



Our Core Belief:

We believe everyone should have a safe place to live, a respected place in the community and the opportunity to succeed.

In light of that belief, our vision is:

A community in which everyone has a safe place to call home and the resources they need to thrive.

We will move towards that vision by enacting this mission:

We strengthen communities and provide pathways to economic and personal opportunity through affordable housing, educational programs and support services.

We will accomplish mission in a manner consistent with our core operating values:

- **Respect:** We believe that all people should be treated with respect and dignity. We appreciate and recognize the value that each person – whether a resident, employee, board member, vendor, community partner or donor - brings to our work and to the community.
- **Empowerment:** We believe in the power of autonomy, self-determination and the efficacy of personal commitment to advancing personal and organizational goals. In keeping with these principles, we maintain an environment in which staff and clients have the ability to make decisions about their personal well-being and organizational direction as often as possible.
- **Inclusiveness:** We value and embrace diversity in all its forms. We are intentional in our actions to hire, engage and serve individuals with diverse characteristics related to ethnicity, gender, socio-economic position, legal status, ableness and age – with particular attention to be representative of the communities we work within. We know that including various perspectives and experiences will make our decision-making stronger, the impact of our programs greater and the community richer.
- **Collaboration:** We believe we are stronger together than independently and that great things come from the blending of ideas and strategies. We greatly value partnerships, internal and external – as a means to leverage community resources, heighten impact and drive individual and community change.
- **Integrity:** We are transparent, accountable and ethical in our work, communications and stewardship. We hold these standards of behavior for each other, our donors, the people we serve and the broader community.

Hope Communities: Strategic Initiatives: 2018 - 2021

Goal 1: Maintain and expand the number of service-enriched affordable housing units available to area residents.

- Objective 1.1: Research and pursue development opportunities to expand the inventory of Hope Communities' apartments. Target a 30 percent increase in units by 2023.
- Objective 1.2: Identify and form relationships with community collaborators with whom Hope Communities could partner to secure and/or build additional units, as well as program space. Target at least six new or renewed relationships each year.
- Objective 1.3: Design conceptual designs and define/establish potential partnerships to further housing and program expansion on existing Hope sites by December 2018.
- Objective 1.4: Conduct regular maintenance and make strategic improvements to properties to ensure high quality living conditions for residents and ample space to conduct vital programs and services.

Goal 2: Revitalize and expand programs available for children and adults at Hope Communities properties.

- Objective 2.1: Invest in leadership to institute rich programs at all locations.
- Increase the employee base and build capacity of staff to allow for client-centered program design/implementation, appropriate case management and resource navigation at all sites by June 30, 2018. Increase the number of employees and ensure they have essential skills to complete all functions of their jobs as appropriate for facility and program growth.
 - Provide staff training and then institute a process to instill continuous improvement and accountability to mission at all sites. One vital aspect of program accountability will be to initiate welcome interviews/assessments for all new residents of Hope properties prior to June 30, 2018. Identify strengths, challenges, goals. Begin gathering data on existing residents, with a target of quarterly. Maintain process to measure gains. Complete and exit interview.
- Objective 2.2: Strengthen current programs and expand program activities for children at all sites to support academic growth, healthy lifestyles, recreation, arts and culture, social-emotional development and critical decision-making skills.
- Identify a minimum of two community partners to regularly offer services/activities to children at the Gardens by June 1, 2018.
 - Achieve a schedule with activities at least two days a week at the Gardens by March 31, 2018. Develop and implement a schedule of activities for five days a week by June 30, 2018.
 - Implement organized programs for children (K-12) during regularly scheduled breaks from school. Given appropriate funding, host robust summer programs for children at the Gardens and Hidden Brook in 2018, 2019, 2020.
 - Establish and host regularly scheduled Girls' Clubs for teens at the Gardens and Hidden Brook by April 30, 2018. Investigate groups for younger girls by June 30, 2018.
 - Work with community partners to expand the Ready Tots program to 2 days a week at Hidden Brook and to initiate a similar parent/toddler group at the Gardens.
 - Develop and begin implementing a robust tracking/evaluation system to monitor advancement of competencies of children by May 31, 2018.

Objective 2.3: Reinforce and expand programs to help adults gain skills required for livable-wage jobs and set a pathway for economic opportunity. Offer other classes related to parenting, personal goals and wellness, as identified by the residents. Make provisions for adults to access financial literacy, home ownership classes.

- Develop and begin implementing job readiness and financial literacy programming for adults and youth by May 31, 2018.
- Establish a resident advisory group at the Gardens to act as a liaison and provide valuable information regarding residents needs by February 28, 2018.
- Identify jobs that are of interest to residents that have livable wages. Work with area partners and create programs as necessary to ensure successful training, placement and retention of jobs by September 1, 2018.
- Identify at least one career path program and entry points for adults into training programs by September 1, 2018. Identify/help to build at least one more career path programs by January 1, 2019. Look for other opportunities to engage in.
- Design and implement programs to assist refugee clients with job skill attainment, improved job placement and successful community integration.

Objective 2.4: Facilitate workshops and activities to promote health and wellness for adults and children - to increase quality of life and decrease the number of sick days from school and work.

Objective 2.5: Design and begin implementing a Community Connector Program at Hidden Brook by January 1, 2018 and at the Gardens by March 31, 2018 – to assist with bridging social and cultural bonds between residents and staff.

Objective 2.6: Strengthen and leverage relationships with community agencies, nonprofits and civic programs to provide more programs and resources for children and adults at each property.

Objective 2.7: Develop and begin implementing a robust tracking/evaluation system to monitor advancement of self-sufficiency and community integration competencies of adult residents by May 31, 2018. Use outcome data to revise programs to create the greatest possible impact.

Goal 3: Ensure financial viability to support expanded capacity of the organization to serve residents and the community.

Objective 3.1: Build a strong fundraising arm of the organization to increase foundation, business, faith-based and individual contributions to support program expansion, housing development and vital facility improvements. Develop specific action plans for growth and stewardship for each component by March 31, 2018. Increase revenues in all categories by June 30, 2018.

Objective 3.2: Secure at least one capacity-building grant (target \$100,000 for a minimum of two years) to allow expanded staffing to fulfill strategic goals by April 1, 2018.

Objective 3.3: Complete smooth transitions in ownership and financing for properties reaching the end of compliance periods.

Objective 3.4: Disassociate commercial properties that do not support the mission.

Goal 4: Strengthen the visibility and reputation of the organization with regulators, city officials, partners, collaborators, investors and donors.

- Objective 4.1: Rebrand with a newly defined mission, vision and tag line by March 31, 2018. Immediately update the web site, electronic communications and periodic printed materials. Begin the shift in marketing literature, with complete transitions by December 2018.
- Objective 4.2: Enhance marketing, and communications efforts on behalf of the organization across multiple platforms and venues. Improve the capacity and effectiveness of print collateral, electronic communications, social media, earned media, the web site and public appearances/presentations.
- Objective 4.3: Implement a plan for community outreach and engagement in the community, to re-establish Hope Communities as a leader in the affordable housing and supportive services community. Target a minimum of 4 (once a quarter) community presentations by Hope staff/board within the fiscal year.
- Objective 4.4: Develop key messages and clear strategies for staff, board and volunteers to convey the mission and impact of Hope Communities to key regulators, investors and the public by February 15, 2018. Develop and distribute at least one message for board, staff and regular volunteers to share at least six times per year.
- Objective 4.5 Build an engaged, network of individuals, funders, volunteers and community agencies to support our efforts to achieve our mission. Identify strategic partners for the management team and board to maintain regular communications with by March 1, 2018. Target (and record) some communication with these contacts on a quarterly basis. Revise the list of partners to engage, and assignments, annually.

Goal 5: Ensure strong and inclusive leadership to take the organization forward. Build and maintain a strong board and governance structure to fulfill essential fiduciary responsibilities related to planning, fiscal stability, fundraising and oversight. Build and strengthen the employee team.

- Objective 5.1: Recruit additional directors to the board to ensure a full scope of skills and experiences ideally present – including knowledge of nonprofit finances, fundraising, effective programming, housing development, policy and advocacy.
- Revitalize committees of the board to effectively leverage time, commitment and impact. Establish and execute on a regular schedule of meetings for the finance, development, real estate, program committees by June 30, 2018. Institute quarterly meetings at a minimum.
 - Design and implement a fundraising boot camp for directors to participate in by March 1, 2018.
- Objective 5.2: Build capacity of the employee team to ensure strong leadership and implementation of expanded facilities and programs.
- Hire new program staff to run vital programs and supervise program growth.
 - Hire and appropriately allocate staff resources to establish and strengthen community partnerships to provide enhanced programs and leverage resources for residents of Hope Communities.
 - Recruit MSW interns to assist with case management and program delivery.
 - Incorporate the use of skilled volunteers to support programmatic and administrative needs across the organization.
 - Be strategic and deliberate in securing professional development for all staff to ensure our ability to meet compliance requirements, maintain a trauma-informed environment for all residents and confidently complete all functions of each job.