Family Promise
of Greater Washington County

STRATEGIC PLAN

Every family has a stable place to call home and the chance to build a better future.

Approved

by the Board of Directors June 22, 2026

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LETTER FROM THE EXECUTIVE DIRECTOR

No child should be homeless.

Family homelessness is often described as hidden homelessness because it doesn't always look the way we expect homelessness to look.

Families experiencing homelessness may not be visible on a sidewalk or in an encampment. They may be sleeping in a car, living in a tent tucked away in the woods, staying in a church basement, moving between relatives' couches, and sharing one motel room with several children. They may still be getting their kids to school, going to work, and doing everything possible to keep their family together, all the while carrying the constant uncertainty of not knowing where they will sleep next.

Because it's not always visible, family homelessness is often overlooked or misunderstood. A motel room may look like housing. Staying with family temporarily may look like stability. But homelessness is not defined only by whether someone has a roof over their head on a particular night, it is the absence of a safe, stable, reliable place to call home; the absence of meaningful choice about where a family can live.

Housing is much more than shelter.

Housing is healthcare. It gives parents and children space to rest, recover, and honor their physical and emotional well-being.

Housing is educational stability. Kids can attend school, build relationships, and focus on learning when they don't have to worry about where they'll sleep.

Housing is family stability. A foundation for parents to pursue employment, address challenges, plan for the future, and create consistency for their kids.

Most importantly, stable housing gives families room to hope.

At Family Promise of Greater Washington County, we believe every family deserves a safe place to call home and the opportunity to build a better future. For over a decade, we have walked alongside families experiencing homelessness and housing instability. We provide more than a temporary place to stay. Our work is centered on keeping families together and on providing community connections, case management, housing navigation, stabilization support, and practical resources designed to move families from crisis to lasting stability.

Children should not be separated from their parents simply because a family is experiencing poverty or homelessness. Families need support that recognizes the needs of the parent, the needs of each child, and the strength of the family as a whole. By responding early and supporting beyond the immediate crisis, we can help interrupt cycles of instability that might otherwise continue across generations.

This strategic plan represents our commitment to making hidden homelessness more visible and to responding with both urgency and hope. We began this process by listening to those who know our organization and our community best. We reflected on what is working, acknowledged where we must grow, and considered the changing realities facing families across Beaverton, Hillsboro, and Forest Grove.

What emerged was a clear call: Strengthen our foundation, expand our impact, and remain present for families for years to come.

Thousands of students in our communities experience homelessness each year. Many remain unseen in traditional homelessness counts because they are living doubled up, in motels, in cars, or in other temporary arrangements. We cannot solve this alone, but we do have a responsibility to help make the invisible visible and to mobilize our community around solutions. Family homelessness is not inevitable. With stable housing, individualized support, and meaningful community, families can recover from crisis and build lasting stability.

Our strategic plan is ambitious because the need is great. It's grounded in reality because we understand the challenges ahead. It's grounded in hope because we have witnessed what families can accomplish with the right support. And it is achievable because of the support and dedication of our staff, board, volunteers, donors, congregations, community partners, and families.

This next chapter will require innovation, collaboration, courage, and persistence. Through it all, we remain guided by our mission and by one unwavering belief:

Together, we can build a community where every child has a safe place to sleep, every family has the support needed to thrive, and family homelessness is no more.

With gratitude,

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EXECUTIVE DIRECTOR

Summary

FAMILY PROMISE OF GREATER WASHINGTON COUNTY (FPGWC) VISION STATEMENT:

Every family has a stable place to call home and the chance to build a better future.

FPGWC MISSION STATEMENT:

Our mission is to equip families and vulnerable communities to end the cycle of homelessness.

4-YEAR FPGWC VISION STATEMENT:

By 2030, FPGWC will serve all children experiencing homelessness across Beaverton, Hillsboro, and Forest Grove.

2,538

We know that each year, 2,538 students are experiencing homelessness in our community. We will meet this unmet need.

Themes that Shape Us

During the planning process, our staff and board reflected on core themes that shape our organization. These themes influence how we approach our work, including:

Community

strong communities create the foundation for stability, opportunity, and well-being for our guests.

Resilience

our guests, staff, and organization are resilient, even in the face of difficult circumstances.

People Need People

supportive relationships are the safety net that help prevent individuals and families from remaining in an ongoing crisis.

No child should be homeless. By expanding our prevention, diversion, shelter, stabilization, and Beaverton Buddies programs, we will meet the unmet service needs of children and families experiencing homelessness in our community.

SECTION 03

Priorities, Goals, Action Steps, KPIs

The plan is organized around three key priorities identified through the strengths, weaknesses, opportunities, and threats (SWOT) survey. Each priority includes goals, action steps, and KPIs. The included KPI dashboard helps the organization stay accountable to achieving the goals outlined in this plan.

Priorities = overall focus areas of the plan

Goals = change that will happen over time as a result of implementing the strategic plan

Summary of Three Key Priorities and Goals:

PRIORITIES:	GOALS:
Programming	Reduce the average length of time families spend in shelter from 100 days to 80 days annually. Expand the Stabilization program from 10 families served in 2025 to 190 families by 2029. Strengthen and expand capacity for core programs so we can meet the unmet service needs in Beaverton, Hillsboro, and Forest Grove.

Internal Capacity	Increase active board membership to align with national best practices by expanding to a minimum of 7 members, with a target of 12–15 engaged board members, by the end of three years. Invest in staff retention and training to build a culture of excellence and accountability. Clarify and deepen volunteer and intern roles to strengthen organizational capacity.
Organizational Sustainability	Develop and implement a comprehensive fundraising strategy to address ongoing funding gaps and support program growth. Explore strategic partnerships, shared services, and potential mergers to increase capacity and support long-term sustainability.

PRIORITY 1

Programming

GOAL1

Reduce the average length of time families spend in shelter from 100 days to 80 days annually.

Reducing the time families spend in shelter prioritizes rapid transitions to permanent housing, reduces reliance on emergency services, and increases FPGWC's ability to serve more families. Shorter shelter stays also help minimize trauma and developmental disruption for children and families.

ACTION STEPS:

1. Refine and update the Housing Service Plan to align with a rapid-exit approach; train all staff and reinforce a shared culture of helping families exit shelter and move into permanent housing from day 1 of their intake into the program.

2. Build staff capacity through training on boundary setting and trauma-informed care to support effective client engagement.

3. Strengthen Stabilization (see Goal 2) to better support families transitioning out of shelter, including case management practices and follow-up supports. Expand staff capacity to provide family-centered economic stability supports, including training on budgeting, employment coaching, and resource navigation.

4. Strengthen landlord engagement strategy to build and maintain relationships with property owners and increase housing placement opportunities.

5. Develop partnerships with affordable housing developers and property managers to improve access to available units and pipeline opportunities.

6. Annual refresher on training on rapid exits, family-centered economic stability supports, boundary setting, and/or trauma-informed care.

KPIS:

- Program exits to permanent housing: 80% by 2029; were at 70% in 2025
- Program exits to positive housing: 90% by 2029; were at 83% in 2025
- Average length of stay in shelter: 80; the national average was 63 in 2025
- Engagement meeting with landlord/affordable housing: 3/quarter beginning 2027

goal 2

Expand the Stabilization program from 10 families served in 2025 to 190 families by the end of 2029.

Stabilization is designed to promote sustained housing stability and self-sufficiency through ongoing case management, resource navigation, and connections to economic and community supports. Expanding this program ensures that more families receive the ongoing guidance needed to maintain housing, increase income, and avoid returning to homelessness. One guest shared they are trying to break cycles of generational homelessness, showcasing the importance of sustained, relationship-based support beyond initial housing placement.

ACTION STEPS:

1. Define program eligibility criteria and establish clear parameters for which families qualify for Stabilization services.
2. Design and implement tiered levels of Stabilization support based on family needs and risk of housing instability.
3. Reach out to universities (e.g., George Fox University, Portland State University) to create an intern program; identify an MSW supervisor; expand case management capacity by establishing an intern pipeline and/or securing funding for an additional case manager; clarify roles across shelter case manager, Director of Programs, and interns.
4. Launch an intern-supported service delivery model, integrating interns into Stabilization services under supervision; create an intern training.
5. Onboarding, training, supervision protocols, and performance expectations for interns and/or additional case manager formalized.

KPIS

- Housing retention rate: 90% by 2029
- Families served through Stabilization: 20 by end of Year 1; 40 by end of Year 2; 60 by end of Year 3

GOAL 3

Strengthen and expand capacity for core programs so we can meet the unmet service needs in Beaverton, Hillsboro, and Forest Grove.

This goal focuses on building a strong, consistent, and scalable foundation across all core programs (Prevention, Diversion, Shelter, and Stabilization). By formalizing policies and procedures, strengthening partnerships, and expanding program reach, the organization will improve service quality, ensure consistency across staff, and increase its ability to support more families effectively.

ACTION STEPS:

1. Define and formalize policies and procedures for all core programs (Prevention, Diversion, Shelter, and Stabilization). Document workflows, roles, and eligibility criteria across programs.
2. Develop a comprehensive Program Policies & Procedures Manual; train staff on implementation.
3. Explore a winter rotational model with a presentation from the national office on what other affiliates have done.
4. Strengthen and expand school district partnerships, including deepening collaboration with Beaverton and exploring new partnerships with Hillsboro and Forest Grove school districts.

5 Begin phased relaunch of the Prevention.

6 Evaluate program effectiveness across all core programs; identify gaps, refine service models, and document best practices.

KPIS

- Program Policies & Procedures Manual completed and implemented by the end of 2026
- School district engagement: 1 meeting/quarter
- Prevention relaunch: by the end of 2027
- Increase capacity to meet the unmet need (2,538 students served annually): by 2030

PRIORITY 2

Internal Capacity

GOAL 1

Increase active board membership to align with national best practices by expanding to a minimum of 7 members, with a target of 12–15 engaged board members, by the end of three years.

This goal focuses on strengthening governance and organizational sustainability by increasing both the number and engagement of board members. Over the next three years, the organization will intentionally recruit, onboard, and retain additional board members who regularly attend board meetings, make financial contributions, and actively serve as ambassadors by raising funds, increasing awareness, and building community support.

ACTION STEPS:

1. Review and revise the board commitment pledge and board member job descriptions using national templates. Conduct a board matrix assessment to identify the skills, networks, and experiences needed to strengthen the board. Finalize a localized board onboarding process, including a recorded 50-minute orientation from national, a comprehensive welcome packet, and individual board engagement plan template. Clear expectations for what constitutes "active status," including attendance, financial contributions, and ambassador responsibilities, will be defined and documented.

2. Launch a targeted board recruitment campaign.

3. Onboard the first cohort of new board members using the newl onboarding process.

4. Board retreat with support from National.

5. Annual evaluation of board performance measured against board engagement plan.

KPIS:

- Board Matrix: completed and implemented by June 2026
- Board onboarding packet (board commitment pledge, job descriptions, 50-minute orientation, and individual board engagement plan template: completed by June 2026
- # of active board members: 5 new members (8 total board members) by the end of 2026, 12–15 by the end of 2028

GOAL 2

Invest in staff retention and training to build a culture of excellence and accountability.

Strengthening the organization's internal capacity by investing in staff retention, professional development, and clear performance expectations. Currently, staffing gaps due to funding loss and turnover in key roles have impacted the organization's ability to maintain and expand services. At the same time, there is an opportunity to build a stronger foundation by clarifying expectations, improving communication, and aligning roles with organizational priorities.

ACTION STEPS:

1. Staff will complete a communication training and develop a communication guide that includes clear response standards and expectations across roles.
2. Leadership will evaluate long-term leave policies to ensure they adequately support both staff needs and organizational continuity.
3. Finalize and seek board approval for an updated internal Policies and Procedures Manual.
4. Ensure a backup/coverage plan is established for all roles in the event of long-term leave.
5. Develop and implement an annual staff assessment tool that clearly defines success metrics for each role.
6. Conduct an annual staff survey and review employee benefits and compensation to better align with market standards.

7 Leadership will conduct a comprehensive staffing and workload audit to assess current capacity and identify gaps. A staffing matrix will be developed to prioritize roles that are most critical to organizational success and yield the highest return on investment, including rebuilding capacity in case management, development, and operations.

8 Implement supports to address staff burnout, particularly as case management services expand. This may include workload adjustments, wellness supports, and improved supervision structures.

KPIS

- Communication Training & Staff Guide: completed by June 2026
- Staff Policies and Procedures Manual: updated and approved by Board of Directors by September 2026
- Staff assessment and professional development plan: completed by September 2026; implemented annually
- Staff retention rate: 75%

GOAL 3

Clarify and deepen volunteer and intern roles to strengthen organizational capacity.

Building a more intentional, structured, and meaningful volunteer and intern program that benefits both the individuals serving and the organization. Currently, volunteers support important functions such as providing meals, coordinating in-kind donations, organizing and cleaning spaces, and assisting with facilities upkeep. While these contributions are valuable, there is an opportunity to better define roles, align them with organizational needs, and create a more consistent and engaging volunteer experience.

ACTION STEPS:

1. Host a Coordinator Retreat

2. Define pillar volunteer and intern opportunities, including areas such as meals, in-kind donation coordination, organization and cleaning, facilities upkeep, and case management interns. For each pillar, clear job descriptions will be developed outlining responsibilities, expectations, and time commitments. Basic onboarding materials and processes will also be created.

3. Volunteers and interns will be more intentionally integrated into organizational capacity gaps.

4. Explore a winter rotational model.

5. Begin intentionally cultivating volunteers as donors and long-term supporters. This will include creating pathways for deeper engagement, sharing impact stories, and connecting volunteers to fundraising opportunities.

KPIS:

- Host Coordinator Retreat: completed by June 2026 and annually
- Clearly defined volunteer roles, job descriptions, onboarding materials: completed by September 2026
- Volunteer retention: 65% annually
- Volunteer donations: 40% of volunteers contributing to the organization

PRIORITY 3

Organizational Sustainability

GOAL 1

Develop and implement a comprehensive fundraising strategy to address ongoing funding gaps and support program growth.

With the loss of key funding sources, the organization must strengthen and formalize its fundraising strategy to ensure financial stability and long-term sustainability. Currently, gaps in funding have impacted the organization's ability to maintain staffing levels, support core programs, and invest in growth opportunities. At the same time, there is a clear opportunity to build a more diversified and proactive fundraising approach that does not rely on a small number of funding streams.

ACTION STEPS:

1. Assess the current fundraising landscape, including existing funding sources, recent losses, and revenue gaps.

2. Review the 2026 fund development plan and create development goals and targets through 2027 by June 2026 with the support from national. The plan should include realistic revenue goals, priority funding streams, and a clear calendar of activities. The plan will be reviewed by the board of directors in conjunction with the review of the strategic plan dashboard.

3. Update the Bloomerang CRM with donor information to support baseline data tracking and donor stewardship activities.

4. Set funding goals in line with the organizational budget, and funding needs across various organizational programs in this plan.

5. In line with the fund development plan, intentionally engage in donor stewardship activities, leaning into individual donors, corporate donors, and congregational donors.

KPIS:

- Development plan for 2026 and 2027: completed by July 2026; updated annually
- Donor retention: >60% by 2029
- Establish a balanced revenue mix across funding streams: no single source exceeding 40–50% of total revenue by end of 2029
- Increase individual, corporate, and congregational giving by 20% by 2029
- achieve 95–100% of annual budgeted revenue goals each year through 2029

GOAL 2

Explore strategic partnerships, shared services, and potential mergers to increase capacity and support long-term sustainability.

Exploring collaborative opportunities that strengthen the organization's capacity, reduce duplication of efforts, and improve overall sustainability. As funding becomes more constrained and community needs continue to grow, it is increasingly important to consider models that leverage shared resources, align services, and build stronger systems of support across organizations.

ACTION STEPS:

1. Define clear criteria for what makes a strong strategic partner, including mission alignment, service overlap, geographic reach, and organizational values. Create a list of existing partnerships that meet these criteria.

2. Identify current capacity gaps, duplication of services, and areas where shared services could increase efficiency (e.g., board, HR, finance, data systems, program delivery).

3. Learn from national about successful partnerships that have happened with other affiliates; share learnings during a board meeting.

4 Identify potential 3-5 organizational partnerships that would support reduced overlap, coverage for service gaps, etc.

5 Explore partnership or merger potential with the leadership of 1-2 organizations.

KPIS:

- strategic partnerships and/or MOUs established: 5 by the end of 2029
- completion of feasibility assessment for at least one deeper partnership or merger opportunity: by Q1 2027

APPENDIX A

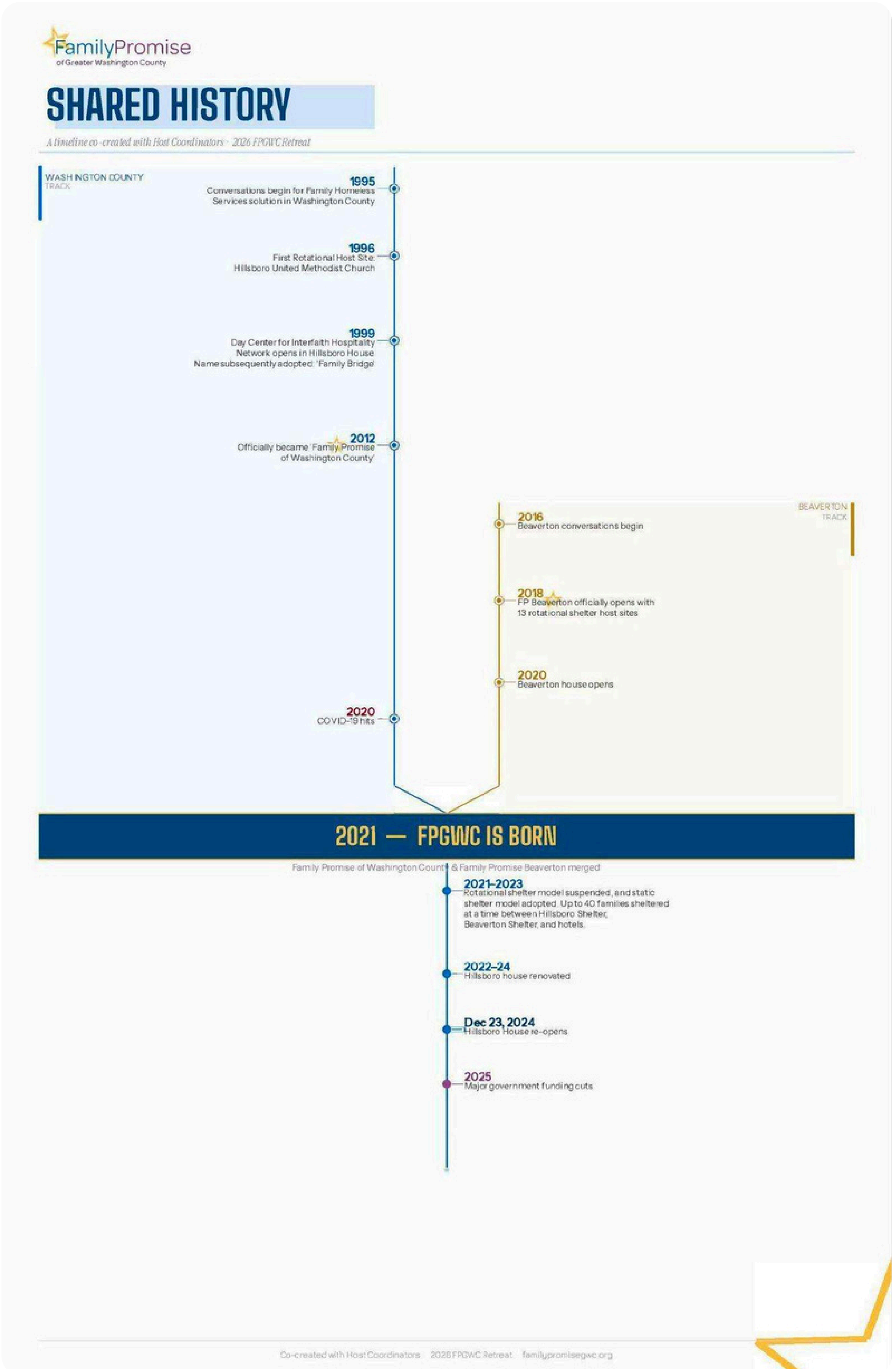
Dashboard

A dashboard has been created to hold the organization accountable for working toward the goals set in this plan. The dashboard will be reviewed by staff and the board on a quarterly basis, alongside the organization's Fund Development Plan, which will be finalized.

The Executive Director is responsible for updating the "Current" column in the dashboard, and the board is responsible for reviewing progress toward the KPIs.

APPENDIX B

Organizational Timeline

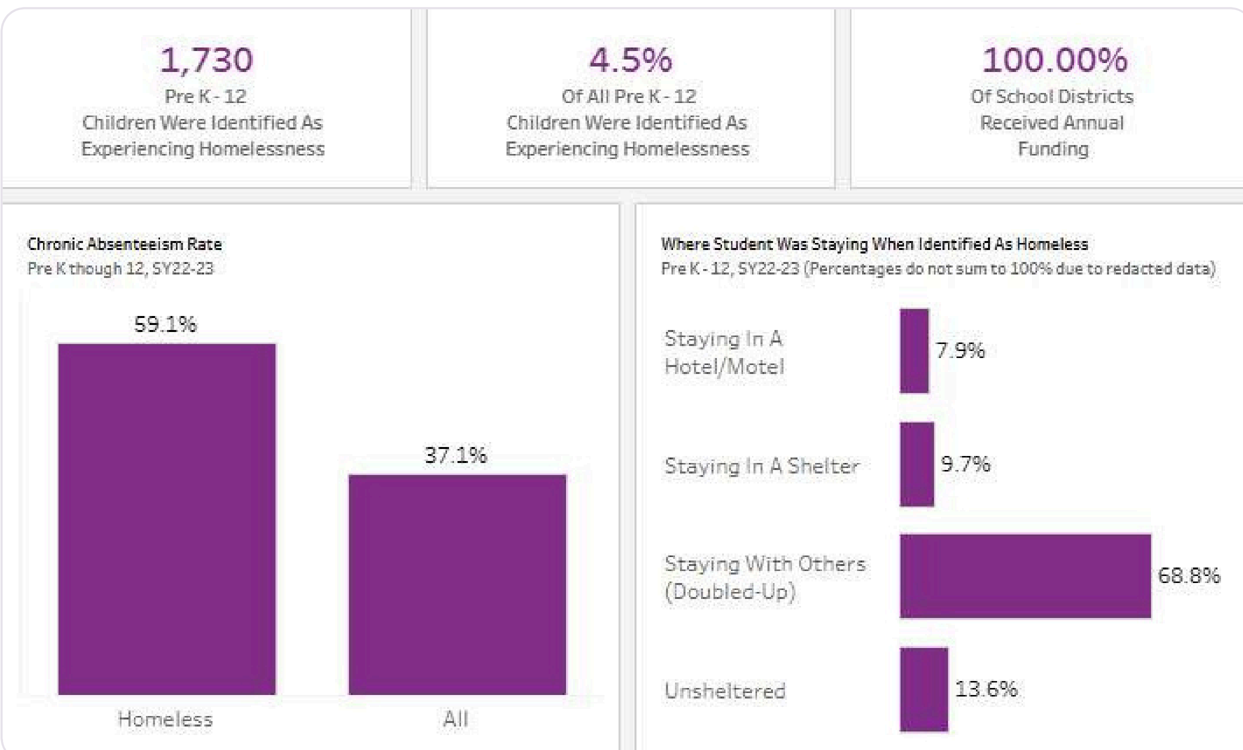


APPENDIX C

Unmet Need

We aspire to meet the unmet need for prevention, diversion, and shelter services for families with children experiencing a housing crisis, while also providing stabilization services and permanent housing solutions in Beaverton, Hillsboro, and Forest Grove. To better understand the scope of need, we reviewed school district data on the number of children identified as experiencing homelessness in each district during the 2022–2023 school year.

Beaverton School District:

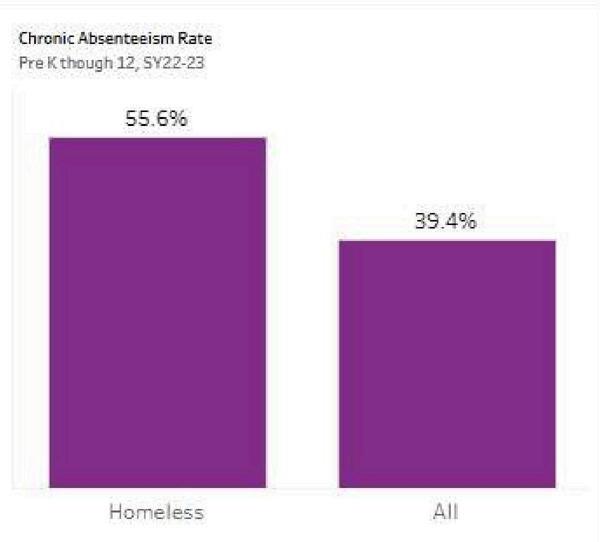


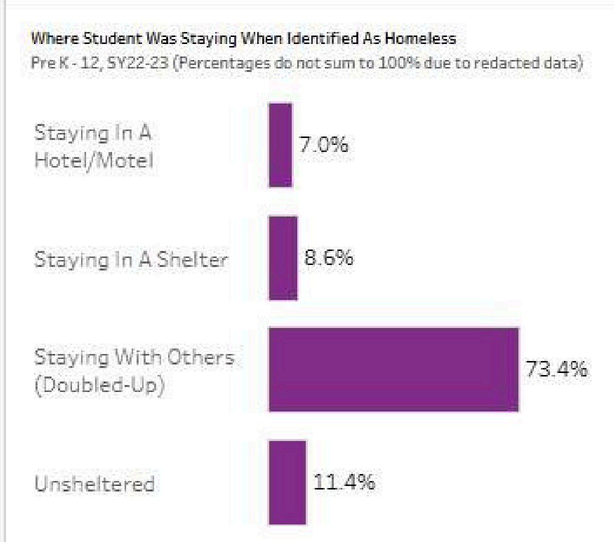
Hillsboro School District:

711
Pre K - 12
Children Were Identified As Experiencing Homelessness

3.8%
Of All Pre K - 12
Children Were Identified As Experiencing Homelessness

100.00%
Of School Districts Received Annual Funding



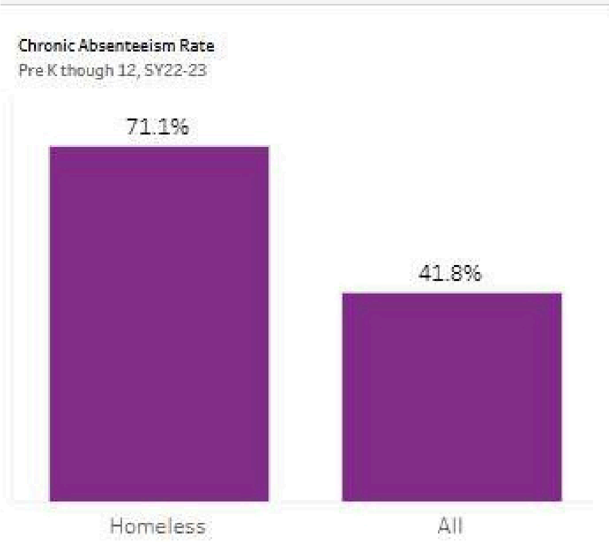


Forest Grove School District:

97
Pre K - 12
Children Were Identified As Experiencing Homelessness

1.7%
Of All Pre K - 12
Children Were Identified As Experiencing Homelessness

0.00%
Of School Districts Received Annual Funding



Across all three, 2,538 students were identified as experiencing homelessness. Our vision for this plan is to build our capacity to meet this unmet need.

APPENDIX D

Stakeholder Engagement & Planning Process

TThis strategic plan represents Family Promise of Greater Washington County's first formal, organization-wide strategic planning process. It was developed to establish a clear, measurable direction while remaining responsive to changing community needs, funding conditions, and organizational capacity.

The process was facilitated by Samantha "Sam" Church, MSW, founder and principal of SDC Strategies and former Executive Director of Family Promise of Hawaii, in collaboration with Stacey Pollard, Regional Director of the Affiliates of the West with Family Promise National. Their partnership combined local knowledge with national benchmarks, emerging practices, and lessons from across the Family Promise network.

Listening to Our Community

Staff, Board members, volunteers, Family Promise representatives, former guests, community partners, donors, and funders were invited to share their perspectives and priorities.

Of the 42 stakeholders invited, 18 completed an online survey and two former guests participated in individual interviews. Interviews were used to create a more accessible and personal way for former program participants to share their experiences.

The planning process included:

- Stakeholder surveys and former guest interviews
- Review of organizational and community data
- A strengths, weaknesses, opportunities, and threats (SWOT) analysis
- Planning discussions with staff, Board members, and Family Promise National
- A facilitated strategic planning retreat
- Development of priorities, goals, action steps, and key performance indicators

- Creation of an accountability dashboard

What We Heard

Stakeholders consistently valued FPGWC's relationship-centered, whole-family approach. Key strengths included its home-like shelter model, wraparound services, continued support after housing placement, dedicated staff and volunteers, and strong faith-community relationships.

Former guests highlighted feeling supported, the quality of the shelter environment, access to meals and essential resources, and opportunities to connect with other families.

Feedback also identified several opportunities for growth:

- Strengthen shelter, supportive services, stabilization, and transitions to permanent housing
- Improve consistent, relationship-based case management and follow-up
- Strengthen communication, accountability, staff development, and internal systems
- Expand Board, volunteer, and intern engagement
- Increase community visibility and partnerships
- Diversify revenue and strengthen fundraising systems
- Explore collaborations that increase capacity and reduce duplication

These findings were considered alongside rising housing costs, limited affordable housing, changing public funding, growing demand, and an increasingly competitive funding environment.

How Feedback Shaped the Plan

Recurring themes from the planning process were consolidated into three priorities:

Programming – Strengthen services and improve long-term outcomes for families.

Internal Capacity – Invest in the people, leadership, and systems needed to deliver consistent, high-quality services.

Organizational Sustainability – Build the funding, partnerships, and community support needed for long-term stability and growth.

These priorities were translated into goals, action steps, timelines, and key performance indicators. The strategic plan dashboard will help staff and the Board regularly review progress, celebrate accomplishments, identify challenges, and adjust strategies as conditions change.

This plan is a living roadmap shaped by the experiences and expertise of those connected to FPGWC and grounded in a shared commitment to helping families achieve lasting stability.i

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