022-2025

Over the next three years:

Goal 1. FHO will strategically diversify its revenue streams and programs to support deeper mission impact and long-term sustainability.

Goal 2. FHO will increase its capacity to support the growing needs of the community with decent, safe, and affordable housing options.

Goal 3. FHO will develop and grow resources to better support resident needs and gain recognition as a leader in the field of affordable housing.

Goal 4. FHO will develop and nurture a strong team at all levels of the organization and become known as an employer of choice.

Specific Strategies to Meet Goals

Goal 1. FHO will strategically diversify its revenue streams to support deeper mission impact and long-term sustainability.

1. Establish alternative revenue streams.
 - a. Create additional revenue stream by becoming licensed / certified to bill Medicaid directly.
 - b. Develop housing / property specific to subsets of our population.
 - c. Expand geographical reach outside of Concord area.

Goal 2. FHO will increase its capacity to support the growing needs of the community with decent, safe, and affordable housing options.

1. Increase housing capacity by 20%.
 - a. Add 6+ beds in new region (community residence).
 - b. Add 6+ beds with new population subset.

Goal 3. FHO will develop and grow resources to better support resident needs and gain recognition as a leader in the field of affordable housing.

1. Establish and nurture well connected group of donors
 - a. Hire Development Director.
 - b. Implement donor development software.
 - c. Develop annual report for publication to website and distribution to donors.
2. Increase charitable donations by 50%.

- a. Connect with at least 5 potential donors per month.
- 3. Increase grant income by 20%.
 - a. Develop relationships with funding organizations with common mission alignment.
- 4. Establish day programming for residents.
 - a. Establish, prioritize, and implement list of viable programs.
- 5. Establish reliable volunteer pool.
 - a. Recruit 50 volunteers
 - b. Develop Advisory Council (former board members / friends of FHO).
- 6. Increase Brand Recognition.
 - a. Recruit Marketing Intern.
 - b. Minimum of 2 community events per year.
 - c. Further develop community partnerships.

Goal 4. FHO will develop and nurture a strong team at all levels of the organization and become known as an employer of choice.

- 1. Maintain overall staff retention of 90%.
 - a. Ensure staff is adequately compensated compared to overall employment market.
 - b. Establish a pool of volunteers
 - c. On-going training and development.
 - d. Provide individual mentorship and growth opportunities.

Board Responsibilities for 2022-2025

- 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.

Our Team

Board of Directors

Robin Milnes - President

John Martin - Vice President

Todd Watson - Treasurer

Page Cannon - Secretary

Matt Bacon

Cassie Crosby

Phil D'Acunto

Isaac Davis

Matthew Knee

Management Team

Herb Carpenter
Executive Director

Paula Harvey
Business Operations Director

Ed Austin
Program Services Director

Ethan Harmon
Community Residence Manager

Kerry Sweeney
Business Operations Manager

FHO GOALS & OBJECTIVES 2022 - 2025

| | Priority | Goal | Objectives | By | Benchmark | By |
|---|-------------------------------------|--|---|-----------|--|-----------|
| 1 | Revenue and Program Diversification | Establish alternative revenue streams | A. Create additional revenue stream by becoming licensed / certified to bill Medicaid directly. | 30-Jun-25 | Research and understand requirements (feasibility study) | 30-Jun-23 |
| | | | | | Present feasibility study to BOD (including software requirements) | 31-Jul-23 |
| | | | | | Complete applications / paperwork / requirements | 31-Dec-23 |
| | | | | | Hire additional staff if necessary | 30-Jun-24 |
| | | | B. Develop housing / property specific to subsets of our population | 31-Dec-23 | Implement program | 30-Jun-25 |
| | | | | | Conduct feasibility study for housing for veterans with mental health issues. | |
| | | | | | Explore partnership with VA or other Veteran's Support Groups (Liberty House, Harbor Homes) | 31-Mar-23 |
| | | | | | Conduct feasibility study for 55+ housing specific to people with behavioral health issues in our region | 30-Jun-23 |
| | | | C. Expand geographical reach outside of Concord area. | 31-Dec-24 | Conduct feasibility study for a group specific Alzheimer's project. | 30-Sep-23 |
| | | | | | Conduct feasibility study for adult day care program. | 31-Dec-23 |
| | | | | | Explore partnership with Lakes Region Mental Health | 31-Mar-23 |
| | | | | | Conduct feasibility study for additional community residence in this region | 31-Mar-23 |
| 2 | Increase Housing Capacity | Increase capacity by 20% | A. Add 6+ beds in new region (community residence) | 30-Jun-25 | Present feasibility study to BOD | 30-Apr-23 |
| | | | | | If yes, commence property search (property renovation or vacant land) | 30-Jun-23 |
| | | | | | Identify funding sources | 31-Mar-24 |
| | | | | | Additional community residence online | 31-Dec-24 |
| | | | B. Add 6+ beds with new population subset. | 30-Jun-25 | Explore partnership with the Mental Health Center of Manchester | 31-Mar-25 |
| | | | | | Conduct feasibility study for additional community residence in this region | 31-Mar-25 |
| | | | | | Present feasibility study to BOD | 30-Apr-25 |
| | | | | | If yes, commence property search (property renovation or vacant land) | 30-Jun-25 |
| 3 | Resource growth and development | Establish and nurture well connected group of donors | A. Hire development director | 31-Mar-23 | Identify funding sources | 31-Mar-26 |
| | | | | | Additional community residence online | 31-Dec-26 |
| | | | | | Develop job description | 30-Sep-22 |
| | | | | | Post and recruit | 31-Dec-22 |
| | | | B. Implement donor development software | 30-Sep-23 | Training and mentoring | 31-Mar-23 |
| | | | | | Research options | 31-May-23 |
| | | | | | Present recommendations and cost analysis to BOD | 30-Jun-23 |
| | | | | | Implement new system | 30-Sep-23 |
| | | | C. Develop annual report for publication to website and distribution to donors | 31-Dec-23 | | |
| | | | | | Review reports from nonprofits with whom we have alignment of mission | 30-Apr-23 |
| | | | | | Develop template for FHO annual report | 30-Jun-23 |
| | | | | | Annual report for FY ending 06/30/23 to be available | 30-Sep-23 |
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| Increase charitable donations by 50% | A. | Connect with at least 5 potential donors per month | 31-Dec-23 | Connect with 5 potential donors monthly April - June | 30-Jun-23 | |
| | | | | Assess success with methodology and revise as necessary | 31-Jul-23 | |
| | | | | Connect with 5 potential donors monthly July - December | 31-Dec-23 | |
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| Increase grant income by 20% | A. | Develop relationships with funding organizations with common mission alignment | 31-Aug-23 | Review all existing grant funding sources | 30-Jun-23 | |
| | | | | Research for additional grant funding sources | 31-Jul-23 | |
| | | | | Develop introductory process that leads to future consideration of funding | 31-Aug-23 | |
| | | | | | | |
| Establish day programming for residents | A. | Establish, prioritize, and implement list of viable programs. | 1-Jan-23 | Allocate funding for program development | 30-Sep-22 | |
| | | | | Program development committee to meet monthly | 30-Sep-22 | |
| | | | | Determine location for programming | 31-Oct-22 | |
| | | | | Present options to BOD | 30-Nov-22 | |
| | | | | Implement programs | 1-Jan-23 | |
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| Establish reliable volunteer pool | A. | Recruit 50 volunteers | 31-Dec-23 | 10 volunteers recruited | 31-Dec-22 | |
| | | | | 10 additional volunteers recruited | 31-Mar-23 | |
| | | | | 10 additional volunteers recruited | 30-Jun-23 | |
| | | | | 10 additional volunteers recruited | 30-Sep-23 | |
| | | | | 10 additional volunteers recruited | 31-Dec-23 | |
| | B. | Develop Advisory Council (former board members / friends of FHO) | 30-Jun-23 | Revise bylaws as necessary (if required) | 31-Dec-22 | |
| | | | | Establish role of council (job description, per se) | 31-Mar-23 | |
| | | | | Invite participants and schedule kickoff meeting | 30-Jun-23 | |
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| Increase brand recognition | A. | Recruit marketing intern | 30-Jun-23 | Determine options for recruiting (i.e. college students?) | 28-Feb-23 | |
| | | | | Field prospective candidates | 30-Apr-23 | |
| | | | | Onboard intern | 30-Jun-22 | |
| | B. | Minimum of 2 community events per year | 31-Dec-23 | Hold movie panel event | 31-Oct-23 | |
| | | | | Annual 5K road race (partnering with InTown Concord) | 30-Jun-23 | |
| | C. | Further develop community partnerships | 31-Dec-23 | Regularly scheduled luncheon with Exec Dir of NAMI | 31-Jan-23 | |
| | | | | Regularly scheduled luncheon with Exec Dir of Riverbend | 31-Jan-23 | |
| | | | | Regularly scheduled luncheon with Exec Dir of CCEH | 31-Jan-23 | |
| | | | | Regularly scheduled luncheon with Exec Dir of Intown Concord | 31-Jan-23 | |
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| Develop and nurture strong team at all 4 levels of organization. | Maintain overall staff retention of 90% | A. | Ensure staff is adequately compensated compared to overall employment market. | 31-Dec-23 | Semi-annual review of wages, benefits, and market rates | 30-Jun-23 |
| | | | | | Build wage adjustments and or bonuses into annual budget | 30-Jun-23 |
| | | B. | Establish a pool of volunteers | | Parallels Priority #3 | |
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| | | C. | On-going training and development | 31-Dec-23 | Develop schedule to track employee training and development attended. | 31-Mar-23 |
| | | | | | Assess for gaps in continuing ed requirements or further development opportunities | 30-Apr-23 |
| | | | | | Ensure all employees are provided at least one opportunity annually for outside development opportunity | 31-Dec-23 |
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| | | D. | Provide individual mentorship and growth opportunities | 31-Dec-23 | Executive Director to meet with each staff member, one on one, at least twice annually to discuss role within organization, future development, employee satisfaction | 31-Dec-23 |
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