

Executive Summary

- HBS Community Partners was asked by IHN to assist them in assessing their current strategic positioning and to help them set strategic direction for the future.
- HBS Community Partners conducted extensive interviews with key constituents and attended two hosting sessions.
- Based on our analysis, we offer our major conclusions:
 - The current business model is stressed and vulnerable
 - **Board and Staff functions need better focus and prioritization**
 - The current congregational shelter model needs strengthening to provide IHN with the capacity for strategic change in the future
- The HBS Community Partners will offer our recommendations to begin to address these issues in the following areas:
 - Recommendations for the IHN Board
 - Recommendations for Near Term Objectives
 - Organizing the Board for Action

Organizing the Board for Action II

Board Committees

- Because of the critical role they play toward the achievement of IHN's strategic objectives, two committees deserve special focus and discussion: Congregation Activities and Fundraising.
 - Congregation Activities: Dedicated to one of the top IHN priorities
 - Fundraising: Continued focus on maintaining a strong donor base and identifying future sources
- The Board President should manage committee chairs and not chair a committee him/herself.
- Special/temporary committees or task forces can be designated as appropriate.

Organizing the Board for Action I

Board Committees

- We are aware that the Board is in the process of setting up a Board committee structure and we would urge you to continue these efforts.
- Based on our review, we would recommend IHN consider the following committee structure:
 - o Finance
 - o Fundraising/Donor Relations
 - o Marketing/Social Media
 - o Governance
 - o Congregation Activities
 - o Operations

Performance Measurement Framework



Driving the Organization II

Establish and track success metrics:

- The Board, within the framework of the mission statement and agreed upon objectives, determines *key metrics to define success* and actively monitors progress
- Staff implements tracking and reporting processes

Review and clarify policies for emergency shelter participants

- Acceptance and length of stay framework
- Behavior and Enforcement Policy

Driving the Organization I

Create an integrated management by objectives framework:

- Within the framework of the mission statement, the Board establishes specific near and long term objectives for the organization.
- The Board sets specific, measurable annual objectives for the Board. Board subcommittees set annual objectives for their committee which are then approved by the Board
- The ED establishes specific, annual objectives for all staff members, performs timely annual performance appraisals and makes compensation recommendations based on performance vs objectives.

The Dashboard

CONGREGATION OUTREACH COMMITTEE

2019 Objectives

| | | Assigned to | Date Due | Status |
|------------|---|-------------|----------|--------|
| IMPERATIVE | Recruit 5 new congregations to host or assist with hosting families beginning in 2020 | | | |
| | Create a database of Essex County congregations including any IHN history | | 02/28/19 | |
| | Identify congregations suitable for hosting | | 03/31/19 | |
| | Select 20-25 potential hosting congregations | | 04/30/19 | |
| | Agree on 5-10 high priority congregations | | 05/30/19 | |
| | Begin solicitation of high potential congregations | | 06/30/19 | |
| | Continue solicitation of high potential congregations | | 10/31/19 | |
| | New congregations committed to host or assist with hosting | | 12/31/19 | |
| | | | | |
| | | | | |
| | | | | |
| | Not Started | | | |
| | Complete | | | |
| | On Track | | | |
| | At Risk | | | |
| | Overdue | | | |



Community Partners:



2019 COMMITTEE CHARTERS AND IMPERATIVES

Mission:

| Governance | | | |
|----------------|--|----------|--------|
| Charter | <i>Ensure a robust Board that meets the needs of IHN</i> | | |
| Imperative | Description | Due Date | Status |
| 1 | Finalize mission statement | 2/28 | |
| 2 | Establish well-functioning, objective focused board committees | 3/31 | |
| 3 | Add 2 new board members with targeted skills and access to new resources | 10/31 | |
| 4 | | | |

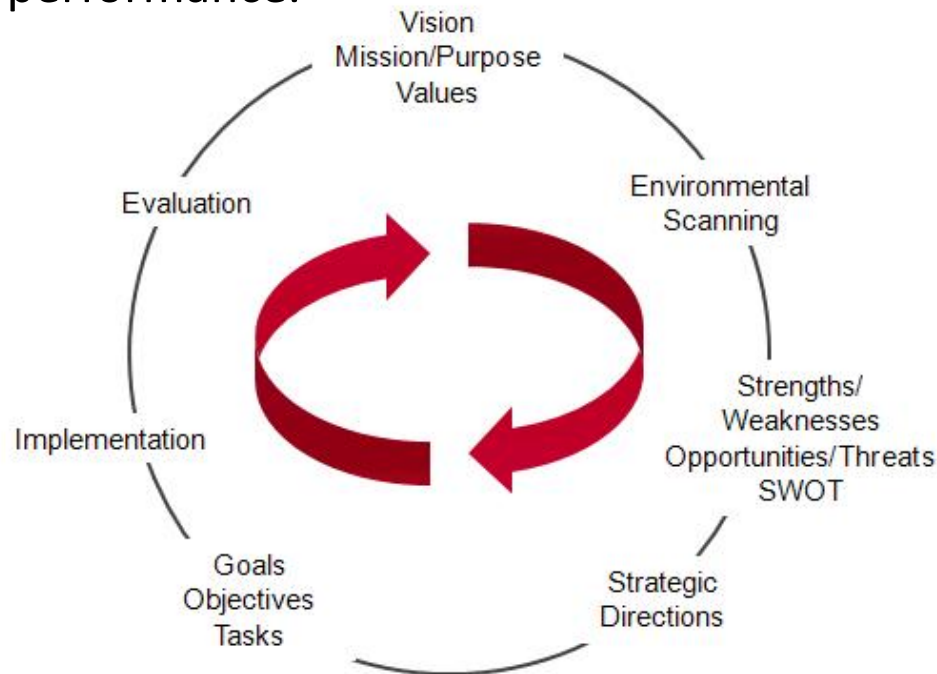
| Congregational Outreach | | | |
|-------------------------|--|----------|--------|
| Charter: | <i>Ensure sufficient congregations are committed to the shelter program to meet the needs of our homeless families</i> | | |
| Imperative | Description | Due Date | Status |
| 1 | Solidify current congregations commitments for 2019 hosting | Q1 | |
| 2 | Establish regular, formal meetings with key coordinators and clergy | Q2 | |
| 3 | Recruit 5 new congregations to host or assist with hosting families beginning in 2020 | Q3 | |
| 4 | | | |

| | |
|--|-------------|
| | Not Started |
| | Complete |
| | On Track |
| | At Risk |
| | Overdue |

| | |
|-------------------|--|
| Charter | Overarching statement of purpose for the Committee |
| Imperative | The 'must do' goal to support the organization in 2019 |
| Tactic | A specific, measurable task to support the imperative |

Why Mission Statement First?

- ❑ **Vision Statements and Mission Statements** convey succinctly the organization's purpose/meaning. Brevity helps stakeholders to easily remember, absorb and apply the tenets of the organization.
- ❑ **A Clear Vision** can focus, direct, motivate, unify and even excite an organization into superior performance.



Recommendations for IHN Board

- Complete the drafting of a mission Statement that has full support of all Board members
- Establish specific objectives for 2019 (for the organization, the Board and the staff with specific quantified objectives, priorities and time tables)
- Monitor and facilitate progress through a dashboard
- Focus the Board committees to achieve these objectives

Organizing the Board for Action III

Board Committees

- These strategic committees should be established with the following requirements:
 - Clearly defined objectives
 - Strong leadership
 - Dedicated committee membership (Incremental time commitment will be necessary)
 - Board and staff support
- Future Board recruiting should consider those potential Board members who could add value in these areas.