



Strategic Agenda

Mission:

The agency's mission addresses the primary reason for our existence. It defines the population we serve and is a broad statement of the ultimate outcome of these services.

HomeSharing's mission is to create affordable housing solutions. We match those seeking housing with those who need additional income or services to maintain their homes, while fostering independence and dignity.

Vision:

Vision statements address what is needed in order to ensure the success of the organization in achieving its mission. Vision statements speak to issues such as quality of service delivery, administrative efficiency and effectiveness which includes adequate resources and infrastructure. The vision statement also helps identify the need to adapt services to meet the changing needs of the population we serve. Finally, it is the vision statement that allows us, as staff and Board members, to focus our efforts.

The vision statements for HomeSharing are as follows:

1. Fill a unique niche in affordable housing, as a leading agency for the state in this affordable housing alternative.
2. Achieve excellence in the services we provide.
 - a. Provide quality services in all areas of operations.
 - b. Promote efficient and effective operations, including fundraising, that will ensure adequate resources to meet operational goals.
3. Grow and/or adapt services to meet the changing needs of clients and the environment.
4. Maintain a professional organization with "heart".

Values:

These are the statements that represent the beliefs by which we operate and provide services. Values describe the standards of care we use when interacting with clients, community, staff, volunteers and anyone who supports HomeSharing.

1. We value the right of everyone to have a safe, affordable place to call home.
2. We value and respect those individuals and families who are in need of affordable housing.
3. We value the belief that everyone deserves to live empowered, independent lives.
4. We value and respect dignity and self-determination.

5. We value the confidentiality and privacy of those with whom we work.
6. We value quality and excellence.
7. We value integrity and consistency.
8. We value diversity. We believe that our interactions and approach to our community and each other must be inclusive, respectful and sensitive of each other's differences.
9. We value responsibility and accountability.
10. We value and respect our staff, volunteers, and supporters whose commitment, sincerity and passion are reflected in our ongoing work and interactions.
11. We value teamwork and believe that a cohesive team is more powerful in accomplishing the agency's goals than any single individual.
12. We value community and believe in maintaining a dialogue to foster partnerships that will improve services for our clients.

Philosophy of Care:

HomeSharing's philosophy of care is simple. We focus on providing quality services to our clients. Staff are given three basic rules of service: the interactions with and on behalf of clients must be **safe, ethical and legal**.

Our services are mission driven and based on the values held by the agency, taking into account client needs, and their rights to dignity, independence, self-determination, and confidentiality.

We are dedicated to excellence. We strive to hire a diverse, qualified staff. We provide supervision and training to support staff in their work and ensure best practices are followed. We measure our performance based on goals and objectives.

Accomplishments/Challenges:

HomeSharing has been in existence for more than thirty years, initially serving Somerset and Hunterdon Counties. In 2011, HomeSharing services were extended into Middlesex, Morris and Union Counties. In 2015, we began providing services in Montclair and surrounding towns.

To date, we have made more than 1,650 matches. In 2014, we served 3,195 clients, made 185 matches, and provided in excess of 66,000 nights of shelter. Our organization provides shelter at a cost to public and private supporters at about \$1.50 per night, as compared to a motel placement costing \$50 per night for those who need to turn to public assistance. In 2014, HomeSharing saved tax payers millions of dollars.

In terms of outcomes, more than ninety percent of our Providers reported they were able to remain in their homes due to increased income from Seeker's rent or assistance in the home and the same percentage of Seekers reported they obtained suitable and affordable housing. Each year our service numbers increase by approximately ten percent.

We are recognized by the National Shared Housing Resource Center as the lead agency for our region, encompassing New Jersey, New York, Pennsylvania, and Delaware. This year, we received an award for Outstanding Achievement in Affordable Housing from the Central Jersey Housing Resource Center.

HomeSharing is fortunate to have a diverse base of funders, dedicated and committed staff and board, and a small cost-effective budget. However, funding has not kept pace with the increased need for services.

As we look to the future, we anticipate the need for HomeSharing services to continue to grow. We need to be prepared to meet this need, develop and cultivate a strategy for securing sustainable funding, insure our infrastructure has the capacity to support growth, and determine how HomeSharing will continue to meet community needs.

Strategic Goals:

The primary strategic question facing the agency is: **Should HomeSharing expand to meet service requests, decrease services as result of limited funding, or attempt to maintain the status quo?**

To answer this question and prepare for the future, we must develop criteria upon which we can base our decision making as to the future of HomeSharing. Therefore, two strategic goals must be considered simultaneously.

1. **Assess** the capacity of HomeSharing to maintain its services or expand.
2. **Position** HomeSharing so that we can sustain our quality and level of service, and have the capacity to grow if necessary.

HomeSharing's goals for the next three years fall into six categories:

1. Service Delivery
2. Human Resources
3. Infrastructure
4. Funding
5. Governance
6. Environment

Our strategic goals will be addressed in each of these areas.

Service Delivery

1. Assess: Examine the need for new metrics to better reflect our work and accomplishments.
2. Assess: Explore the viability of the geographic regions currently served and the ability to expand to other areas requesting service.
3. Position: Develop new metrics as needed.
4. Position: Improve cost effectiveness by streamlining processes.

Human Resources

1. Assess: Determine adequate level of staffing needed for service delivery and fundraising, in terms of cost effectiveness.
2. Position: Insure adequate staffing.
3. Position: Offer competitive salary and benefit package with increases tied to performance evaluation.

Infrastructure

1. Assess: Determine the technological improvements needed to efficiently and effectively deliver services.
2. Assess: Determine space needed to efficiently and effectively deliver services.
3. Position: Work toward electronic storage of records.
4. Position: Work toward the development of "HomeSharing in a Box" (includes updating handbooks, manuals, metrics)

Funding

1. Assess: Evaluate fundraisers.
2. Assess: Define market segments for fundraising.
3. Assess: Explore non-traditional funding for services.
4. Position: Diversify funding sources.
5. Position: Expand Corporate Outreach Program.

Governance

1. Assess: Review by-laws.
2. Assess: Need for additional, diverse board members and/or county advisory boards.
3. Position: Develop priorities for Executive Director.
4. Position: Establish committees to address specific issues.

Environment

1. Assess: Opportunities for community partnerships.
2. Assess: Trends in housing and economics.
3. Position: Attract more friends through social media.
4. Position: Establish HomeSharing brand so that all messaging reflects mission, vision, values.

Board Retreat: 3/28/2015

Board Approval: 9/24/2015