

2026 Strategic Plan and Tactics:

Advancing Housing Stability, Economic Mobility & Thriving Communities

Affordable Housing

- 1. Expand and protect long-term affordable housing supply.**
Pursue opportunities to increase rental unit inventory through new construction, strategic acquisition/rehab, and land-banking to secure future development sites that meet community needs.
- 2. Strengthen the financial sustainability of properties.**
Complete the refinancing of Hidden Brook by mid-year and evaluate a broader, integrated scatter-site financing strategy. This may include responsibly leveraging equity to address capital improvements and enhance long-term property viability.
- 3. Maximize housing stability for residents.**
Improve occupancy and retention across all properties through proactive resident engagement, coordinated support services, and operational excellence.

Programs

- 1. Deliver high-impact, resident-centered programs at all sites.**
Maintain and continuously strengthen comprehensive, customized programming that aligns with the priority framework shown. Serve a minimum of 6,000 individuals with housing, programs, services, and resources. Any program expansion, adaptation, or reduction will be evaluated using this priority order to ensure mission alignment and maximum impact.
 - Affordable Housing
 - Basic Needs
 - Economic Mobility
 - Community Integration
 - Health & Wellness
 - Youth Development & Resiliency
 - Community-Building

Organizational Capacity

- 1. Modernize technology to strengthen mission delivery.**
Complete organization-wide technology upgrades, including cloud server migration, Windows 11 transitions, enhanced cybersecurity for on-site and remote work, and full compliance with evolving security standards.
- 2. Expand organizational reach through enterprise models.**
Explore opportunities to scale Hope's program model—and potentially its property management approach—through contractual partnerships, fee-for-service arrangements, or other enterprise strategies that extend our impact.
- 3. Grow and diversify revenue for long-term sustainability.**
Strengthen fundraising efforts to fully support programs and services, including achieving a 20% increase in total annual individual contributions from 2025 to 2026 and expanding diversified revenue streams.
- 4. Attract, invest in, and retain an exceptional team.**
Prioritize effective recruitment, competitive compensation, ongoing professional development, and supportive leadership practices to ensure a highly skilled and mission-aligned staff capable of delivering the greatest possible impact.