



Metro HousingTM
B O S T O N

People First. Housing Always.



STRATEGIC PLAN

FISCAL YEARS 2023-2026

July 1, 2022 through June 30, 2026

APPROVED BY THE
BOARD OF DIRECTORS
SEPTEMBER 15, 2022



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EXECUTIVE SUMMARY

Metro Housing|Boston's four-year strategic plan (FY23: July 2022 – FY26: June 2026) is grounded in the dedication to principles embedded in our mission – People First, Housing Always – and is in response to the challenging times our organization and our community are facing. We intend to both prioritize improving the lives of our participants and at the same time, deepen our commitment to diversity, equity and inclusion and build towards an even stronger organization.

PLAN HIGHLIGHTS:

Over the next four years, Metro Housing|Boston will:

1. Leverage our resources and niche to increase housing and economic stability, with a focus on families and individuals with extremely low-income.
2. Deepen impact for participants by expanding opportunities for cross-organizational collaboration, leveraging the range of services to support more households across the region, and reduce barriers for participants to find and keep stable housing.
3. Invest in technology and other systems to strengthen efficiency and effectiveness and ensure that we are able to provide excellent, timely, and responsive services to our participants and partners.
4. Invest in strengthening internal culture, staff capacity, governance, and organizational sustainability.
5. Focus our efforts on improving customer service and responsiveness – internally and externally – and reducing barriers for participants to gain access to the services they need.
6. Embed the principles of diversity, equity, and inclusion in our programs and internal practices.



PRIORITIES AND GOALS

We have set three primary priorities for our work ahead.

PRIORITY 1: PROGRAMMATIC

Increase housing stability and support individuals and families to move along the continuum from the risk of homelessness to economic security through high-quality, responsive services and programs.

GOALS

1. Existing Programs:

Increase housing stability through stellar administration of federal and state housing rental subsidies and voucher programs and by providing high-quality services to more property owners.

2. Expansion of Programs:

Expand the reach and breadth of services and programs to increase housing stability for more individuals and families across the region.

PRIORITY 2: FIELD LEADERSHIP

Expand Metro Housing's roles in impacting the affordable housing policy thought leadership landscape through research and data analysis.

Goals

1. Policy Priorities and Research:

Serve as a laboratory for learning and expand our leverage to advance policies that increase the impact for participants and the communities we serve.

2. DEIB:

Using a diversity, equity, and inclusion lens, explore issues facing different groups of participants and develop approaches to address those issues.

3. Legislation and Advocacy: Support the creation of more affordable housing, with a focus on families and individuals with extremely low-income aligned with the profile of Metro Housing's participants.

PRIORITY 3: ORGANIZATIONAL

Create and sustain an organizational culture and internal systems to build Metro Housing's capacity to reach its vision and fosters diversity, equity, and inclusion among all levels of the organization.

Goals

1. Culture and Staff Satisfaction:

Build deeper relationships among staff and management on the foundation of mutual respect and trust.

2. Staff Retention and Professional Development:

Increase staff retention and satisfaction through recruitment, training, professional development, and recognition for excellence.

3. Organizational Communication:

Increase and sustain open, transparent, and consistent communication at all levels throughout the organization and with participants and external stakeholders.

4. Governance:

Expand diversity and deepen engagement across Metro Housing's governance system – the board and committees – to ensure excellence in governance in support of Metro Housing's mission and goals.

5. Technology:

Strengthen technology infrastructure and systems to improve efficiency, effectiveness, and streamline operations.

6. Fundraising:

Focus Metro Housing's fundraising activities to increase the number of dollars raised, number of volunteers engaged, while maintaining the corporate and philanthropic representation on the Board of Directors.

I. INTRODUCTION

Metro Housing|Boston began the development of a new strategic plan in the early months of 2022. During the implementation of the prior strategic plan (FY17: July 2016 – FY21: June 2021), Metro Housing, along with the rest of the world, faced a once in a lifetime health crisis that had significant ramifications for our participants, communities we serve, and for how we as an organization operated.

Over the past two years, Metro Housing has been working in emergency mode, requiring rapid shifts in our work. The pandemic added additional demands, specifically the need to accommodate the significant changes to the workflow brought on by the shift from in-person to virtual staffing, and from paper-based to electronic-based processes. With the influx of millions of dollars to support housing stability for millions of families with lower income, Metro Housing made great strides in both accomplishing our programmatic goals and sustaining our organization.

With greater stability in the environment and our organization, we have been able to take the time to reflect on lessons we've learned through the pandemic and set goals for our programs and for our organization. We understand that going forward, we need to do our work differently. This plan is a starting point. While a significant portion of the following strategic plan is focused on internal capacity building, we will always keep our main priority on meeting the needs of individuals and families with lower income to increase their housing and economic stability.

The planning process was led by a 13-member Board/Staff Strategic Planning Committee and facilitated by an external consultant, Diane Gordon.

FINDINGS FROM THE ASSESSMENT

The planning process was kicked off by conducting an assessment of the organization. Over 240 individuals shared their perspectives through interviews, surveys, and focus groups. The findings from the assessment were used to guide the development of the plan.

METRO HOUSING HAS CONSIDERABLE STRENGTHS AND ACCOMPLISHMENTS UPON WHICH TO BUILD.

- It has an effective system of delivering housing resources to vulnerable populations and as a result, has helped keep thousands of people housed and improved their quality of life.
- Metro Housing has adaptive capacity and the ability for a nimble, rapid response to emerging situations.
- Metro Housing is a highly respected thought-leader in the Massachusetts affordable housing community.

- Metro Housing has strong partnerships with public and private sector leaders and organizations.
- The staff is comprised of dedicated and passionate individuals. The organization is led by a strong group of senior managers who have created a supportive work environment. The commitment to diversity, equity, and inclusion is a strength.
- Other strengths included: the board of directors, fundraising, financial management, and data collection and usage.

MOVING FORWARD, IT IS IMPORTANT FOR METRO HOUSING TO ADDRESS SEVERAL CHALLENGES.

- Staff turnover is the most important and frequently mentioned challenge to address. Metro Housing was urged to better understand and address the causes of staff turnover.

¹ The word "participants" is used throughout the strategic plan and refers to any individual or family who uses and benefits from Metro Housing's programs and services.



- Lack of responsiveness and inconsistent customer service are barriers to partnerships and are unfair/negatively impact participants.
- Middle management structure and supervisory skills should be strengthened.
- Communication across the organization and siloed departments are barriers to effectiveness.
- Staff are overstressed and there are signs of burnout.
- Technology and internal systems need improvement.
- Metro Housing should continue to work on the balance between serving as a policy advocate and as a collaborator with others and as a grantee of the Commonwealth.

THE ASSESSMENT HIGHLIGHTED GOALS FOR THE FUTURE.

- Address the internal organizational challenges of staff retention, communication, and responsiveness among others.
- Continue to deepen and embed diversity, equity, and inclusion throughout its programs and organizational culture and systems.
- Prioritize programs and services to address the lack of affordable and safe housing, homelessness/fear of eviction, rental costs, housing discrimination, and provide support to participants to transition past COVID-related housing crises.
- Focus on utilization of current programs and resources and consider opportunities to expand impact.
- Deepen its capacity for research and development and develop innovative solutions to systemic issues on the policy and program level working cooperatively with partners and funders.
- Expand its efforts to gather and incorporate feedback from participants.

PLAN HIGHLIGHTS

The strategic plan is structured to build on the strengths and prioritize goals and activities to address the major challenges identified in the assessment.

Over the next four years, Metro Housing will:

1. Leverage our resources and niche to increase housing and economic stability, with a focus on families and individuals with extremely low-income.
2. Deepen impact for participants by expanding opportunities for cross-organizational collaboration, leveraging the range of services to support more households across the region, and reduce barriers for participants to find and keep stable housing.
3. Invest in technology and other systems to strengthen efficiency and effectiveness and ensure that we are able to provide excellent, timely, and responsive services to our participants and partners.
4. Invest in strengthening internal culture, staff capacity, governance, and organizational sustainability.
5. Focus our efforts on improving customer service and responsiveness – internally and externally – and reducing barriers for participants to gain access to the services they need.
6. Embed the principles of diversity, equity, and inclusion in our programs and internal practices.

PRIORITY SUMMARY

PRIORITY #1: PROGRAMMATIC:

Increase housing stability and support individuals and families to move along the continuum from the risk of homelessness to economic security through high-quality, responsive services and programs.

PRIORITY #2: FIELD LEADERSHIP:

Expand Metro Housing's roles in impacting the affordable housing policy thought leadership landscape through research and data analysis.

PRIORITY 3: ORGANIZATIONAL:

Create and sustain an organizational culture and internal systems to build Metro Housing's capacity to reach its vision and that fosters diversity, equity, and inclusion among levels of the organization.

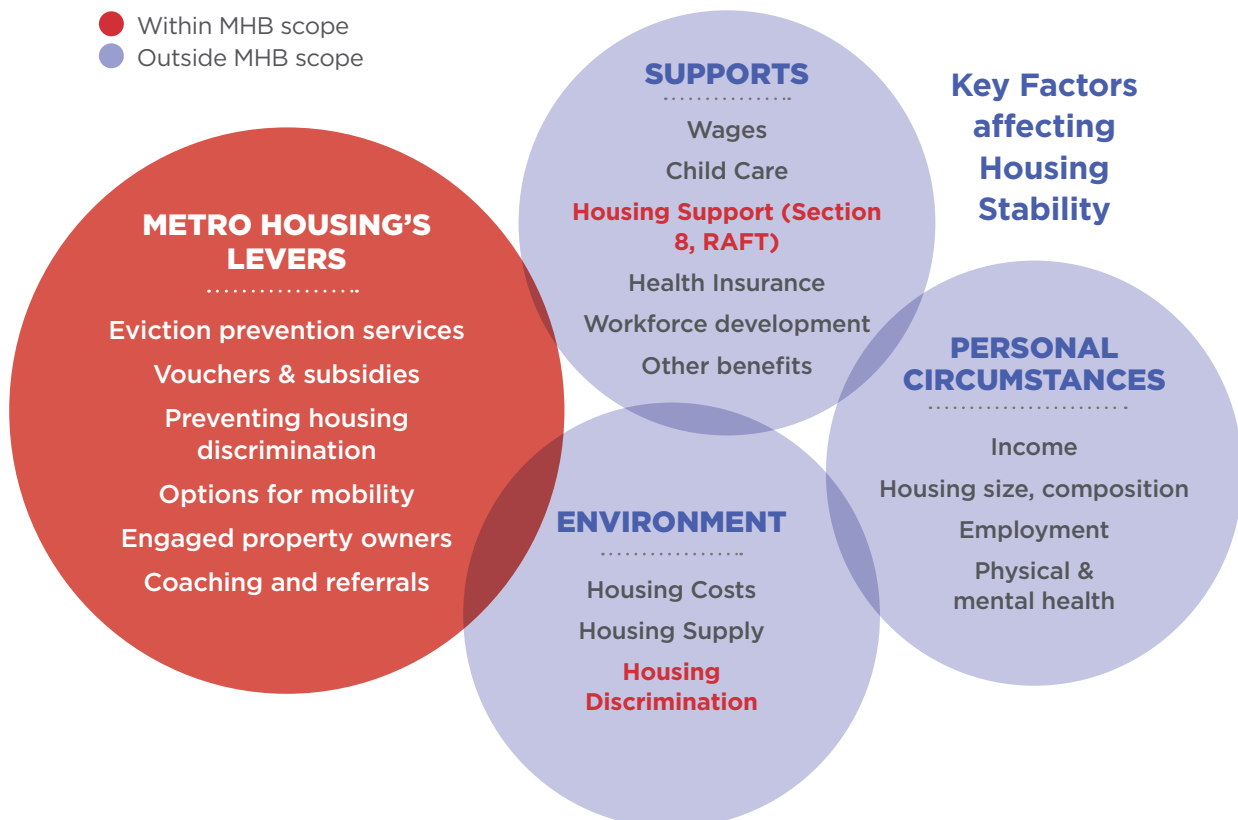
METRO HOUSING|BOSTON'S LEVERAGE TO ADVANCE HOUSING STABILITY, WITH A FOCUS ON FAMILIES AND INDIVIDUALS WITH EXTREMELY LOW-INCOME.

Numerous factors contribute to an individual or a family's ability to become stably housed, achieve economic security, and improve their quality of life. They include personal circumstances of households, the supports those families and individuals receive, and the environmental conditions in their communities. The orange circle (and orange text) in the graphic below illustrate these intersecting factors and the primary ways that Metro Housing influences the housing and economic stability of participant households.

Some of these factors – such as personal circumstances of an individual or family (income, housing size, employment, or physical and mental health), various kinds of supports, (wages, child care, health care, and other benefits)– are largely out of our control. However, Metro Housing does provide substantial housing support through housing vouchers (Section 8 and MRVP), eviction prevention services (RAFT), intervention in housing discrimination, and financial coaching. Similarly, key environmental factors that influence a family's housing stability – cost and supply – are largely beyond the scope of Metro Housing's work but can be shaped by our public policy advocacy.

METRO HOUSING'S LEVERAGE ON HOUSING AND ECONOMIC STABILITY

for Extremely Low-income Families and Individuals





II. MISSION AND DEIB COMMITMENT

MISSION STATEMENT

Metro Housing mobilizes wide-ranging resources to provide innovative and personalized services that lead families and individuals to housing stability, economic security, and improved quality of life.

DIVERSITY, EQUITY, INCLUSION, AND BELONGING STATEMENT

As an organization providing services along the continuum from homelessness to housing stability to economic security for our participants, Metro Housing strives to embed diversity, equity, and inclusion and belonging in all the programs and services we offer, in the workplace environment, and in the governance of the organization. We believe diversity in social identities and perspectives improves our ability to deliver both housing services and housing advocacy. We are committed to equity believing that everyone deserves housing security. We strive to build a culture where difference is not only valued but embraced, and inclusion and belonging are the baseline for all of internal and external activities and efforts.

DEIB IMPLEMENTATION PLAN

To live our commitment to diversity, equity, inclusion, and belonging, Metro Housing has created internal systems and practices that enable everyone – staff, board, partners, and participants to work together towards our shared vision. Our implementation plan for DEIB features the following components:

- Specific goals, activities and measures of success are incorporated into most sections of the strategic plan, ensuring that all departments and the board will be working on and accountable for aspects of our DEIB work.
- Staff workplans and performance measures will be aligned with DEIB objectives.
- The staff-led MUST group will continue to meet, develop an annual plan and organize staff-driven events and ways of highlighting our cultural diversity and goals of increasing inclusion and belonging.
- The Board DEI Committee is responsible for advising the Board of Directors and the senior leadership of the Corporation on matters pertaining to the development of an inclusive and equitable organization.
- The YW cohort will continue for another 8-9 months and help to monitor the implementation of the action plan, coordinating with MUST and the Board DEI Committee.

In the first year of implementation, Metro Housing will explore hiring a DEIB director who will help to coordinate efforts and reinforce accountability measures throughout the organization

III: PRIORITIES, GOALS, ACTIVITIES, AND SUCCESS MEASURES

PRIORITY #1: PROGRAMMATIC

Increase housing stability and support individuals and families to move along the continuum from the risk of homelessness to economic security through high-quality, responsive services and programs

EXISTING PROGRAMS – GOAL 1:

Increase housing stability through stellar administration of federal and state housing rental subsidies and voucher programs and by providing high-quality services to more property owners.

1. Customer Service:

Provide excellent customer service and responsive communication to all participants while complying with obligations embedded in funding contracts.

2. DocMgt:

Strengthen administrative functions and staff capacity within Leased Housing by implementing DocMgt electronic filing and management system.

3. CMS Ramp Up I:

Improve ability to get and use data.

4. CMS Ramp Up II:

Use technology to investigate the role of CMS (with focus on non-Leased Housing programs) to help ensure close coordination among Metro Housing departments for a seamless experience for both owners and participants.

MEASURES OF SUCCESS

- 100% recertifications completed with the designated timeframe
- Improved responsiveness to ensure that no Housing Hub or Gateway Help Desk ticket or voicemail is unanswered for more than three business days
- 100% of Leased Housing household information is available on DocMgt





EXPANSION OF PROGRAMS – GOAL 2:

Expand the reach and breadth of services and programs to increase housing stability for more individuals and families across the region.

1. Brand Awareness:

Raise awareness of Metro Housing's services through concentrated outreach and marketing to more communities and organizations.

2. Municipal Emergency Assistance:

Investigate how communities get emergency assistance funds/ housing support dollars and discuss potential partnership with municipal leaders.

3. Housing Search:

Expand housing search, education, and personalized assistance to more families and individuals in need of affordable housing.

4. Green Space:

Expand financial education to more people through a varied approach ensuring that everyone who wants to participate has an avenue to pursue.

5. ACOs:

Expand presence in the health care oriented ACO partnerships.

6. Fair Housing:

Create a consistent discrimination review process that participants know will yield a fair and consistent response from Metro Housing's Fair Housing team.

7. Property Owner Diversification:

Take steps to diversify the pool of property owners participating in Metro Housing's programs, with specific tracking for SNO Mass.

8. External Communications:

Expand and improve communication and feedback loops with participants, property owners, and stakeholders.

9. Cross-Organization Collaboration:

Explore how Metro Housing can take a holistic, intentional approach to increase the potential impact for our participants by deepening cross-organizational collaboration and leveraging the range of services Metro Housing offers. Evaluate the availability of additional resources to support program expansions and test ideas with pilot programs.



MEASURES OF SUCCESS

- Increase the number of new property owners working with Metro Housing
- Expanded number of communities provided access to emergency assistance funds
- Increased number of applications completed
- Increased number of families served
- Increased financial knowledge/skills for participants from expanded financial education programming
- Increase the number of households served outside of Metro Housing's historical concentration area by 50%
- Increase the number of participants receiving multiple services that increased impact

PRIORITY #2: FIELD LEADERSHIP

Expand Metro Housing's role in impacting the affordable housing policy thought leadership landscape through research and data analysis

POLICY PRIORITIES AND RESEARCH – GOAL 1:

Serve as a laboratory for learning and expand our leverage to advance policies that increases the impact for participants and the communities we serve.

1. New Administration:

Engage new Governor's administration with housing policy recommendations and suggestions.

2. Legislation Priorities:

Identify and participate in drafting of legislation and testimony in first year of legislative sessions. Develop criteria to determine priorities aligned with Metro Housing's goals and resources.

3. Policy-Setting Process:

Investigate process for identifying policy priorities and specific legislation in future legislative sessions.

4. Policy Research Priorities:

Identify strategic research opportunities and use in-house data for research that will advance Metro Housing's role and influence as a thought-leader such as: data incubator, pilots, best practice education, policy solution advocacy, report preparation, and convenor.

5. Funding for Research:

Seek multi-year funding to support research, data incubator, and leadership roles.

DEIB – GOAL 2:

Using a diversity, equity, and inclusion lens, explore issues facing different groups of participants and develop approaches to address those issues.

1. DEIB I – Planning:

Analyze the experiences of different groups of voucher holders or people in RAFT and what are the DEI issues and how can we respond.

2. DEIB II – Best Practices:

Conduct best practice research to better understand the barriers and the successes in serving our participants and communities.

3. DEIB III – Implement:

Analyze results of research of different participant and stakeholder groups and implement changes we would make to programs, services, or policy or the way we are doing business that may have a disparate impact on different populations.

MEASURES OF SUCCESS

- Number of research opportunities pursued that resulted in actionable steps
- Impact of the research: changes to programs and/or conditions that impact the lives of our participants and communities
- New or changed legislation adopted and/or regulatory changes aligned with our advocacy platforms

4. DEIB Application Streamlining:

Work with DHCD to identify ways to streamline applications to make it easier for applicants to get through the process.

LEGISLATION AND ADVOCACY – GOAL 3:

Support the creation of more affordable housing, with a focus on families and individuals with extremely low-income aligned with the profile of Metro Housing's participants.

1. Legislation:

Actively support through public policy advocacy proposals that will increase the supply for the targeted population, including rental subsidy advocacy.

2. Advocacy – Property Owners and DHCD:

Advocate to reduce barriers for residents with lower income to obtaining affordable housing due to fees and high rents and housing discrimination.

3. Advocacy – Section 8:

Identify and implement additional strategies to address and combat housing developer discrimination against Section 8 voucher holders at the state and local levels.

PRIORITY #3: ORGANIZATIONAL

Create and sustain an organizational culture and internal systems to build Metro Housing's capacity to reach its vision and that fosters diversity, equity, and inclusion within and among all levels of the organization.

CULTURE AND STAFF SATISFACTION – GOAL 1:

Build deeper relationships among staff and management on the foundation of mutual respect and trust.

1. Culture and Team Building Planning:

Convene full-day cross-management team meeting to plan future appropriate culture, staff engagement, and team building activities.

2. Cross-Organization & Team Building:

Organize more team building activities (formal and informal), and opportunities for joint projects within departments and across the organization.

3. Staff Satisfaction & Belonging:

Develop internal staff survey that measures staff morale, sense of isolation/belonging, other department's work, comfort level among staff to work with each other, speak freely/feel safe to share ideas, staff understanding of organization, organization mission, and enjoy the experience of working at Metro Housing.

MEASURES OF SUCCESS

- Increase in the number of opportunities for staff to collaborate on projects across departments
- Increase in sustained levels of staff morale
- Increase in staff knowledge of other department's work
- Reduced sense of isolation
- Increase comfort level among staff to work with each other, speak freely/feel safe to share ideas, and enjoy the experience of working at Metro Housing
- Staff surveys show consistent ratings or improved ratings



PRIORITY #3: ORGANIZATIONAL (CONTINUED)



STAFF RETENTION AND PROFESSIONAL DEVELOPMENT – GOAL 2:

Increase staff retention and satisfaction through recruitment, training, professional development, and recognition for excellence.

1. Onboarding:

Expand the onboarding and ongoing training for staff and managers to incorporate a greater emphasis on DEIB, more opportunities to learn about and more opportunities to create a deeper connection to the mission and strengthen cross-organizational knowledge.

2. Staff Turnover:

Increase the number of staff recruits who have a better understanding of the range of job expectations and are aligned with the mission.

3. Staff Transfers:

Assess HR policies and practices and implement strategies that will help increase opportunities to realign staff with a better “fit” job across the organization and/or to promote from within.

4. Performance Management Planning:

Assess success of newly-updated performance planning process and plan changes as needed.

5. Succession Planning:

Conduct succession planning for members of Executive Team.

MEASURES OF SUCCESS

- Reduced turnover in the first 3 months of the job; 3-6 months, 6-9 months; and beyond
- Increase number of internal “transfers”
- Increase number of internal promotions
- Onboarding and training measures: pre and post surveys



ORGANIZATIONAL COMMUNICATION – GOAL 3:

Increase and sustain open, transparent, and consistent communication at all levels throughout the organization and with participants and external stakeholders.

1. Communication Standards – Planning I:

Convene full-day cross-management team meeting to plan communication standard implementation and staff engagement activities.

2. Communication Standards – Planning II:

Create organization-wide communication standards rooted and founded on the principles of diversity, equity, and inclusion, along with the shared values that embrace collaboration and promote compassion, integrity, and respect.

3. Communication Standards – Implement I:

Codify and train all staff and managers about how to implement organizational-wide communication standard protocols for communicating internally and externally.

4. Communication Standards – Implement II:

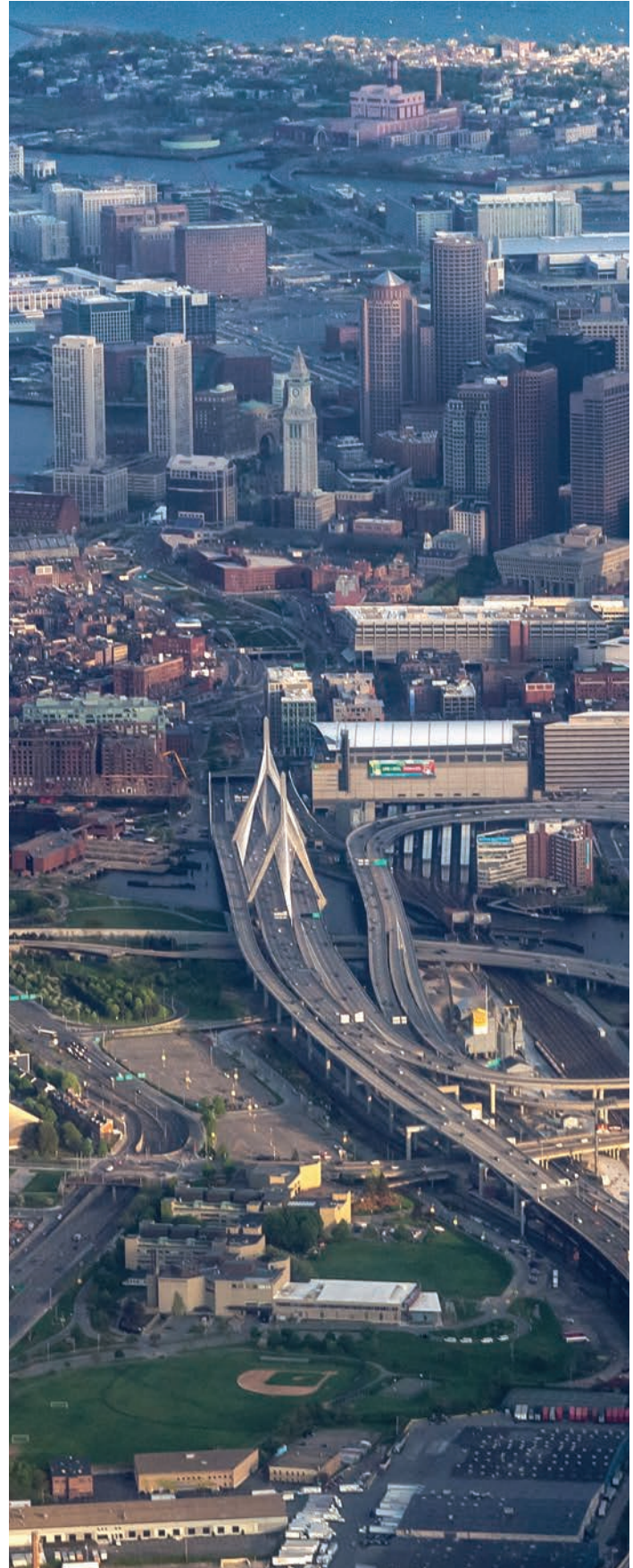
Structure formal and informal responses and close feedback loops with staff to communicate decisions made, results of their input, and actions.

5. Communication Standards – Implement III:

Implement regular and consistent sharing of information regarding organizational changes and updates.

MEASURES OF SUCCESS

- Number of staff regularly participating on committees, speaking up at meetings
- Written evidence of closed feedback loops (managers sharing information back to staff)
- Increased willingness on the part of staff and comfort levels to speak openly (measure by increase in number and diversity of staff to participate and through annual surveys)



PRIORITY #3: ORGANIZATIONAL (CONTINUED)



GOVERNANCE – GOAL 4:

Expand diversity and deepen engagement across Metro Housing’s governance system – the board and committees – to ensure excellence in governance in support of Metro Housing’s mission and goals.

1. Board Recruitment:

Continue to use a thoughtful and thorough recruitment process that fills gaps and creates a diverse, dynamic board of directors.

2. Board Term Limits:

Institute the new term limit policy (3-year terms).

3. Board Onboarding:

Launch and fine tune an onboarding process that builds a deep engagement in Metro Housing and expands knowledge and connection for new board members. Glossary of terms and programs.

4. Board Engagement:

Take an intentional approach to increasing engagement among all board members – committee roles, fundraising, participation in activities/events, leadership pipeline for committee co-chair roles, and other ways for meaningful engagement.

5. Board Buddies:

Launch a board-buddy system for new members.

6. Board Assessment:

Assess on an annual basis the format and the agenda for the board meetings to ensure that they continue to be engaging and meet the needs of the members and the organization.

MEASURES OF SUCCESS

- Recruitment process yields board member engagement aligned with the goals
- New board members report an increase in understanding of Metro Housing’s work and increases connections among members
- New structures are proposed/adopted that create vehicles for engaging leaders beyond serving on the board of directors
- Annual surveys show consistent ratings or improved ratings for board performance and engagement



TECHNOLOGY – GOAL 5:

Strengthen technology infrastructure and systems to improve efficiency, effectiveness, and streamline operations.

1. Technology Capacity Building:

Structure processes for ongoing discussion and problem solving about technology with the Board.

- Work with the Board of Directors to create a Technology Committee, including staff liaisons, to be a sounding board for MIS
- Create an internal cross-departmental working group of staff to discuss technology and how to implement new technology and how to improve technology

2. Property Owner Portal:

Develop a more effective and efficient portal for property owners that includes easy access to links, breakdown of services, and automation.

3. Staff Training:

Identify basic training needs of Metro Housing staff and develop and implement training resources for staff, such as Relias and other staff-created trainings for topics such as SharePoint and laptop configuration optimization.

4. SharePoint Conversion:

Prepare for and successfully complete the conversion to One Drive, and train staff on the appropriate applications on Sharepoint.

MEASURES OF SUCCESS

- Training sessions for staff and reported benefits of the trainings
- Reported increase in staff efficiency



FUNDRAISING – GOAL 6:

Focus Metro Housing's fundraising activities to increase the number of dollars raised, number of volunteers engaged, while maintaining the corporate and philanthropic representation on the Board of Directors.

1. Social Media Campaign:

Implement increased social media fundraising campaign to Increase overall dollars raised.

2. Volunteer Engagement:

Plan and implement a more robust volunteer engagement program.

3. Cause-related Marketing:

Create and implement cause-related marketing opportunities

4. Corporate Engagement:

Recruit and engage more corporations represented on Metro Housing's Board, Outreach & Fundraising Committee, and event committees.

MEASURES OF SUCCESS

- Increased dollars raised through digital fundraising
- Increased number of donors through digital fundraising
- Number of partnerships initiated through cause-related marketing
- Increased number of new volunteers

IV: IMPLEMENTATION AND EVALUATION

Each year the staff will develop a one-year implementation plan that will match the structure of the strategic plan and take into consideration any changes suggested by the prior year's work. The plan will highlight specific measures of success to be tracked for that time period.

Twice per year (January and July), the staff will aggregate the data using a color-coded system to indicate the degree to which goals are being met, are on target to being met, or if there are challenges to be addressed, and provide a short description of the assessment findings. Each major activity will be assigned a color (green, yellow, or red) and then the entire goal will be assigned a color based on that 6-month period review. A year-end report will provide an overview to the focus areas for the next year and will be available for the September board meeting.

The Program Committee will be responsible for overall strategic plan monitoring and evaluation. Specific areas in the plan that are the domain of other committees – Governance, Employee Engagement, DEIB, or others – will be provided with sections for their review and analysis. The committees will coordinate their review of the data and contribute to the final report.

In addition to reviewing the dashboard, the staff and the committees will take a higher-level view to consider the overall progress on the strategic plan. Learning questions will be used to write a brief narrative report to accompany the dashboard.

LEARNING QUESTIONS

1. Overall, are we making progress on reaching the plan's highlighted areas of focus and the key priorities?
2. What are we learning about what it takes to carry out our core business effectively, to reduce barriers for participants, and to expand impact for participants?
3. What has our research told us about potential solutions to endemic programs faced by our participants?
4. Have changes in culture, communication, cross-organizational collaboration, and a renewed focus on DEIB resulted in higher levels of staff morale and reduced turnover?
5. What should we do differently in the next six months to help propel us further towards our shared goals?



Metro Housing
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1411 Tremont Street
Boston MA 02120-3401
MetroHousingBoston.org

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