



# Strategic Plan

2018-2021

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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 behavioral health challenges.

## Our Vision for the Future

We envision a community in which people with behavioral health challenges are able to manage their daily lives, be good neighbors, access resources and find acceptance.

## Guiding Principles

We believe recovering from behavioral health challenges 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.

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## Strategic Goals 2018-2021

Over the next three years:

**Goal 1.** FHO will strategically expand its lines of business to support deeper mission impact and long-term sustainability.

**Goal 2.** FHO will cultivate a culture of philanthropy, stewardship and benefactor engagement.

**Goal 3.** FHO will be widely recognized as a leader and collaborative partner in the field of affordable housing.

**Goal 4.** FHO will invest in advancing its management and operations practices to support growth and excellence in service delivery.

**Goal 5.** FHO will be known as an exceptional place to work and an employer of choice in the behavioral health field, supporting and retaining a highly talented and dedicated staff.

**Goal 6.** FHO tenants and clients will experience security, stability and peace of mind as a result of the housing provided and access to supportive services.

## Specific Strategies to Meet Goals

**Goal 1.** FHO will strategically expand its lines of business to support a deeper mission impact and long-term Sustainability.

1. Develop Criteria for Assessing and Deciding on New Ventures
  - a. Develop sub-group of board to determine criteria for target projects
  - b. Set up protocol on vetting process and fiscal goals for each project
2. Expand Housing Options
  - a. Strive for one new property in the next year, and another in the next 2 years
  - b. Explore options for service connected housing, i.e. group homes
  - c. Explore options for families for our multi-bedroom units
  - d. Explore other partnerships with other populations, such as sober housing

**Goal 2.** FHO will cultivate a culture of philanthropy, stewardship and benefactor engagement.

1. Expand Fund Development Practices
  - a. Implement ways to identify future donors and thank and engage current donors
  - b. Develop a database of donors and contacts
  - c. Initiate newsletter and online communications with donors and contacts
  - d. Establish an annual fundraising drive
  - e. Submit grant applications for advancement each year
  - f. Host mission-based events for small groups of potential donors

**Goal 3.** FHO will be widely recognized as a leader and collaborative partner in the field of affordable housing.

1. Expand participation in collaborative events and networking opportunities
  - a. Seek out opportunities to speak on panels and present information about mission at nonprofit field meetings
  - b. Participate in any task forces related to housing and FHO mission
2. Assess the potential win-win of a collaborative partnership with a nonprofit
  - a. Identify what qualities/assets FHO is seeking in a collaborative partnership

**Goal 4.** FHO will invest in advancing its management and operations practices to support growth and excellence in service delivery.

1. Identify areas in need of improvement and create improvement plan
  - a. Assess HR practices, salary practices and implement advancement plan
  - b. Assess area in which financial reporting could be improved and implement plan
  - c. Determine needs for technology advancement and implement plan
  - d. Strive to turnover open apartments in less than 45 days
2. Fulfill all contractual obligations
  - a. Fulfill or exceed TBS hours performed according to contract

**Goal 5.** FHO will be known as an exceptional place to work and an employer of choice in the behavioral health field, supporting and retaining a highly talented and dedicated staff.

1. Excellence in Personnel Development
  - a. Establish a new staff orientation and training program
  - b. Student internships are engaged and current staff as their mentors
  - c. Explore development opportunities for staff
  - d. Establish a bit of a career ladder within service delivery staff
2. Commit to dedicate more resources to additional office and administrative staff

**Goal 6.** FHO tenants and clients will experience security, stability and peace of mind as a result of the housing provided and access to supportive services.

1. Develop measurable goals for tenant satisfaction and tenant success at community living
  - a. Start a tenant association for feedback
  - b. Initiate yearly interviews with tenants
  - c. Tenant newsletter to continue monthly
  - c. Develop objective data measures and report data to measure tenant successes

# 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.

## Boards Commitment for 2018-2021

- Board will develop a mission moment opportunity at regular board meetings
- Board members will participate in annual property tours
- Board will invite guest speakers into board room meetings as appropriate
- Board will participate in training opportunities related to the mission, board development and fundraising
- Board will review compensations packages and benefits on an annual basis
- Board will focus on adding board members with experience aligned with future goals
- Board will commit to providing ED with meaningful evaluation process
- Board will review and assess financials and outcome information regularly
- Board will work with Executive Director to develop needed materials for donor cultivation
- Board will team with senior staff to make assessment of data provided on occupancy and outcomes

## Our Team

### Board of Directors

Joan Gilmore - President  
Matthew Bacon - Vice President  
Robin Milnes - Treasurer  
Jean Barnes - Secretary  
Herbert Carpenter - Trustee  
Wit Jones - Trustee  
Carol Nelson - Trustee  
Tom Peters - Trustee  
Karen Orsini - Trustee  
Kristy Moen - Trustee

### Management Team

Nancy Egner, LICSW, MPA  
Executive Director  
  
Emily Owens  
Business Operations Director  
  
Ed Austin, BS  
Program Services Director  
  
Rachel Moon, BA  
Community Residence Manager