



Mainstay

SUPPORTIVE HOUSING & HOME CARE

STRENGTHENING
OUR COMMUNITY

“Here at Mainstay, finding ways to improve the quality of our housing and programming is a never-ending process.”

LARRY OAKS | President & CEO



OUR MISSION

Mainstay delivers the services and supports that people need to thrive in their residences and communities, including person-centered home care and supportive housing.

Introduction from Board Chair



ON THE BOARD:

Robert S. Manasse, Chair

Kris Dougert

Joyce Gair

Judy Gould, Clerk

Newt H. Levee

Jeanne McHallam

Ian Macnab

Cliff Robinson

Alice Rose

Dear Mainstay Staff and Supporters,

As Board Chair, it is my privilege to introduce the new strategic plan, *Strengthening Our Community*, that will guide Mainstay's mission for the next three years.

The past five years have been a period of incredible change and growth for our organization, from bringing on a new President & CEO and taking on an entirely new program, to significant staff and organizational changes, to managing the Covid-19 pandemic. We are pleased to report that the entire Mainstay staff have taken on every challenge as an opportunity to learn, grow, and improve, and as a result, the organization has not only endured, but has become stronger.

I credit this not only to the organization's laudable mission to provide housing and care to those in need, but to the fact that our staff, at every level, are truly and deeply dedicated to our mission. They care, personally and individually, for the residents, the facilities, and the people who receive services.

While Mainstay may be a small organization, we are proud to make a meaningful difference in the lives of the people we serve.

With the launching of our new strategic plan, *Strengthening Our Community*, we will continue to value and develop the mission and our strong foundation, while continuing to build a community with residents, clients, neighbors, family and friends, and other organizations.

We thank you for joining and supporting us on this journey.

BOB MANASSE

Board Chair



"There is never a day at Mainstay where we haven't made a difference in someone's life – this is why we do what we do!"

SUSAN HORNER
COO



IN-HOME SERVICES

In the last 5 years we have...

- Assumed providing services for collaborative living programs in 7 houses serving up to 70 adults with extra needs every day
- Maximized organizational and staffing efficiency, while also increasing compensation for direct care workers by 20%
- Secured new opportunities for growth, including new partnerships with the state Department of Developmental Services and nonprofit organizations, such as Backyard Growers and Lovin' Spoonfuls

In the next 3 years we will...

- Invest in staff training and quality program offerings
- Become accredited through Commission on Accreditation of Rehabilitation Facilities (CARF™)
- Pursue further opportunities for sustainable growth and improvement



HOUSING SERVICES

In the last 5 years we have...

- Secured \$515k worth of energy efficiency upgrades for our portfolio of 16 buildings
- Expanded our ownership and property management portfolio by acquiring a supportive housing residence in the Hyde Park neighborhood of Boston
- Hired a full-time asset manager to work alongside our housing services team to ensure greater fiscal stability and efficiency as well as higher revenues
- Maintained portfolio-wide occupancy levels at over 90%, including during the Covid-19 pandemic, by focusing on sound public health principles

In the next 3 years we will...

- Continue to expand our portfolio through acquisition of existing buildings as well as pursuing new development
- Expand our property management portfolio
- Renovate and upgrade buildings to better suit current and future needs



ADMINISTRATION & FINANCE

In the last 5 years we have...

- Formed a staff Leadership Team of six professionals with over 100 years of management experience among them
- Recruited a highly qualified CPA to oversee our \$4.5M budget
- Modernized systems and practices to increase efficiency, including updating software, shifting to a paperless environment, downsizing our administrative offices by more than 50%, and allowing our administrative staff to work remotely

In the next 3 years we will...

- Continue to improve efficiency and maintain best practices
- Expand financial management services
- Support private fundraising through grants and donations

“Mainstay continues to improve the lives of every tenant that we house, and every client that we serve.”

RON QUIMBY
Director of Housing Services





THE WIDER WORLD



ADVOCACY

Serving our community must include advocating for them as well. During the pandemic, Mainstay successfully engaged in advocacy when it immediately impacted the organization. We submitted testimony to MassHealth and rallied residents' families to seek and secure increased funding and flexibilities during Covid.

We will continue to engage in advocacy, and will expand our efforts to include not just policies that directly impact Mainstay, but also those that impact our clients, residents, frontline staff, and the nonprofit field. We will advocate with their needs in mind and include them as stakeholders in the process.



BOARD DEVELOPMENT AND GOVERNANCE

In the past five years, we have expanded our Board of Trustees from five people to nine, increasing the time, skills, and resources that our Board is able to give to the organization. We will add more members and will consciously work to ensure that our Board reflects the communities we serve.



DIVERSITY, EQUITY, INCLUSIVITY, ACCESSIBILITY, BELONGING, SUSTAINABILITY, AND JUSTICE

Mainstay strives to create a community where all members and potential members feel welcomed and valued. To that end, we will systematically review and improve our policies, practices, training, and activities. This is not a one-time project or one that will live only on paper, but a daily practice and way of considering the world and our place in it.



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mainstayliving.org

