



strategic plan

2022 - 2024
REFERENCE GUIDE



Way Finders builds and advocates for a thriving and equitable region by improving the stability and economic mobility of families and individuals, together with developing and managing a wide range of housing to support strong communities.

OUR VISION FOR WAY FINDERS | We will be:

- 1 A trusted community provider that is accessible, easy to navigate, and supportive of all who we serve.
- 2 An outstanding place to work, operating as one strong, unified team.
- 3 An organization that seeks to advance diversity, equity, and inclusion internally and externally.
- 4 A community leader and partner.
- 5 Informed by our results and transparent to the communities we serve.

OUR VISION FOR THE REGION | We envision a Western Massachusetts region where:

people

(community members, including our clients and residents)

- Everyone is able to live where they choose, without barriers and regardless of race, ethnicity, gender, age, or identity.
- Low and moderate-income people and communities of color experience a measurable decrease in poverty and an increase in incomes, resulting in greater housing and financial stability and increased economic mobility. This also helps close the wealth gap and increase household resilience.
- Fewer families and individuals experience homelessness, and when it occurs, it is rare, brief, and nonrecurring.

communities

(homes, neighborhoods, and cities)

- Every community has a robust range of housing options that are safe, affordable, healthy and resilient to climate change (a robust housing continuum).
- Families and individuals have a range of safe and healthy communities where they can choose to live, work, learn, and play.
- Across the region, communities are thriving economically and socially, with robust education and employment opportunities, a wide array of successful small businesses, strong civic institutions, and healthy, engaged residents involved in the life of the community.

systems

(institutions, regulations, and policies)

- Families and individuals have easy access to effective supports, tools, and resources to help grow their resilience, improve their economic mobility and achieve their aspirations.
- Cross-sector partnerships (government, private, community groups, and non-profits) work in concert with residents to provide programs, capital, and policies to sustain and grow communities and build an inclusive region, with a full and healthy housing continuum, housing stability, and economic prosperity for all.
- The presence and impact of structural racism are reversing; communities of color fully participate in the region's economic prosperity and its social and civic fabric.
- Small businesses, housing developers, and other community organizations have access to effective tools and resources to increase their capacity to create jobs and contribute to a thriving regional economy.

VALUES ABOUT OUR WORK

- 1 Housing is a basic human right.
- 2 Economic stability is the foundation for strong households and communities.
- 3 The places where we live shape our lives.
- 4 Successful community development is led by the community.

VALUES ABOUT HOW WE WORK

- 1 We will actively work to advance racial and ethnic equity, increase economic opportunity, and build just and inclusive communities.
- 2 Our employees are the heart and soul of our organization.
- 3 We treat everyone with respect and compassion. We always work to build trust.
- 4 We make an exponential and lasting impact when we work together.

OUR GOALS & STRATEGIES

Our Impact: Advance measurable, equitable, and positive change in our region by transforming our approach to how we do our work

Strategy 1: Launch Initiatives for Collective Impact that align our programs, services, and resources to address our shared goals for the region

Strategy 2: Develop systems and supports to ensure increased accessibility, ease of navigation, and increased coordination for clients and residents across the housing continuum to support housing stability and economic mobility

Strategy 3: Develop and implement service delivery models that reflect a shared Way Finders approach or way of work

Strategy 4: Strengthen internal collaboration as a foundational way of work within the organization

Our Culture: Embed diversity, equity, and inclusion throughout our work

Strategy 1: Launch a comprehensive Diversity, Equity, and Inclusion program that engages all staff and Board members

Strategy 2: Embed an understanding and consideration of diversity, equity, and inclusion throughout all areas of operational work

Strategy 3: Support local businesses and promote equity through our organizational policies and work

Our Organization: Invest in our staff and systems to increase our impact

Strategy 1: Strengthen and invest in staff supports and systems

Strategy 2: Leverage technology and data analysis to streamline and strengthen operations

Strategy 3: Invest in our administrative infrastructure to further support programs, services, staff, clients, and our community

Strategy 4: Fully implement an organizational assessment and learning program to drive service and program improvement

Our Relationships: Be a regional partner of choice

Strategy 1: Assess and develop customized strategies for current partnerships and establish new relationships to align with Way Finders' priorities for regional transformation

Strategy 2: Expand resource development efforts to include a comprehensive approach to generating philanthropic, public, and private funding support

Strategy 3: Develop and implement a marketing and public awareness plan to share more broadly about programs and services, and about major organizational priorities

Strategy 4: Position Way Finders as a leading advocate for the region in advancing policy, programs, and services that expand the housing continuum, ensure effective supports, and enable residents to build wealth and achieve economic and social mobility in their communities

Our Board: Invest in our Board as ambassadors for our work

Strategy 1: Establish and launch a comprehensive Board education and training program

Strategy 2: Further engage the Board in advancing the strategic work of the organization

Strategy 3: Further strengthen the Board development process