



Father Bill's & MainSpring

NOBODY SHOULD BE HOMELESS

Strategic Plan 2023-2025



Letter from CEO and Chairman

Dear Friends,

More than a decade ago, Father Bill's & MainSpring's (FBMS) Board of Directors outlined a bold plan to reimagine how our region approaches homelessness.

The reason was evident: our neighbors in need are not adequately supported by the traditional emergency shelter model; it is ineffective, inefficient, and unsustainable.

Our goal was simple: **get ahead of the crisis and reduce the need for emergency shelter.** Provide better, more robust solutions that prevent homelessness; identify more suitable alternatives to entering shelter; and move people from homelessness into stable housing as quickly as possible.

FBMS has worked to achieve this goal by researching and piloting best practices, re-aligning our staffing, and expanding our community outreach to gain support from policymakers and funders.

And our innovative new model is taking shape. We have successfully revamped our family programs and we are building innovative Housing Resource Centers in Quincy and Brockton to serve individual adults. We have done this all while contending with an exponential increase in shelter need, record inflation, and a once-in-a-century pandemic.

We are now at a critical point in the fight to end homelessness. In this plan you will read about our strategy to fully realize our transition from a reactive, emergency shelter response to a proactive, housing-based approach. We will do so while investing in our greatest asset – our workforce – and committing to our mission's core values of diversity, equity and inclusion.

We are here because of our community, which has generously invested in our vision for the future while helping us respond to the immediate challenges at our front door. We move forward with confidence because our community is steadfast in its belief that Nobody Should Be Homeless.

Sincerely,



John Yazwinski
President & CEO



Michael Kryzanek
Chair, Board of Directors



Executive Summary

The Board of Directors and staff of Father Bill's & MainSpring (FBMS) have prepared this strategic plan to build upon recent innovations and guide the agency's work for the next three years, through fiscal year 2025. FBMS has been on a journey since the launch of its last strategic plan in 2015 to convert our traditional service delivery model to a housing resource model. The model will provide more effective and individualized housing-based solutions that are built on local and national best practices for both individuals and families. This plan doesn't represent a shift in direction, rather, execution of this plan will allow FBMS to fully realize its vision for a housing-based response that has been in development for several years.

The plan focuses on four strategic pillars of the housing resource model:



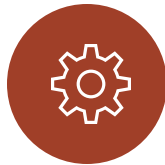
Homelessness prevention and diversion



Rehousing



Housing production



Organizational capacity



Pillar 1: Homelessness Prevention & Diversion



Goal

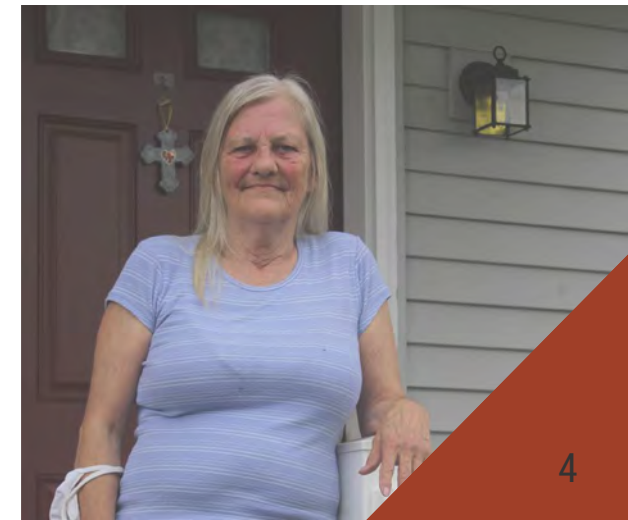
Reduce reliance on shelters with comprehensive housing solutions that prevent homelessness and divert people who do become homeless from shelters. At the end of the three-year period, FBMS will have prevention and diversion programming with clear metrics and outcomes, understanding FBMS' role in the wider resource landscape related.

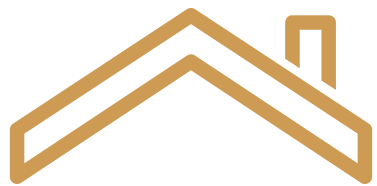
Prevention

FBMS will introduce enhanced prevention programming for individuals at risk of homelessness. In addition to existing and expanded programs, services will be provided through partnerships with other agencies with dedicated prevention resources.

Diversion

Shelter diversion services will be made available to individuals on-site at the Housing Resource Center facilities. Specialists will assist individuals seeking immediate access to shelter with obtaining alternative housing arrangements.





Pillar 2: Rehousing



Goal

Reduce the length of time people experience homelessness by engaging participants in a comprehensive array of basic needs, shelter, and rapid rehousing services.

Daytime Services

We will establish a robust menu of services that will make the Housing Resource Center appealing to anyone in need of housing assistance, whether they are utilizing a shelter bed or not. Daytime services will be both provided directly by FBMS and in partnership with co-located community providers.

Rapid Rehousing

Rehousing Case Managers will work with participants to understand their housing needs and establish a rehousing strategy to secure a placement as quickly as possible. Typically, rapid rehousing includes short- to medium-term rental assistance (up to 2 years) with support services.





Pillar 3: Housing Production



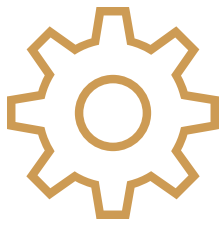
Goal

Reduce demand on emergency shelter and ensure the “outflow” for those experiencing homelessness by matching the demand for permanent supportive housing units via new developments, expanded rental assistance and turnover in existing portfolio.

Long-term shelter stayers (6+ months) often require deeper financial assistance with more intensive supports to resolve their homelessness. Annually, about 140 individuals stay in our emergency shelters 6+ months with permanent supportive housing as the primary solution. Therefore, FBMS needs to generate approximately 140 housing openings across the region to keep pace with demand.

Though demand is difficult to predict based on factors such as uncertainty of the public funding landscape and unit availability from positive housing exists, we anticipate at least 20-50 of the annual housing opportunities will need to come online from new FBMS housing production. Therefore, two to three projects will need to be in some stage of development on an ongoing basis with one achieving occupancy annually.





Pillar 4: Organizational Capacity



Goal

Proactively invest in the organizational capacity required to succeed in the three programmatic pillars and position the organization for long-term growth.

Workforce Infrastructure

FBMS recognizes the need to enhance the employee experience, continue to highlight why FBMS is a great place to work and invest in the human resource infrastructure to support, develop, and retain our existing workforce.

Resource Development

As FBMS continues to take on major projects, we will implement an integrated public and private resource development strategy with goals informed by program needs.

Outcomes & Evaluation

FBMS will implement a full program evaluation plan for the Housing Resource Centers. Proactive evaluation will ensure quality and right-sizing of programs and interventions according to demand.

Financial Forecasting

FBMS will be more strategic in financially forecasting three years out to predict where the needs are and be more proactive and targeted with resource development.



Key Considerations

Father Bill's & MainSpring regularly examines potential organizational risks and takes steps to prepare. This includes evaluations of population trends, as well as evaluations of economic, political, and funding landscapes that may impact our ability to execute our mission. Below are brief descriptions of key considerations FBMS will monitor and address throughout the course of this plan.



Diversity, Equity, and Inclusion

Enhancing our ability to support a diverse, equitable and inclusive work environment is critical to attracting and retaining the most talented staff and leadership who will bring a variety of personal and professional experiences to our mission.

Prevention & Diversion Implementation



Using data gathered from the Information & Referral, Prevention and Diversion, FBMS will clarify the distinction between anti-poverty work and homelessness prevention to ensure we are focusing our prevention investments on those most at-risk of homelessness.



Family Housing Production

There are challenges to developing multi-family housing due to a mismatch between available public financing and current actual development costs. This issue needs to be addressed via advocacy and public policy change.

External Challenges



Current challenges include a tight labor market and the increasing cost of housing and limited stock in our community. Broader economic uncertainty related to inflation and recession could impact private philanthropy and public funding priorities. Further, FBMS must continue to be prepared for public health emergencies that have the potential to impact the mission.



Engaging Stakeholders

The plan's success depends on the engagement of a broad group of stakeholders, including staff and leadership, partner agencies, volunteers, public officials, and donors.

Call to Action

A bold plan requires buy-in from key stakeholders. As Father Bill's & MainSpring moves ahead with our new model, it is incumbent on our community at-large, including those within our organization, to support this progress by leveraging their respective resources, talents, and influence.



Donate

Funding gaps remain one of the biggest challenges for our agency. Particularly as we look to expand our programs and add resources, financial support from private donors, foundations, and businesses is critical to our new model's success.

Volunteer



By donating their time and talents, volunteers for FBMS provide a service that has a monetary benefit while also lifting the spirits of the individuals and families we serve.



Legislate

The majority of our budget is supported by public funding, and it's up to our elected leaders to determine how much organizations like FBMS receive. Our legislators also develop the policy that dictates how we care for our most vulnerable neighbors.

Advocate & Educate



Being a vocal advocate for our mission is one of the most powerful ways to advance our bold vision to end homelessness. Calling or writing your elected representatives, speaking in favor of our programs or housing proposals at community meetings, following FBMS on social media, educating your family and friends about our services, and fighting the stigma around homelessness are all ways your voice can make a difference.



Promote Equity & Fight Injustice

Our mission is rooted in the belief that every person deserves to be treated with dignity, fairness, and respect. Our bold plan to transform our region's approach to homelessness can only be achieved by promoting a more diverse, equitable, and inclusive community for all.