



2022 - 2025

Strategic Plan



Submitted by:

Strong Resource Group
May 31, 2022

Adopted by:

Board of Directors
June 8, 2022

Dear friends,

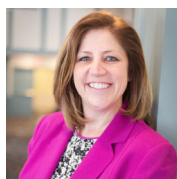
The Front Door Agency was founded in 1987 to address a pressing community need. Today, nearly 1,000 individuals turn to the Agency each year for help preventing or overcoming homelessness. Our programs and services are robust, impactful, and relevant. Our staff consistently earns praise from clients, donors, collaborators, and volunteers.

To ensure that our programs continue to meet the evolving needs of our community, the Agency embarks on a Strategic Planning initiative every few years. It is with great enthusiasm that we present the Agency's latest Strategic Plan which will guide our work through 2025.

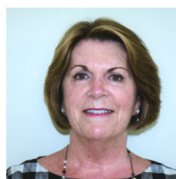
Over the past six months, our Strategic Planning Committee worked with Strong Resource Group to conduct research and analyze data to create a roadmap for the Agency's future. Thank you to everyone who participated in data collection, including our clients, staff, Corporate Partners, donors, Foundations, and more.

The result of this work was the establishment of the strategic pillars and goals detailed on the following pages. They reinforce our commitment to being a resource and collaborative partner with all Agency stakeholders to provide a holistic approach to breaking the cycle of poverty.

Thank you for sharing in our commitment to change lives!



Maryse Wirbal
CEO



Carol Connor
Chair, Strategic Planning Committee

Strategic Planning Committee

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Carol Connor

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**Denotes new Board Member as of July 1, 2022*

MISSION

To provide a holistic approach to break the cycle of poverty by assisting individuals and families to stabilize, transform, and become empowered to ultimately achieve sustainable independence.

We accomplish this by offering an integrated service delivery approach that fosters education and addresses the obstacles that hinder acquiring and maintaining affordable housing and the attainment of self-sufficiency.

VISION

To ensure that all individuals and families in Southern New Hampshire experiencing a personal crisis are treated with dignity and respect as we help them stabilize, transform, and become self-sufficient.

VALUES

We believe that, through education, every person can grow and succeed. Everyone deserves a place to call home.

We value dignity, respect, compassion, and equity for all people.

OUR FUTURE

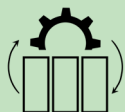
To meet its vision and effectively execute its mission, the Front Door Agency will focus on the strategic pillars below, each with a commitment to diversity, equity, inclusion, and innovation.



GROWTH



PROGRAM IMPACT



INFRASTRUCTURE

1. GROWTH



The Agency will build organizational capacities and competencies through funding, partnerships, collaborations, advocacy, and education to increase affordable housing and assist more individuals in Greater Nashua.



The Front Door Agency owns six affordable housing properties in Nashua, including the duplex on Marshall Street pictured above. They provide housing for families in the Agency's Transformational Housing and Housing Stability Programs.

Increase organizational capacities and competencies.

- Expand and diversify funding sources to ensure fiscal health and to support our increased programs while sustaining current programs.
- Develop partnerships, relationships, and collaborations with other non-profits.
- Enhance intellectual capital.

Expand affordable housing in Southern New Hampshire.

- Increase the number of Agency properties and units.
- Advocate for workforce and affordable housing.
- Partner with area landlords and developers.

Increase awareness of the Front Door Agency within the community.

- Increase brand recognition.
- Identify specific groups within the state to target and educate about the Agency.

2. PROGRAM IMPACT



The Agency will enhance its case management capabilities, partnerships, educational resources, and programs to engage, educate, and empower individuals and families to build a better future through self-sufficiency. The Agency will take a leadership role in advocating for systemic change through collaboration and innovation.

Increase our clients' capacity to reach self-sufficiency.

- Create an equitable path to self-sufficiency for all people.
- Further strengthen case management throughout all programs.
- Enhance and expand data collection and analysis to improve client outcomes.
- Explore and prioritize elements of a Financial Opportunity Center (FOC) to help individuals gain valuable financial literacy and job skills.
- Improve the mental and physical health of our clients.

Streamline the process by which those experiencing a housing crisis access services.

- Integrate programs and intake process for greater cohesiveness.
- Maintain a leadership role in Continuum of Care (COC) to effect change.

Have a fully utilized Transformational Housing Program.

- Understand the root causes of the underutilization of the Transformational Housing Program.

3. INFRASTRUCTURE



The Agency will strengthen its infrastructure by utilizing innovative and sustainable technologies, systems, and processes to improve operational efficiencies, data analysis, and reporting. It will invest in attracting and retaining a workforce aligned with organizational values and strategies and will create equitable and inclusive opportunities for all stakeholders to excel.

Develop a strong workforce plan.

- Ensure all needed roles and responsibilities are defined in support of all pillars.
- Ensure that the Agency maintains a high performing culture that reflects its values and commitment to staff.

Develop, communicate, and implement a robust set of IT policies and practices.

- Ensure the presence of adequate IT infrastructure.
- Ensure an environment that will mitigate risk to the Agency.

Improve the Agency's operational efficiency and effectiveness.

- Optimize available resources.
- Develop a culture of continuous improvement.

Diversity, equity, and inclusion (DEI) values and practices will be integrated into all facets of the organization.

- Establish equitable opportunities for all people by developing a DEI philosophy and policy.



“The Front Door gave me the chance and safe space to learn how to stand on my own two feet for the first time in my life. An opportunity to live without the fear and uncertainty of what was next and if I would be ok.

That feeling of safety, the constant support, love, and encouragement allowed me to save money, learn healthy spending habits, increase my credit score, and tie up old debt.

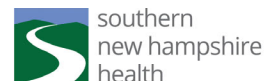
I could go on. But the real gift was the chance to learn to love myself again. To believe in myself.”

- Heather

Transformational Housing Program Graduate



Thank you to our 2022 Partners!



7 Concord Street, Nashua, NH
603-886-2866
www.frontdooragency.org