

Strategic Plan

JULY 2020 - SEPTEMBER 2021

About William Temple House

William Temple House is a place of healing and hope through services supporting the whole person—mind, body, and spirit. With the help of a large group of active volunteers, William Temple House offers mental health counseling, a food pantry, spiritual care, and a community thrift store that helps fund our programs.

In September 2019, William Temple House began its strategic planning process with the guidance of consultants Allison Lugo Knapp and Kathy Kniep. A Strategic Planning Committee, composed of board members and staff representing various departments of the organization, led the process. The committee, in collaboration with the consultants and all board and staff members, created an online stakeholder survey, which was administered in January 2020 and to which 134 people responded. From there, the consultants conducted eight focus groups and several interviews in February-March 2020. These, along with (1) the organization's recently developed diversity, equity and inclusion framework, (2) a thorough client needs assessment completed in the summer of 2019, and (3) an organizational climate survey of staff and volunteers; were thoughtfully considered in forming the goals of this plan. In April of 2020, the board and staff participated in a virtual retreat to discuss stakeholder input and the potential strategic direction of the organization. Though the intent at the outset of the process was to create a five-year plan, it was necessary to focus on responding to COVID-19. This plan was approved by the board in July 2020, with the intention of developing a longer-term plan following the COVID-19 crisis, once the organization has the knowledge and capacity to do so.



Key Strategies

UNDERLYING PRIORITIES IN ALL OF OUR WORK:



MIND

Low-cost mental health counseling to individuals and couples who have insufficient healthcare



BODY

Healthy food and essentials to those who are experiencing food insecurity



SPIRIT

Spiritual care that honors individual and varying spiritual practices and beliefs

- ★ Serving under-represented communities: people of color, immigrants and refugees, and people who are gender and sexual minorities.
- ★ Ensuring that our services, policies, and practices are responsive and flexible in order to best suit the changing needs of our community, staff, and volunteers during COVID-19 and future epidemics and recessions.

Overall Strategic Goals

2020 Immediate COVID-19 Response

- ★ Our Diversity, Equity, and Inclusion Framework continues to guide the overall work of the organization.
- ★ Essential services—counseling and food—are prioritized, adjusting procedures as needed during and following the COVID-19 epidemic.
- ★ Discontinued programs and services are transferred to other organizations.
- ★ Social service navigation and referral is enhanced to ensure clients are thoughtfully connected to the services they need.
- ★ The organization creates a plan to become financially sustainable, withstand current and future economic challenges, and harness new opportunities.
- ★ We make new investments in staff wellness and work/life balance.

2021 Following Immediate COVID-19 Response

- ★ An equity lens is used to ensure equity, diversity, inclusion, and belonging are the guiding forces for all work, and staff and board members lead with equity.
- ★ Spiritual care services honor individuals' varying spiritual practices and beliefs.
- ★ Under-represented communities—Latino/a/x and Native American—are prioritized, as is being more responsive to existing culturally specific client groups—African American/Black, Asians and Pacific Islanders, Russian speakers, immigrants and refugees, and people who are gender and sexual minorities.
- ★ Additional partnerships with culturally specific communities and organizations are authentically established and existing partnerships are deepened.
- ★ Staff, board, and volunteer diversity is increased to better reflect the communities we serve.
- ★ Our policies and practices are evaluated and refined with an emphasis on equitable outcomes.
- ★ Strategic planning, evaluation, and accountability are an ongoing part of our work.

*The William Temple House mission, vision, and values statements are being reevaluated as part of this workplan.

Counseling



- ★ There is an intern onboarding and training process in place during COVID-19 that meets legal requirements, their needs as students and professionals, and client needs.
- ★ Services are tailored to be responsive to unique cultural, spiritual, and emotional needs brought on by COVID-19.
- ★ A safe and welcoming environment for clients, staff, contractors, interns, and volunteers is established under COVID-19 conditions, once it's safe to return to the office.
- ★ Online and phone counseling services become ongoing service options that are tailored to individual client preferences while also meeting legal and health regulations.
- ★ Counseling services are expanded to meet the growing need in our community.
- ★ Under-represented communities—Latino/a/x and Native American—are prioritized, as is being more responsive to existing culturally specific client groups—African American/Black, Asians and Pacific Islanders, Russian speakers, immigrants and refugees, and people who are gender and sexual minorities.
- ★ Additional partnerships with culturally specific communities and organizations are authentically established and existing partnerships are deepened.
- ★ Staff and volunteer diversity is increased to reflect client populations served.
- ★ Our policies and practices are evaluated and refined with an emphasis on equitable outcomes.
- ★ There is continued investment in staff wellness and work/life balance.

Healthy Food



- ★ A safe and welcoming environment for clients, staff, and volunteers is established under COVID-19 conditions.
- ★ The food pantry is expanded to meet the growing need in our community.
- ★ Provide hygiene and essential items to meet community needs.
- ★ Discontinued programs and services are transferred to other organizations.
- ★ A robust navigation/referral system is developed to assist clients in accessing services William Temple House does not provide.
- ★ Under-represented communities—African American/Black, Latino/a/x, and Native American—are prioritized, as is being more responsive to existing culturally specific client groups—Asians and Pacific Islanders, Russian speakers, immigrants and refugees, and people who are gender and sexual minorities.
- ★ Additional partnerships with culturally specific communities and organizations are authentically established and existing partnerships are deepened.
- ★ Staff and volunteer diversity is increased to reflect client populations served.
- ★ Our policies and practices are evaluated and refined with an emphasis on equitable outcomes.
- ★ There is continued investment in staff wellness and work/life balance.

Spiritual Care



- ★ A Spiritual Care Committee is established to guide the development and oversight of spiritual care services.
- ★ Spiritual care services are offered via collaborative relationships with local spiritual care providers of varying faiths.
- ★ The physical space and programs are safe and welcoming to people of all faiths and beliefs.

Sales at the Thrift Store help fund the mission and programs of William Temple House.



Thrift Store

- ★ A plan is created and implemented to safely operate under COVID-19.
- ★ A long-term business plan is created.
- ★ Staff and volunteer diversity is increased.
- ★ Our policies and practices are evaluated and refined with an emphasis on equitable outcomes.
- ★ There is continued investment in staff wellness and work/life balance.



Department Goals

Administration

- ★ A safe and welcoming environment for clients, staff, contractors, interns, and volunteers is established under COVID-19 conditions, once it's safe to return to the office.
- ★ Short-term (one year) and long-term financial sustainability plans are created to close the deficit.
- ★ A communications plan is created to announce and garner support for WTH's strategic direction and program changes.
- ★ A three-year fundraising plan is created and updated each year.
- ★ Support is provided to ensure additional partnerships with culturally specific communities and organizations are authentically established and existing partnerships are deepened.
- ★ Staff and volunteer diversity is increased to reflect client populations served.
- ★ Our personnel, financial, IT, facilities, volunteer, fundraising, and other administrative policies and practices are evaluated and refined with an emphasis on equitable outcomes and in preparation for the ongoing and possible future epidemics and recessions.
- ★ There is continued investment in staff wellness and work/life balance.
- ★ There is a regularly updated technology plan to acquire and maintain sufficient technology for programs and administration.
- ★ WTH's longer-term program and office space needs are defined, and a plan is created for improving the current space or finding new space.

Board of Directors

- ★ The board works on an ongoing basis to identify, recruit, welcome, orient, and meaningfully engage new members.
- ★ Board membership reflects who we serve; board members have diverse perspectives and needed skills.
- ★ Board meetings operate according to a "consent agenda."
- ★ The board holds at least four board development sessions per year: two on equity and two related to WTH's programs, board governance, organizational development, and other topics of interest to board members.
- ★ A Public Policy Committee actively supports public policies that advance WTH's mission and improve well-being for people of color, immigrants and refugees, and people who are gender and sexual minorities.
- ★ Board members have a clear understanding of their individual and collective roles in fundraising and are supported in their efforts to help meet organizational fundraising goals.

Accountability & Planning

- ★ Progress in meeting these strategic plan goals is regularly reviewed and the plan is updated as needed.
- ★ The mission statement is updated and vision and values statements are created.

Thank You

Thank you to everyone who contributed their time and ideas to help create this plan, including William Temple House clients, current and former staff and board members, volunteers and interns, nonprofit partners, college and university partners, foundations, churches, and supporters.

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We are grateful to our funding partners who helped make this plan possible, including the **Hatfield Family Fund** and **Oregon Food Bank's Network Support Fund**.



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Department Goals