

STRATEGIC PLAN

Success!



GOAL 1 – Provide support and access to services in order for residents to live independently while aging-in-place.

- » Developed four key “Areas of Wellness” to focus our programs and services that have the most positive impact on resident life.
- » Launched 19 new programs to encourage active participation in the government and assisted residents who were interested in managing their ongoing health and improving their English speaking, reading and writing.
- » Created the new Resident Life Director position and hired experienced professionals to oversee all programs and services.



GOAL 2 – Enhance corporate board and streamline house board responsibilities to improve governance and align with best practices.

- » Implemented numerous Board Best Practices such as Board assessments, Board Exit Interviews, tracking Board Volunteer hours, Code of Conduct and Conflict of Interest forms.
- » Appointed House Board Presidents to the Fellowship Square Board to facilitate input and communication across the organization’s leadership structure.
- » Offered numerous Board educational and networking opportunities, workshops, and webinars from LeadingAge, DC Pro Bono Law Center HAND and in-service topics such as Understanding Financials and The Role of Governance vs Management.
- » Created 6 new Board committees to address the complex and changing business opportunities faced by a dynamic organization such as ours.
- » Implemented “Pillars of Excellence” standards for high-performing organizations.



GOAL 3 – Enhance financial strength to ensure sustainability and self-sufficiency for Fellowship Square.

- » Secured year over year surplus cash deposits from Hunters Woods and Lake Anne.
- » Established Service Contracts between Fellowship Square and each property to identify all services performed on their behalf and to create a sustainable line of revenue to Fellowship Square.
- » Sold the Berryville property.
- » All outstanding loans owed to Fellowship Square by the properties were paid off by FY20.
- » Increased our stake in the Lake Anne redevelopment partnership.
- » Refinanced Hunters Woods reinvested \$23M in property modernization and provided Fellowship Square a developer fee.

\$ 2,236,586
FY2018-FY2020

\$735,742
FY2018-FY2020

\$596,586

\$ 801,865

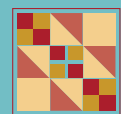
25% > 35%

\$744,360



GOAL 4 – Explore possible expansion opportunities to pursue after the 3-year planning period to position Fellowship Square for growth.

- » Vision workshop identified Growing Quality Housing as a part of our vision for the future.
- » Board Presentation given with model expansion scenario, and associated costs and potential income; new Development Committee formed by the Expansion Board.



Fellowship Square