STRATEGIC PLAN FOR
WELSPRING MULTI-SERVICE CENTER
2018-2020

Focusing our energy and responding to all who need our help

Introduction:
The Board of Directors of Wellspring has, over the last year, embarked on a strategic planning initiative. Our purpose has been to build on past successes and to formulate both near- and long-term plans for the continued success and sustainability of our charity to fulfill our mission.

Wellspring’s mission is to provide skills and support to people facing challenges to their financial, physical, or emotional well-being in order to help them achieve independence and self-sufficiency

The planning process was led by an ad hoc Strategic Planning Committee consisting of the Board’s officers and committee chairs, senior staff, the entire Board at a May 2018 retreat and through discussions and consultations through each standing committee of the Board. As part of the sustainment process, this work will continue on as a function and role of the Governance and Nominating Committee working in conjunction with other committees and the President/CEO and select Wellspring staff.

This summary is meant to highlight key focus areas that have been identified by the Strategy Committee, the Board and Wellspring staff as opportunities to be explored in more detail in the upcoming fiscal year. These action areas by no means reduce in significance the many other important programs that Wellspring provides. But rather, they represent a lifeblood of sorts to enable, sustain, and in some instances expand upon them.

In addition to the outlined Focus Areas the Strategy Committee has identified two needs for all committees and staff to highlight: communication and potential partnerships. These needs are foundational to Wellspring’s success and sustainability. An aligned communication strategy conveys and tells our story as well as those of our clients. Partnerships offer us the potential to explore and expand our reach and services offered at considerably lower risk to our core programs.
**Action Area #1:**
*Sustaining and bolstering our existing programs/services so vital to those who depend on us*

*Overview:*
Wellspring’s core programs and services fulfill essential needs for a growing numbers of people and families who depend on us. Our slogan, “A Hand Up, Not A Handout,” reflects a range of initiatives that work together to help clients achieve safe, productive and independent lives.

*What this looks like at Wellspring:*
An ever-increasing number of people turn to the many services and programs offered by Wellspring at no cost to our clients. The following programs are available thanks to many professionals and volunteers, a building significantly expanded and modernized in 2014, a small fleet of service vehicles, and other infrastructure components:

- **Aunt Dot’s Kitchen** – Food and personal care items to meet regular or emergency needs. This includes a food pantry three days a week, transportation to Aunt Dot’s Kitchen or food deliveries to the home-bound, holiday meals to families in their own homes, free summer lunch program for school children.

- **Counseling and Outreach** – Emergency aid for clients in crisis, domestic violence intervention; mental health counseling; financial assistance to clients in need of immediate help; legal advocacy; food stamp assistance, and assistance enrolling in Medicare, Mass Health, Social Security and Eldercare help for seniors.

- **Community Learning Center** – Secondary school diploma and GED programs, career and college readiness, adult basic education, and computer learning classes.

- **Sprout Center for Jobs** – Career exploration, job interest assessments, job skills training program, paid internships, goal setting, employment searches, and referral and support services.

- **Wellspring Thrift Shop and Furniture Annex** – A wide range of free clothing and household items to clients in need, as well as to all others, on an affordable basis. All Thrift Shop items are donated by generous friends of Wellspring. Shop inventory includes clothing and accessories, household goods, books, CDs and DVDs, toys and games, home décor, and furniture.

*Goal(s):*
To sustain all existing initiatives and the supporting infrastructure that makes them possible. To promote opportunities to meet evolving client or community needs, or to enhance existing programs or our culture of service.
Ownership/Accountability
- Board of Directors through the Program and Services Committee
- Staff: President/CEO, Program Director of Client Services, Director/Adult Learning, and Operations Director

Action Area #2:
**Strengthening financial health and sustainability**

Overview:
As ever increasing numbers of those in need turn to Wellspring for help, the demand for continued growth far exceeds our financial capacity. Wellspring is a well-managed and financially responsible charity. We are unusual as a charity in helping all our clients without any charge, while also sharing the same vulnerabilities as other non-profit organizations: changing financial environment and philanthropic landscape. Wellspring must not only attend to its ongoing fiscal health and management, but also must position itself to raise or generate enough revenue to ensure its future fiscal health.

What this looks like at Wellspring:
With a small but highly capable staff and volunteer team, coupled with loyal supporters, Wellspring generates sufficient revenue to support its current level of programs and services. Revenue is currently generated through grants, foundation support, and small to medium sized gifts from donors to support current programs and services. There are robust financial checks and balances in place that guarantee financial accountability. Wellspring models fiscal transparency by publishing its tax returns, acknowledging donors and meeting all grant and contract reporting deadlines.

Goal(s):

*Attract and retain sufficient funding and other revenue to buffer our charity from any donor shift, contract or grant withdrawal. In addition, prudent financial planning would retire our existing construction debt and create reserves and rainy day funds to sustain us for 8-12 months in a crisis.*

Financial elements to address include:

- **Fundraising** – Raising enough revenue on a predictable and sustainable basis, to exceed the demand of current programming, administrative costs, fundraising demands and unforeseen happenings. Ensure program and services needs are met to operate and enhance client needs.

- **Financial Management** – Further enhance continued accurate and transparent financial reporting that inspires confidence in leaders, stakeholders and the public. Continue to file all needed government forms, including annual independent audit, on an accurate and timely schedule.
• **Financial Policies** – Expand on detailed and manageable policies that deny the ability of any person or persons to undermine the health of the organization including an investment policy to create recurring revenue.

**Partnerships:**
Independent external auditor
Bank Personnel and leaders (Rockland Trust)

**Communications:**
Federal and state regulators
Stakeholders, foundations, business community
The Foundation for Wellspring
Public

**Resources Needed:**
Qualified staff
Leadership (Staff and Board)
Financial Management leadership

**Ownership/Accountability:**
Finance Committee
President & CEO
Staff Certified Public Accountant

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**Action Area #3:**

**Seek and expand revenue generating programs**

**Overview:**
Wellspring seeks opportunities for mission-driven programs that generate income to support programs and expand our charity’s capacity to meet our mission. Wellspring will remain steadfast to the guideline that no one will be turned away due to the inability to pay. Revenue generating initiatives will not only allow the organization to sustain its current efforts in this regard, but to broaden its constituency and widen its geographic scope.

**What this looks like at Wellspring:**
Wellspring’s very successful Thrift Shop generates revenue that covers about 18 percent of our total $1.1 million annual budget. Absent that, our current programming portfolio would be limited to efforts that can be supported by philanthropy and small government grants.
Wellspring is a trusted community partner and its programs are superb with consistent word-of-mouth referrals. Thrift Shop and furniture sales are consistent, Aunt Dot’s Kitchen is thriving, while the need for legal and social services continues to be beyond the organization’s current capacity.
Goal:
To create mission and community-based programs and retail opportunities that will generate revenue that allows Wellspring to expand its capacity and geographic reach, and attracts new constituents as program participants and donors.

Opportunities:
- **Fee for service** – Programs that provide services or products at a cost to users who can afford them while maintaining free services to clients.
- **Government support** – Wellspring provides a number of services that are reimbursable by state and local government funding. Review additional opportunities through government departments.
- **Sponsorship and naming options** - In addition to current opportunities through events and building campaign, there exists the ability to generate revenue by targeting underwriting efforts for high visibility materials (newsletters, website, social media, and so on).
- **Additional Retail** – Enhancement of on-site retail shops or the addition of “satellite” opportunities that expand the revenue as well as the geographic scope of the organization.

**Partnerships:**
Community Partners  
Entrepreneurs and business community  
Colleges and internship programs

**Communications:**
Targeted media approach for strategic partners based on type of program  
All media communications to attract usage

**Resources Needed:**
Staff and volunteers  
Community groups  
Focus groups  
Creativity of thought

**Ownership/Accountability:**
Program & Services Committee  
Staff & volunteers
Action Area #4:
Work to be part of the solution
to the housing crisis

Overview:
The shortage of housing is one of the largest and most challenging needs of Wellspring clients. Regionally available, appropriate and affordable housing is a growing and complicated crisis. Rising rents, stagnant wages and landlords seeking to maximize revenue lead to evictions. Rent increases outpace wage increases which exacerbates families’ economic instability, increasing the threat of homelessness.

An emergency (a flood, a fire) can force families from their homes without warning and leave families with few, if any, options for long-term housing solutions.

What this looks like at Wellspring:

- **Prohibitive rent** – Many families looking for housing cannot afford current rent demands which can leave them accepting substandard or undersized living arrangements. Other clients cannot sustain rent rate levels or meet the amount when rent is raised by the landlord, putting them in the position to search for new/alternative housing, including opportunities in distant communities away from family and support systems.

- **Low housing inventory** – Affordable housing stock, especially in Hull and many nearby communities, has continued to contract for the last 5-10 years.

- **Conversion of housing** – Many previously appropriate properties are being purchased to be torn down or upgraded into housing far beyond the financial reach of our clients.

Goal:

*Become a resource for housing referrals by creating relationships with local landlords and references for clients as well as expanded partnerships with like-minded charities. Support on-going policy efforts in local jurisdictions to increase affordable housing appropriate for Wellspring clients.*

Partnerships:

Each city/town has a public housing authority
State Government, Section 8 vouchers are still used but new certificates are almost never awarded
Father Bill’s & Mainspring offers nightly shelter for the homeless
Friends of the Homeless
Local Landlords and housing management companies

Communications:

Open and shared resources from partnership list.
Awareness of issue and needs through social and print media
Resources Needed:
Financial support to develop programs and ideas.
Financial support to create and innovate housing solutions.
Government (local and state) shared information and opportunities.

Ownership/Accountability:
Program & Services Committee
Program staff

Action Area #5: Enhancing safety and security at Wellspring

Overview:
In these complex and often troubling times of violence and other aberrant behavior, attending to the safety and welfare of our clients, employees, volunteers and visitors is paramount. Wellspring is committed to the safety and security of all staff, volunteers and clients, both in person and on-line. We also must continue to consider weather and related risks considering our location on a peninsula.

What this looks like at Wellspring:
Wellspring fosters an open and accessible environment where clients, volunteers and visitors are equally welcome. Ours is an open building with multiple endeavors underway simultaneously, many with their own independent entrances.

- **Building access** – Wellspring must balance the need for office access with dignity and safety. A controlled entrance that is monitored either electronically or manually to inform people in the facility who is entering and for what purpose.

- **After-hours security** – Internal concerns consist of loss or damage to personal property and equipment as well as theft of same. Cash is never left in the shop/register overnight. Exterior concerns are the dumping of inappropriate “donations” that create problems for personnel and cost as it pertains to physically handling unknown items which many times cost more to throw away than common trash.

- **Client and financial information** – Hard copy and digital information is confidential and must be protected. Physical storage and digital backup systems need coordination.

- **Storm preparedness** – Wellspring needs an emergency generator in a safe location that can provide power to continue essential services and protect infrastructure. We also should explore other building enhancement to avoid or minimize flooding, as well as possible higher ground “satellite” facilities.
Goal:  
To provide the most secure and safe workplace for all who enter and rely on Wellspring, respecting dignity, compassion and quality of service.

Partnerships:  
Police and Fire 
Insurance Company 
Security consultant(s) 
Technology consultant(s)

Communications:  
Police & Fire 
Donation policies 
Exterior signage

Resources Needed:  
Security consultations 
Financial resources for purchase or lease of security upgrades as needed

Ownership/Accountability:  
Operations Director 
Audit & Risk Committee 
Staff and volunteers 
Board of Directors