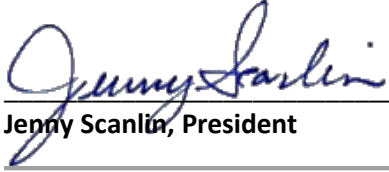


RESOLUTION TO ADOPT BUILD HOPE INC 5-YEAR STRATEGIC PLAN



Jenny Scanlin, President

Purpose: To adopt a Five-Year Strategic Plan for Build Hope Inc.

Issues: In March 2023, Build Hope Inc. (BHI) entered into a limited consultant contract aimed at enhancing its operational and governance capabilities as an affiliated nonprofit. The consultant's focus encompassed four major areas of impact: (1) developing of a strategic plan, (2) establishing a robust governance framework, (3) refining internal operational structures, and (4) developing a comprehensive fundraising plan.

Based on input from the board during the November 2023, December 2023 and March 2024 board meetings, we have refined BHI's Strategic Plan, resulting in a finalized plan ready for adoption.

Attachments:

1. Resolution
2. Five-Year Strategic Plan

RESOLUTION NO. _____

RESOLUTION ADOPTING BUILD HOPE INC.'S FIVE-YEAR STRATEGIC PLAN

WHEREAS, since its inception in 2002 as a non-profit affiliated with the Housing Authority of the City of Los Angeles (“HACLA”), Build Hope Inc. (and in its initial iteration, Kids Progress Inc.) has had the residents and clients of HACLA at the heart of its mission and vision; and

WHEREAS, Build Hope Inc. is designed to increase the visibility of the needs of HACLA residents, define and implement solutions through partnerships and programming, and provide a bridge for increasing private and public philanthropic giving in service of improving the lives of HACLA’s communities; and

WHEREAS, in order to ensure the work of Build Hope Inc. remains relevant and the implementation of its vision is matched with a plan that understands the landscape of resources and growth requirements of the organization the Board of Directors has undertaken a year-long process to evaluate Build Hope Inc.’s progress and develop a path for organizational and programmatic improvements; and

WHEREAS, the Build Hope Inc Five-Year Strategic Plan has been formed after thorough studying of a variety of non-profit models and with input from Build Hope Inc.’s current Board of Directors and Officers as well as third parties and field experts in fundraising, organizational and program development.

NOW, THEREFORE, IT BE RESOLVED that the Build HOPE, Inc. Board of Directors: 1) approves and adopts the Build Hope Inc. Five-Year Strategic Plan; 2) adopts “Advancing economic equity and overall well being of HACLA’s communities” as its revised mission statement; and 3) authorizes the President, or designee, to administer Build HOPE, Inc. operations and related programs in accordance with the adopted Five Year Strategic Plan.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately.

APPROVED AS TO FORM:

BUILD HOPE, INC.

By: _____

General Counsel

Cielo Castro, Chairperson

Date Adopted: _____

I HEREBY CERTIFY that the foregoing resolution is a full, true and correct copy of a resolution adopted by the Governing Board of Build Hope, Inc. at its meeting held on May 9, 2024.



I. EXECUTIVE SUMMARY

Mission

Advancing economic equity and overall well-being of HACLA’s communities

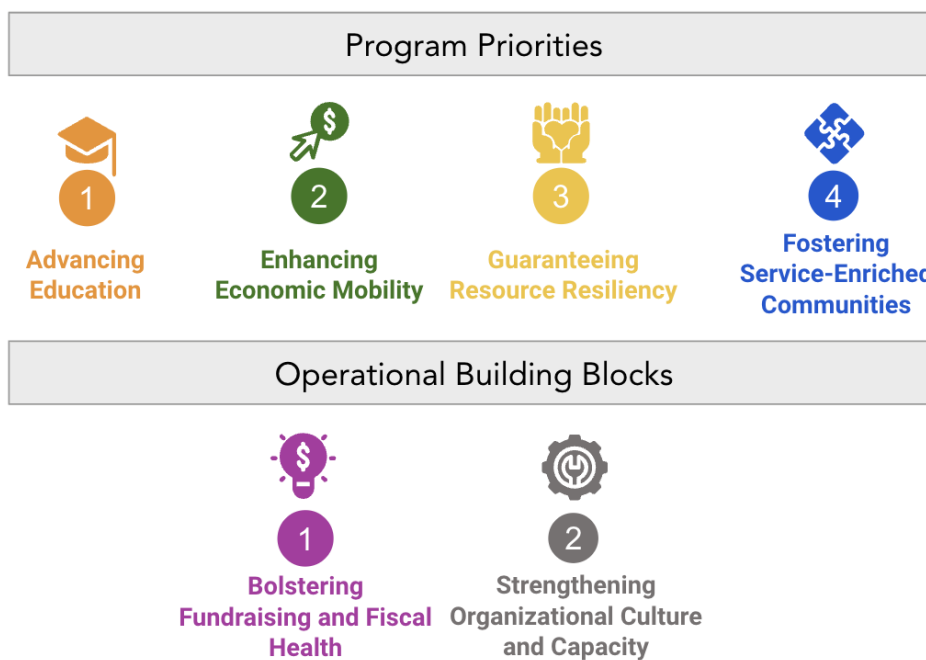
Overview of Strategic Plan

Build Hope Inc. (“BHI”) has undergone a meticulous strategic planning process aimed at refining its purpose and enhancing programmatic and operational strategies for five years of operation spanning from June 2024 to May 2029. This process, conducted in multiple phases, involved stakeholder interviews, a thorough literature review, and a comprehensive landscape analysis. Data garnered from these phases informed the development of a Strengths, Weaknesses, Opportunities and Threats (“SWOT”) analysis, which was used to guide the revised purpose and mission statement and the recommended program and operational priorities.

The Strategic Plan fine-tunes BHI’s purpose and refines its programmatic and operational strategies for the next five years. BHI will focus on education attainment, economic equity, resource resilience, and service coordination for HACLA residents. BHI will tackle urgent issues affecting the overall well-being of these underserved communities through direct programming, resource mobilization, partnerships and innovative pilot programs.

Program Priorities & Operational Building Blocks

As a result of the strategic planning process, BHI identified four strategic program priorities and two essential operational building blocks. BHI will invest in advancing education, enhancing economic mobility, guaranteeing resource resiliency, and fostering service-enriched communities. Simultaneously, operational building blocks will be prioritized, including bolstering fundraising and fiscal health and strengthening organizational culture and capacity.





I. ORGANIZATIONAL HISTORY

Build Hope, Inc. was created under the name Kids Progress Inc. (“KPI”) in 2002 by the Housing Authority of the City of Los Angeles (“HACLA”) to ensure that low-income residents living HACLA’s properties or receiving Section 8 assistance receive the full social, health, educational and work opportunities to which they are entitled, and to enhance quality of life through long-term academic and economic success.

In 2020, KPI was rebranded and its name was changed to Build Hope, Inc.. Although originally incorporated to service all of HACLA’s communities, the primary beneficiaries of its operations and resources were residents of HACLA’s largest public housing sites. The goal of the rebranding and refocus was to make a concerted effort to broaden the expanse of its services to include HACLA’s growing Asset Management portfolio of properties serving homeless, seniors and those at risk of homelessness as well as the diverse households in HACLA’s Housing Choice Voucher Program under Section 8. In 2021, BHI hired a communication consultant to assist with developing a logo and a new website. As part of the branding strategy, BHI revised its mission statement and priority areas.

In addition to fulfilling HACLA’s mandate of safely housing residents, BHI is dedicated to improving life outcomes and addressing intergenerational poverty. It does this by focusing on four key areas:

- Healthy Lives - creating a culture of health
- Paths to Growth - ensuring access to jobs, career development and financial security
- Education & Enrichment - facilitating formal and continuing education and access to enriched experiences
- Covering the Basics - guaranteeing residents the basic needs to allow them to pursue their goals with serenity and confidence

BHI serves individuals and families living in public housing, Section 8 and other residential housing units owned or operated by HACLA. BHI’s services stretch across some of the most underserved communities in the City of Los Angeles from Watts to Mar Vista to Chinatown to Boyle Heights to San Fernando Valley. More than 137,000 Angelenos live in a home developed, managed or funded by HACLA. The majority of residents are Hispanic (74%) or African American (22%) and have an average annual family income of \$24,000.

In December 2022, Officers of BHI recommended the Board of Directors consider the hiring of a permanent full-time executive director and to develop an organizational plan to bolster the capacity of the non-profit to meet its mission. In response and support of this intent, in 2023 the Board of Directors agreed to engage a third party consultant and undertake a deep examination of how best to support organizational capacity-building and revisit the organization’s primary goals and programmatic areas.



II. STRATEGIC PLANNING PROCESS: METHODOLOGY AND ENGAGEMENT

BHI is at a pivotal juncture in its evolution and trajectory. BHI's success and constraint over the years has been tethered to its unique position as an independently governed 501(c)(3) non-profit organization affiliated with HACLA. This affiliation has afforded BHI the opportunity to access donations and resources inaccessible to government agencies, enabling the development of programs such as the successful Build Hope Inc. Scholarship. However, BHI's capacity to maximize these resources and further establish its programming foothold has been constrained by its current staffing and governance framework.

Recognizing the need for strategic evolution, BHI took decisive action in March 2023 to develop a strategic plan. This plan is designed to leverage the organization's existing strengths while charting a course toward greater independence and structural cohesion. By doing so, BHI aims to better serve the needs of HACLA residents and communities.

The strategic planning process utilized a multi-phased approach, leveraging stakeholder interviews, a thorough literature review, and a comprehensive landscape analysis. This rigorous methodology was instrumental in refining BHI's purpose and enhancing both its programmatic initiatives and operational strategies for the next five years.

- Stakeholder interviews: Interviews were conducted with a variety of stakeholders including HACLA staff, BHI board members, BHI partner organizations, Los Angeles-based funders, other public housing agencies, and government-affiliated nonprofits. See Appendix A for full list interviewees.
- Literature review: A deep review of HACLA and BHI's organizational materials was conducted. This included HACLA's 25-Year Vision Plan, Annual Reports, organizational charts as well as BHI Bylaws, Articles of Incorporation, current Memorandum of Understanding (MOU) between HACLA & BHI, current and past grant applications, board agendas and documents, and historic operating budgets.
- Landscape analysis: To better understand the broader context, targeted research was conducted focused on public housing authorities with similar nonprofit organizations, LOMOD, local community development and economic development corporations, and local nonprofits focused on similar program areas. See Appendix B for a sample of this landscape analysis focused on key resident programs across a handful of public housing authorities.

Key Themes that Emerged

Data from the multi-phased process was compiled and a SWOT analysis (see Appendix C) was developed. Six themes emerged from the SWOT analysis and stakeholder interviews. These themes were used to guide the revised purpose and recommended program and operational priorities and are describe here:

ATTACHMENT 2 - STRATEGIC PLAN



1. *There is excitement for BHI:* Majority of staff, partners, and funders expressed enthusiasm for the creation of BHI as an independent nonprofit, recognizing its potential to further impact the lives of HACLA residents.
2. *Connection and affiliation to HACLA is a strength:* All stakeholders identified the connection to HACLA as a real strength because of its strong reputation and extensive network. BHI should not shy away from this connection but rather leverage it. A strongly branded private-public partnership with HACLA can be a real asset for BHI.
3. *BHI has the potential to become a leader in program and service coordination and delivery:* Service coordination and partnership management were identified as one of the greatest needs. With BHI, HACLA has the opportunity to strengthen service delivery to residents and develop best in class models.
4. *BHI's existing programs and services are strong building blocks:* BHI has an existing portfolio of well-established, high-quality programs. There was agreement that BHI should focus on strengthening and expanding these programs - ensuring equitable distribution of resources - rather than starting new ones.
5. *Resident relations and communication are both a strength and a challenge:* Residents trust HACLA, which will be helpful as BHI establishes itself within the community. At the same time, resident engagement in existing services can be inconsistent and serving HACLA's scattered communities, including smaller properties and Section 8 tenant voucher holders is difficult. To be successful, BHI will need to incorporate comprehensive outreach and communication strategies within its program areas.
6. *HACLA can lead innovation well:* Many Public Housing Authorities ("PHAs") have nonprofits to support resident services and programming but none of the authorities researched have stand-alone nonprofits with their own staff, board of directors, governance structure and organizational infrastructure. HACLA's peers are eager to learn from HACLA's process and the results of innovating around how it can better use and operate within this opportunity of expanding its non-profit role and independence.

IV. MISSION AND PURPOSE

BHI is committed to serving as a central coordinating entity, mobilizing a diverse network of partner organizations to collectively tackle urgent issues affecting the overall health of HACLA residents. Through direct programming, strategic partnerships, and innovative pilot programs, BHI will advance economic equity and overall well-being of HACLA communities.



Backbone

Becomes the backbone organization supporting economic equity and wellbeing for HACLA communities



Coordination

Takes on the responsibility of coordinating resources for residents, private funding, and unique partners



Innovation

Launches innovative pilot programs where services are lacking

Based on the proposed priorities and strategies, BHI’s revised mission statement is: “Advancing economic equity and overall well-being of HACLA’s communities.” The accompanying tagline is: “Promoting pathways to opportunity.”

V. STRATEGIC PRIORITIES: PROGRAM PRIORITIES & OPERATIONAL BUILDING BLOCKS

Housing is a foundation of poverty alleviation, but housing alone cannot lift individuals out of poverty. HACLA understands that affordable housing is successful in the human stories it tells, not just the physical environment we create. Change happens when individuals have equitable access to quality opportunities, such as education, jobs and training, technology, self-sufficiency resources, and services that enhance well-being and overall quality of life.

For two decades, BHI has been enhancing the quality of life and overall well-being of HACLA residents through various programs, support services, and resource resiliency. Building on these successful collaborations and partnerships, BHI now aims to focus its efforts on the following four strategic priorities and two operational building blocks over the next five years. All six priorities are interconnected, each emphasizing crucial areas of quality and growth areas. Anchored in stakeholder input, Board of Director insights, and the vision of HACLA's executive team, each strategic priority has initiatives and goals that serve as benchmarks for measuring progress and success toward the overall program outcomes.

Build Hope Inc. will remain dedicated to serving all residents and communities within HACLA, with programming and services being launched strategically in HACLA’s communities or with its populations that appear to be the least well-served by other partners and resources. BHI will maintain its support for programs already serving affordable housing and Section 8 residents, such as the Scholarship Program and its connected Project SOAR partnership. As BHI refines its programs and services, it will gradually broaden its scope to encompass more residents of affordable housing and Section 8. BHI is steadfast in its commitment to swiftly extend support to these communities and will actively seek opportunities to pilot innovative initiatives as they arise.

Program Priorities

During the strategic planning process, four key strategic priorities were identified. BHI will focus on implementing Priorities 1, 2, and 3 within the initial four years of operation, with Priority 4 is slated for launch in the fifth year.



The intent of this Five Year Strategic Plan is to be data-informed and data-driven. To that end each Program Priority has been developed into a Knowledge Graph (Appendix E) tracking the Priorities and their related Initiatives, Goals, and Outcomes. By developing a Measurement Plan, BHI, its Board of Directors and funders can be directed by milestones of change and identify signs of progress. The Knowledge Graph, as a tool, will help improve the selection of metrics and collection method by each program team. With an algorithmic approach, BHI will be able to highlight areas where there is success and investments should be increased as well as areas where initiatives are not as impactful as initially anticipated and change of course or improvements can be enacted.

Incorporated below is a highlight of the initial expectation for each Program Priority and suggested year for its initiation.

Program Priority #1 Advancing Education

Objective: Expand partnerships, foster collaborations, and pilot innovative ideas to ensure HACLA residents have access to high-quality educational programs.

Initiatives and Goal:

1. **Provide comprehensive college and postsecondary supports through BHI's signature Scholarship Program and Project SOAR partnership (YEARS 1-5)**
 - Goal 1: Increase the number of BHI scholarship applicants and awards.
 - Goal 2: Boost resident participation in Project SOAR across sites.
 - Goal 3: Enhance college matriculation and persistence rates of Project SOAR participants.
 - Goal 4: Improve FAFSA or equivalent financial aid application completion rate by the priority deadline annually.



2. **Ensure access to quality adult education programming (YEARS 2-5)**
 - Goal 1: Increase residents completing ESL courses.
 - Goal 2: Raise the number of residents obtaining high school equivalency diplomas or recognized equivalents.
 - Goal 3: Expand work experience offerings at HACLA sites, aligned with certification requirements.

3. **Support innovative programs to address chronic educational issues (YEARS 3-5)**
 - Goal 1: Implement targeted interventions and establish collaborative partnerships to reduce the dropout rate annually.
 - Goal 2: Develop interventions and partnerships to support families and students with special needs.
 - Goal 3: Enhance awareness and reduce chronic absenteeism by fostering partnerships with schools and community organizations.

Outcomes for Advancing Education Priority:

1. Increased Postsecondary Enrollment and Higher Degree Attainment:
 - Initiatives aimed at supporting educational attainment lead to an increase in enrollment in postsecondary education institutions as well as an increase in associate and bachelor degree holders across HACLA's communities, contributing to overall socioeconomic advancement.
2. Improved High School Graduation Rates:
 - Implementation of strategic initiatives results in improved high school graduation rates across HACLA communities, fostering a culture of academic achievement.
3. Enhanced Attendance and Engagement:
 - Efforts to address chronic absenteeism lead to noticeable improvements in attendance rates across HACLA communities, ensuring students are actively engaged in their educational journey.
4. Enhanced Access to Specialized Education Services:
 - Strategic initiatives result in increased access to specialized education services and resources for students with disabilities within HACLA communities, promoting inclusivity and support for diverse learning needs.

Program Priority #2 Enhancing Economic Mobility

Objective: Deliver programming that improves the financial well-being of HACLA families through career coaching, workplace readiness training, financial literacy, and youth employment.

Initiatives and Goals:

1. **Manage the Gateway to Jobs & Careers Program for youth ages 14 - 30 (YEARS 2-5)**

ATTACHMENT 2 - STRATEGIC PLAN



- Goal 1: Maintain and strengthen relationships with employers participating in youth employment programs.
 - Goal 2: Annually increase the number of youth placed in diverse job placements, work experiences, and internships.
 - Goal 3: Expand job opportunities for youth by partnering with local businesses and organizations to create new work experience opportunities.
 - Goal 4: Equip youth with essential job readiness skills through training workshops and experiential learning opportunities.
2. Enhance the job readiness skills and capabilities of HACLA residents who are not currently job ready, empowering them to successfully enter the workforce and secure and maintain employment opportunities (YEARS 4-5)
- Goal 1: Formalize collaborative partnerships and streamline referral processes between BHI, WorkSource center, and HACLA Section 3 team, enabling seamless referrals of participants between entities to enhance access to employment services and resources.
 - Goal 2: Design a training program focused on building soft workplace readiness skills to ensure residents are ready for employment.
 - Goal 3: Offer personalized 1:1 coaching sessions to residents throughout their first year of employment.
 - Goal 4: Create an emergency fund program to offer financial assistance to residents and families encountering obstacles that jeopardize their ability to gain or sustain employment.
 - Goals 5: Implement systems for data sharing and tracking of outcomes between BHI and Worksource Center, monitoring residents advancement towards job readiness and eventual employment placement.

Outcomes for Enhancing Economic Mobility Priority:

1. Improved Economic Mobility:
 - Initiatives focused on providing work readiness programs and financial assistance alleviate financial strain and contribute to improved economic mobility for youth and adults within HACLA communities, enabling them to pursue career advancement opportunities and achieve higher earning potential.
2. Reduction in Youth Unemployment:
 - Successful management of the Gateway to Jobs and Careers program leads to increased employment prospects for HACLA youth and a reduction in youth unemployment rates within HACLA communities.
3. Decreased Job Loss:
 - Efforts to address key employment challenges such as transportation, childcare, and health concerns result in a decrease in the rate of job loss among HACLA residents, ensuring they can maintain employment.



4. Higher Employment Rates:

- Implementation of job placement, career coaching, and financial literacy initiatives results in higher employment rates among HACLA youth and adults.

Program Priority #3 Guaranteeing Resource Resiliency

Objective: Ensure residents' basic needs are covered safeguarding HACLA communities against deprivation of fundamental necessities. The core objective is to create systems that not only provide immediate relief but also set the foundation for long-term resource abundance.

Initiatives and Goals:

1. **Build internal resources, such as the peer-to-peer Digital Ambassador network, to bridge the digital divide (YEARS 1-5)**
 - Goal 1: Effectively manage the Digital Ambassador program with full enrollment and comprehensive training.
 - Goal 2: Improve internet adoption rates across public housing sites.
 - Goal 3: Increase residents' confidence and proficiency in using digital technologies.
2. **Ensure Learning Labs are active hubs for 21st-century skill development (YEARS 2-5)**
 - Goal 1: Increase workshops, training, and activities offered across all labs.
 - Goal 2: Boost monthly attendance in learning lab programs.
 - Goal 3: Support conversion and expansion of computer labs into modernized learning hubs equipped with new technology and redesigned for user-friendly functionality
3. **Leverage network of community partnerships to mobilize resources for equitable distribution across HACLA communities (YEAR 2)**
 - Goal 1: Conduct assessment to map existing partnerships and services.
 - Goal 2: Identify gaps in resources and services for effective community support.
 - Goal 3: Establish systems for tracking and managing partner services.
4. **Foster dynamic partnerships to close opportunity gaps in essential needs (YEARS 3-5)**
 - Goal 1: Expand network of partnerships by recruiting new partners to fill identified gaps.
 - Goal 2: Develop streamlined process for collaborating with HACLA on existing survey initiatives to systematically capture participant feedback, assess program effectiveness, and identify areas for enhancement.
 - Goal 3: Establish annual partner convenings to strengthen collaboration and communication.



Outcomes for Guaranteeing Resource Resiliency Strategic Priority:

1. Improved Access and Resource Equity Across Communities:
 - Strategic efforts result in improved access and equity in program offerings to meet resident needs, ensuring that services and resources are distributed fairly and effectively across HACLA communities.
2. Stronger Social Bonds and Community Networks:
 - Implementation of resource resiliency initiatives leads to the development of stronger social bonds, community networks, and support systems among residents.
3. Comprehensive Services Across HACLA's housing sites:
 - Successful implementation ensures that HACLA's largest housing sites, including asset management, have dedicated after-school providers, health and wellness partners, and food and nutrition partners, offering comprehensive support services to residents.
4. Increased Digital Literacy Skills:
 - Initiatives aimed at resource resiliency result in increased digital literacy skills across HACLA communities, empowering residents with the knowledge and skills to effectively navigate and utilize digital technologies.

Program Priority #4 Fostering Service-Enriched Communities

Objective: Serve as the backbone organization for larger service coordination efforts needed across HACLA communities.

Initiatives and Goals:

1. **Pilot a Build Hope Ambassador program to strengthen resident engagement in programs within HACLA's communities and gather dynamic feedback for service improvement. (YEAR 5)**
 - Goal 1: Recruit and train at least two active ambassadors at each site within HACLA's communities where appropriate.
 - Goal 2: Increase the number of residents accessing community resources and support services annually.
 - Goal 3: Increase the number of residents actively engaged in community events, workshops, and information sessions.
2. **Facilitate unique opportunities that require coordinating multiple partners and fostering cross-sector collaborations (YEAR 5)**

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- Goal 1: Assist with overseeing multi-partner projects and initiatives, ensuring seamless coordination and collaboration whenever opportunities arise.
- Goal 2: Mobilize financial, human, and in-kind resources from partner organizations to support collaborative initiatives, fostering a culture of shared investment and commitment to collective goals as necessary.

Outcomes for Fostering Service-Enriched Communities Strategic Priority:

1. Higher Levels of Resident Satisfaction, Engagement, and Trust:
 - Implementation of service-enrichment initiatives results in higher levels of resident satisfaction, engagement, and trust in HACLA's programming and offerings.
2. Increased Resident Empowerment:
 - Strategic efforts lead to an increase in residents feeling empowered to voice their opinions, concerns, and ideas for community improvement.
3. Greater Collaboration and Collective Action:
 - Implementation of service-enrichment strategies fosters greater collaboration, resource-sharing, and collective action among residents, community partners, and stakeholders.
4. Improved Well-Being, Safety, and Quality of Life:
 - Successful implementation of service-enrichment initiatives results in improved well-being, safety, and quality of life for residents, as well as greater resilience and capacity to address future challenges.

Operational Building Blocks

Through the strategic planning process, we identified two operational building blocks that alongside the strategic priorities will enable BHI to strengthen its foundation, enhance and broaden its programmatic reach, and significantly increase its fundraising capacity. See Appendix D for the 5-Year Staffing Plan designed to facilitate the implementation of the strategic plan.



Operational Priority #1: Bolstering Fundraising and Fiscal Health

Objective: Focuses on fiscal health and financial sustainability ensuring current and future sustainability of the organization.



Initiatives and Goal:

1. **Develop a comprehensive fundraising strategy with diversified revenue streams creating a more stable financial foundation and overtime reducing its dependency on HACLA (YEARS 1-5)**
 - Goal 1: Retain existing BHI donors and attract new corporate, foundation and individual supporters.
 - Goal 2: Increase annual revenues to meet or exceed operating budget gap.
 - Goal 3: Actively pursuing government grants and contracts that align with BHI's program priorities.

2. **Implement sound financial management practices, including budgeting, financial reporting, and internal controls, to ensure transparency, accountability, and fiscal responsibility (YEAR 1)**
 - Goal 1: Establish financial reserves equivalent to at least three to six months' worth of operating expenses to provide a buffer for unexpected expenses or funding gaps.
 - Goal 2: Develop and implement comprehensive fiscal policies and procedures that ensure financial transparency, accountability, and sustainability within the first six months of operations.

3. **Implement a comprehensive communication strategy and innovative marketing approach to effectively communicate key messages and foster community participation and support (YEARS 2-5)**
 - Goal 1: Develop materials such as brochures, one-pagers, and digital content to effectively communicate the organization's mission, programs, and impact.
 - Goal 2: Leverage social media, newsletters, and other communication channels to engage stakeholders, share success stories, and boost BHI's visibility.
 - Goal 3: Develop a formal corporate partner and employee engagement program that supports opportunities for volunteerism and in-kind donations (beginning with HACLA employees).

4. **Plan and execute BHI's inaugural fundraising event that engages existing and new supporters and raises brand awareness for BHI (YEAR 3)**
 - Goal 1: Ensure successful attendance and fundraising outcomes for the inaugural event, maximizing community engagement and financial support.

Outcomes for Bolstering Fundraising and Fiscal Health Operational Priority

1. Increased Visibility and Relationship with Philanthropic Community:



- Successful fundraising efforts lead to an increase in BHI's visibility and relationship with the philanthropic community, enhancing opportunities for partnerships, sponsorships, and grants to support BHI's programs and initiatives.
2. Reduced Financial Dependency on HACLA:
 - Strategic financial management and diversified revenue streams result in a reduction of BHI's financial dependency on HACLA over time, ensuring long-term sustainability and stability for BHI's operations and programs.
 3. Recognition as a Resource within the Community:
 - Effective communication and outreach efforts position BHI as a valuable resource within the community, garnering recognition for its impact and contributions.

Operational Priority #2: Strengthening Organizational Culture and Capacity

Objective: Cultivate a culture of excellence and teamwork by implementing initiatives that enhance staff and board member engagement, foster a supportive and inclusive work environment, and drive sustained performance and mission alignment.

Initiatives and Goal:

1. **Recruit and retain highly qualified, diverse staff who are aligned with BHI's mission and values (YEARS 1-5)**
 - Goal 1: Hire an exceptional Executive Director to lead BHI and execute against strategic plan.
 - Goal 2: Fill all open roles in Year 1 by June 2025.
 - Goal 3: Maintain high staff retention rates.
 - Goal 4: Define organizational core values to provide a clear direction and sense of purpose for staff, volunteers, and stakeholders.
2. **Diversify and strengthen the board membership of BHI to enhance representation and develop their capacity to support the organization's fiscal and organizational health (YEARS 1-5)**
 - Goal 1: Recruit and seat new board composition by December 2024.
 - Goal 2: Provide additional board structure(s) to accommodate organizational needs and to support board functions like governance and development.
 - Goal 3: Ensure 100% participation in board member give/get goals.
 - Goal 4: Review the decision to amend the bylaws, considering the expansion of board membership to nine individuals with a non-HACLA majority, with the target timeline set for after the third year of operation.
3. **Establish comprehensive operational systems, including performance management, donor management, data management, and human resources, to enhance organizational efficiency and effectiveness (YEARS 2-5)**

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- Goal 1: Implement operational systems and processes tailored to each employee's role within BHI, ensuring comprehensive training and proficiency in utilizing these systems for efficient workflow management.
- Goal 2: Achieve a clean audit opinion for financial statements for the current fiscal year and maintain this standard in subsequent years.
- Goal 3: Develop customized surveys for each BHI program to enhance data collection efforts and ensure alignment with shared goals and objectives.

Outcomes for Strengthening Organizational Culture and Capacity Operational Priority

1. Positive Perception as a Great Place to Work:
 - Strategic initiatives focused on organizational culture lead to BHI being perceived as a great place to work, fostering employee satisfaction, engagement, and retention.
2. Recruitment of Top Talent:
 - Enhanced organizational culture and branding efforts enable BHI to recruit top talent in a timely manner, ensuring the organization has the necessary skills and expertise to achieve its mission and goals.
3. Improved Budgeting and Forecasting:
 - Implementation of effective financial management processes results in more accurate and timely budgeting and forecasting, providing greater transparency and stability in financial planning and decision-making.
4. Efficient Operations:
 - Strengthened organizational capacity leads to improved efficiency in BHI's operations, streamlining processes and workflows.
5. Increased Confidence from Donors, Funders, and Stakeholders:
 - Enhanced organizational culture, capacity, and operational efficiency instill confidence in BHI's operations and outcomes among donors, funders, and stakeholders, fostering continued support and investment.

VI. CONCLUSION

Build Hope Inc. has developed a comprehensive Five-Year Strategic Plan to serve as a roadmap for its growth and innovation. Every initiative within the organization will be firmly rooted in the framework provided by this Plan. Although implementation is an ongoing journey, the goals outlined therein will serve as focal points for BHI's founding full-time staff and its committed Board of Directors, providing clear benchmarks for tracking progress and measuring success.

The Plan not only refines BHI's purpose and strategies but also reaffirms its commitment to making a tangible difference in the lives of HACLA residents and communities. Through strategic alignment, innovation, and authentic collaboration, BHI is poised to achieve its purpose of building hope and cultivating opportunities for all.

Appendix A

Category	Name	Role
HACLA	Doug Guthrie	Board Member + President and CEO
HACLA	Cielo Castro	Board Member
HACLA	Margarita Lares	Board Member + Chief Programs Officer
HACLA	Marisa Hall	Board Member
HACLA	Jenny Scanlin	Chief Strategy & Development Officer + President BHI
HACLA	Marlene Garza	Chief Administrative Officer + Treasurer BHI
HACLA	Marisela Ocampo	Director, Housing Services
HACLA	Tina Booth	Director, Asset Management
HACLA	Carlos VanNatter	Director, Section 8
HACLA	John King	Director, Community Engagement
HACLA	Jennifer Thomas Arthurs	Assistant Director, Strategic Initiatives + Vice President BHI
HACLA	Jacob Toups	Manager, Innovation & Fund Development
HACLA	Eric Brown	Director, Intergovernmental Relations and Communications
HACLA	Connie Loyola	LOMOD, Executive Director
HACLA	Aracely Hernandez	Administrative Specialist
PARTNER	Camille Anoll-Hunter	CLPHA, Director Of Cross-Sector Initiatives + Health Policy Manager
PARTNER	Lina Calderón-Morin	SoCal CAN, Deputy Director + Project SOAR Lead
PARTNER	Deborah Riddle	Children's Institute, Special Assistant to the Executive VP & COO
PARTNER	Susan Neufeld Paul	Bridge Housing
NON PROFIT	MaryJane Puffer	LA Children's Trust, Executive Director
NON PROFIT	Roberto Viramontes	The Learning Centers at Fairplex, Executive Director
NON PROFIT	Claudia Martinez-Fritzges	Partnerships
NON PROFIT	Elmer Roldan	Communities in Schools LA, Executive Director
NON PROFIT	Sam Galinas	and Development
NON PROFIT	AJ Galka-Gonyeau	Director of Resident Services & Permanent Supportive Housing
FUNDERS	Chris Ko	United Way, VP of Impact & Strategy
FUNDERS	Gabe Rose	Fundamental Inc., Senior Philanthropic Advisor
FUNDERS	Anthony Ng	Weingart Foundation, Program Officer
FUNDERS	Nina Revroy	Ballmer Group, LA Executive Director
PHA	Christina Hodgkinson	of Resident Services
PHA	Mary Howard	Chicago Housing Authority, Chief Resident Services Officer
PHA	Jeanette Montano	Director

Appendix B

PHA	nonprofit	MTW	workforce center *	scholarships	educational	digital	robust resident services	Notes
Akron Metropolitan Housing Authority (AMHA)	Y	Y	Y	N	Y	Y	Y	~\$1M operating budget. Originally created to support early childhood initiatives.
Chicago Housing Authority (CHA)	Y	Y	Y (Section 3)	Y	N	Y	Y	worksource center is very internal to CHA and for section 3 eligible folks. Never thought about being a formal city job center.
Home Forward (Portland, OR)	Y	Y	N	Y	N	Y	N	has GOALS program to support its FSS goals. They may be providing more resident services but it was hard to find any info on line.
Housing Authority of the City of Austin (HACA)	Y	N	N	Y	Y	Y	Y	run scholarship program
King County Housing Authority (KCHA), Washington	Y	Y	N	N	Y	Y	Y	nonprofit (Moving Residents Forward) owns 22 subsidized residential housing developments operated under contract by KCHA.
Los Angeles County Development Authority (LACDA)	Y	N	N	Y	Y	N	Y	runs a scholarship program
Oakland Housing Authority (OHA)	Y	Y	N	Y	Y	N	Y	nonprofits are focused on redevelopment rather than resident services.
Portland Housing Authority (Maine)	Y	N	N	Y	Y	N	Y	very small PHA
Sacramento Housing & Redevelopment Agency (SHRA)	Y	N	N	N	Y	Y	Y	Most of their robust services are through CNI and Promise Neighborhood initiatives.
San Diego Housing Commission (SDHC)	Y	Y	Y	N	N	Y	N	the SDHC Achievement Center is a learning and resource center and computer lab at SDHC's downtown San Diego headquarters.
Seattle Housing Authority (SHA) - City of Seattle	N	Y	Y	Y	Y	Y	N	strong partnership with Seattle Public Schools + JobLink program provides career coaches to support FSS goals

* These PHAs have a physical center or building where they manage workforce programs for residents not an EWDD worksource center. This is different than HACLAs worksource center.

SWOT Analysis - Appendix C

STRENGTHS to build on	WEAKNESSES to resolve
<ul style="list-style-type: none"> ● Connection/access to residents - ability to directly access youth and families on site ● Connection to/partnership with HACLA - political and community relations aspect. HACLA has a positive reputation across LA. ● Flexibility + innovation: ability to move quickly, be more nimble. Ability to act with more expediency and flexibility than HACLA ● BHI's scholarship program - it's the signature program ● Partnership convener + ability to activate a base of support to provide resources to residents = bringing more resources ● Access to HACLA's infrastructure (back office support in HR, finance, legal, accounting) ● BHI's Scholarship program - it's been the signature program for many years 	<ul style="list-style-type: none"> ● Resident engagement and communication - inconsistent across sites, especially difficult with Section 8 families ● Services not being equally distributed across sites. Smaller sites w/o FT manager often do not get services. ● Accountability and quality control of service providers ● Stewardship and cultivation of relationships and funders ● Knowledge of nonprofit management within HACLA's finance team ● Staff burnout within Strategic Initiatives team - pace and flow of work ● Worksource center - Requires heavy auditing. HACLA puts in a lot of in kind and cash match
OPPORTUNITIES to leverage	THREATS to avoid, mitigate, or plan for
<ul style="list-style-type: none"> ● Access to funding that HACLA can't access - BHI can be real access point for folks who want to invest ● Access to 800+ HACLA employees who want to get involved and see the impact of their work ● Establish deeper trust and strengthen relationships with community partners and service providers = more programming, services, resources to our families ● Continue to build trust with HACLA residents ● Alignment with HACLA's vision plan - provides strong direction ● More effective BHI board development and board stewardship ● BHI hiring flexibility - salaries, benefits, staff incentives, retirement plans ● Collaboration with community partners on joint funding opportunities ● To be facilitator of services - working with other partners to bring resources to our residents 	<ul style="list-style-type: none"> ● Marketing/messaging - difficult to distinguish b/w HACLA and BHI ● Current pensions/benefit structure + level of esteem that comes with working for HACLA can impact BHI's ability to hire staff ● Financial sustainability of BHI ● Getting residents to take advantage of programming and services (bigger % don't take advantage) ● County services/depts sometimes don't prioritize HACLA's residents b/c they see them as HACLA's responsibility, impacting quality of service as well as accountability expectations ● Physical space for programming/services for asset management properties ● Compliance requirements seems burdensome for partners, esp when it comes to funding and reimbursement ● Finding the right leader for BHI who can successfully function within the HACLA-BHI structure AND has track record of success with funders



STAFFING PLAN

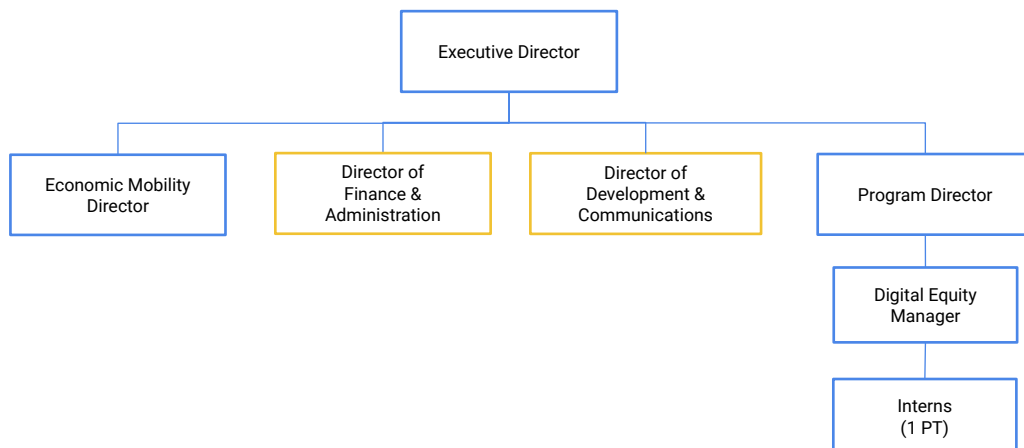
2024 - 2028

04/23/24

2

STAFFING PLAN - YEAR 1

June - December 2024



04/23/24

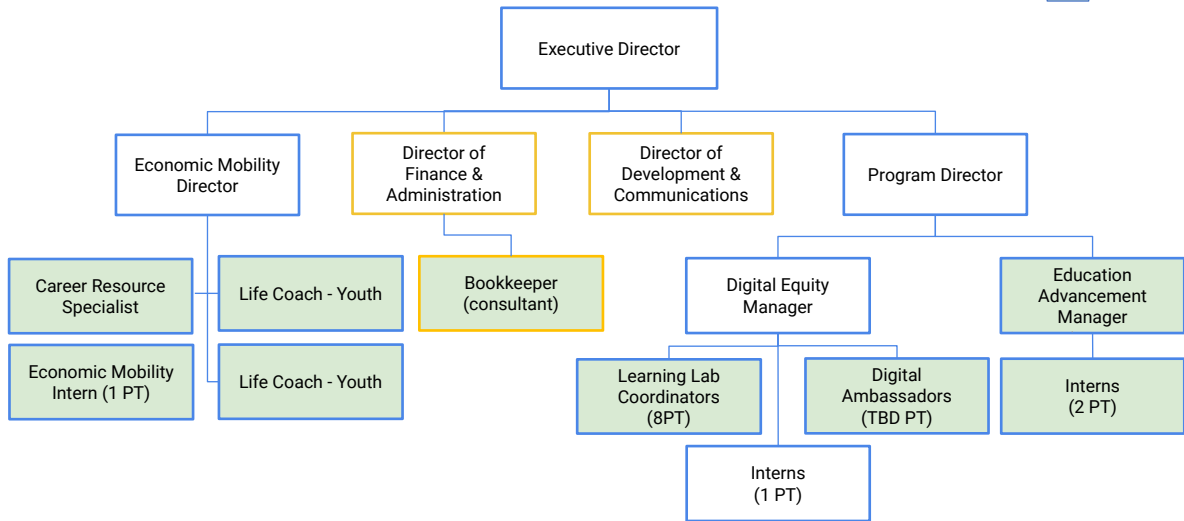
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STAFFING PLAN - YEAR 2

January - December 2025



= new positions

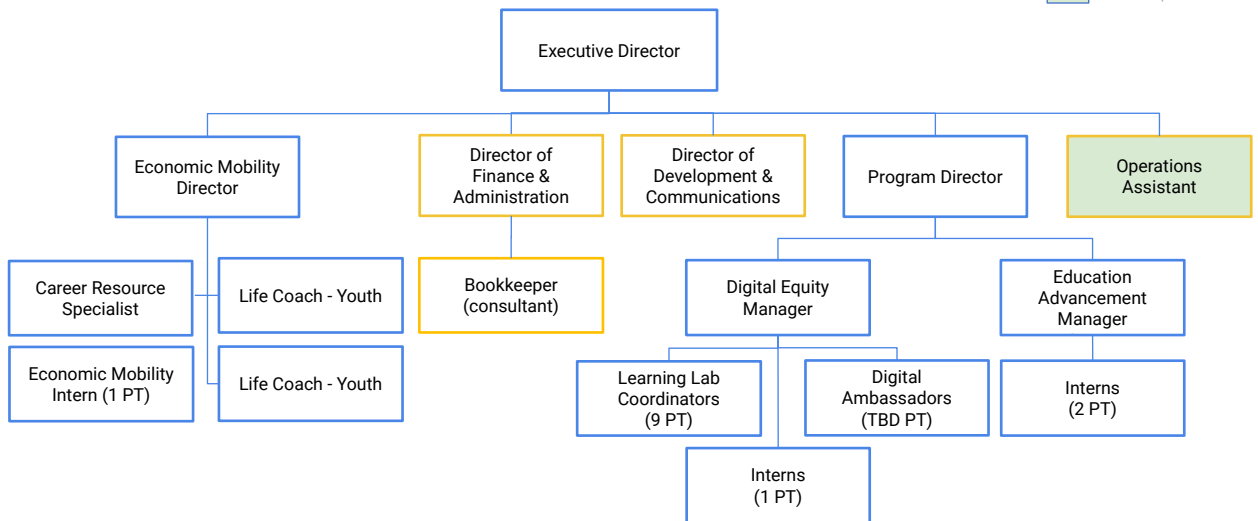


STAFFING PLAN - YEAR 3

January - December 2026



= new positions

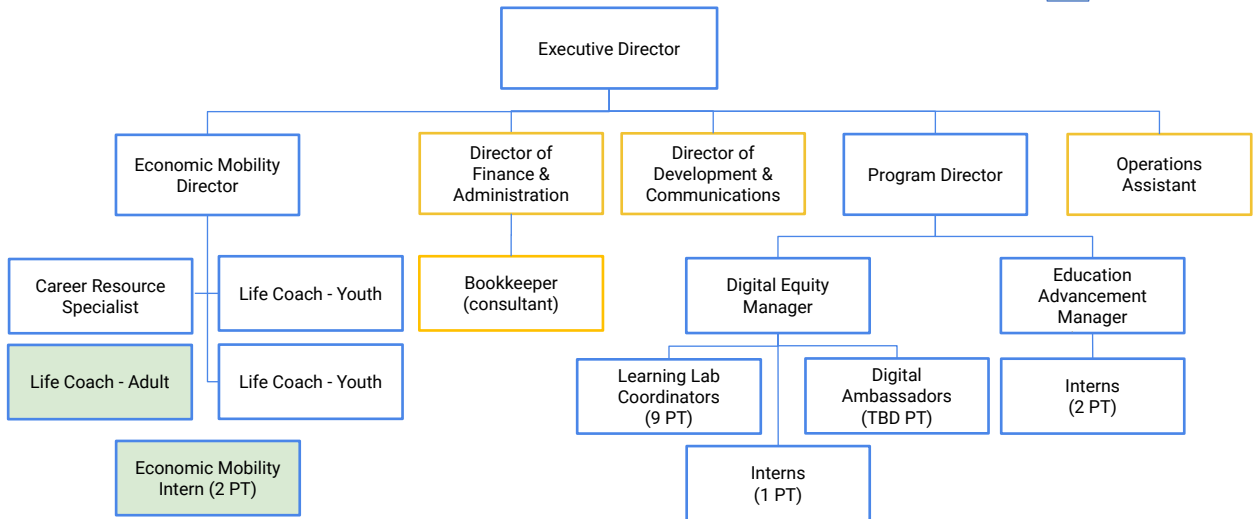


STAFFING PLAN - YEAR 4

January - December 2027



= new positions

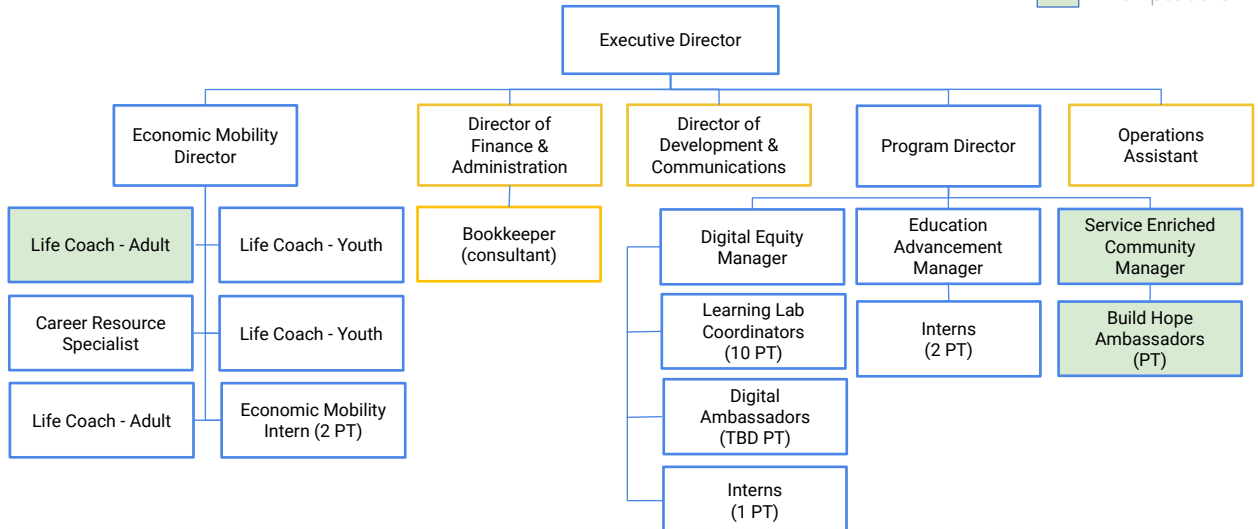


STAFFING PLAN - YEAR 5

January - December 2028



= new positions



Program Priority #1: Advancing Education				
Implementation Year	Initiative	Goals	Tracking Method	Outcomes
YR 1	1. Provide comprehensive college and postsecondary supports to residents through BHI's signature scholarship program and our Project SOAR partnership	Goal 1: Increase number of BHI scholarship applicants and scholarship awards	Application submissions and awards granted data	Increased Postsecondary Enrollment and Higher Degree Attainment
		Goal 2: Increase resident participation in Project SOAR across sites	Attendance records and program engagement metrics	
		Goal 3: Increase college matriculation and persistence rates of Project SOAR participants	College enrollment and completion records	Enhanced Attendance and Engagement
		Goal 4: Increase FAFSA or equivalent financial aid application completion rate by the priority deadline each year	FAFSA enrollment records	
YR 2	2. Ensure access to quality adult education programming	Goal 1: Increase residents completing ESL courses	Enrollment records and course completion certificates	Enhanced Access to Specialized Education Services
		Goal 2: Raise the number of residents obtaining high school equivalency diplomas or recognized equivalents	Number who successfully pass the GED exam	
		Goal 3: Expand work experience offerings at HACLA sites, aligned with certification requirements	Time sheets from work experience opportunities	
YR 3	3. Support innovative programs to address chronic educational issues	Goal 1: Implement targeted interventions and establish collaborative partnerships to reduce the dropout rate annually	Official dropout statistics reported by schools and official high school graduation rates	
		Goal 2: Develop interventions and partnerships to support families and students with special needs	Positive feedback from parents/families with students with special needs and increase in special education programs/IEP records	
		Goal 3: Enhance awareness and reduce chronic absenteeism by fostering partnerships with schools and community organizations	School attendance records	
Program Strategy #2: Enhancing Economic Mobility				
Implementation Year	Initiative	Goals	Tracking Method	Outcomes
YR 2	1. Manage the Gateway to Jobs & Careers Program for youth ages 14 - 30	Goal 1: Maintain and strengthen relationships with employers participating in youth employment programs	Signed employment contracts or completion of internships	Alleviation of Financial Strain and Improved Economic Mobility
		Goal 2: Annually increase the number of youth placed in diverse job placements, work experiences, and internships	Number of youth employment applications	Reduction in Youth Unemployment
		Goal 3: Expand job opportunities for youth by partnering with local businesses and organizations to create new work experience opportunities	Number of internship and work experience business partners	Decreased Job Loss
		Goal 4: Equip youth with essential job readiness skills through training workshops and experiential learning opportunities	Attendance records for job readiness workshops and coaching sessions	Higher Employment Rates
YR 4	2. Enhance the job readiness skills and capabilities of HACLA residents who are not currently job ready, empowering them to successfully enter the workforce and secure and maintain employment opportunities	Goal 1: Formalize collaborative partnerships and streamline referral processes between BHI, WorkSource center, and HACLA Section 3 team, enabling seamless referrals of participants between entities to enhance access to employment services and resources	Number of referrals between BHI, Worksource Center and Section 3	
		Goal 2: Design a training program focused on building both hard and soft workplace readiness skills to ensure residents are ready for employment	Attendance records for work readiness workshops and coaching sessions	
		Goal 3: Offer personalized 1:1 coaching sessions to residents throughout their first year of employment	Emergency funds distributed and number of requests received	
		Goal 4: Create an emergency fund program to offer financial assistance to residents and families encountering obstacles that jeopardize their ability to sustain employment		
		Goal 5: Implement systems for data sharing and tracking of outcomes between BHI and Worksource Center, monitoring residents advancement towards job readiness and eventual employment placement		

Program Strategy #3: Guaranteeing Resource Resiliency				
Implementation Year	Initiative	Goals	Tracking Method	Outcomes
YR 1	1. Build internal resources, such as the peer-to-peer Digital Ambassador network, to bridge the digital divide	Goal 1: Effectively manage the Digital Ambassador program with full enrollment and comprehensive training	Number of digital ambassador applications	Improved Access and Resource Equity Across Communities Increased Digital Literacy Skills Stronger Social Bonds and Community Networks Comprehensive Services Across HACLA's housing sites
		Goal 2: Improve internet adoption rates across public housing sites	Attendance records for ambassador trainings BHI and HACLA survey data Internet subscription records (if available)	
		Goal 3: Increase residents' confidence and proficiency in using digital technologies		
YR 2	2. Ensure Learning Labs are active hubs for 21st-century skill development	Goal 1: Increase workshops, training, and activities offered across all labs	Pre and post training assessments	
		Goal 2: Boost monthly attendance in learning lab programs	Learning lab usage and sign up records	
		Goal 3: Support conversion and expansion of computer labs into modernized learning hubs equipped with new technology and redesigned for user-friendly functionality	Attendance records for trainings across labs	
YR 2	3. Leverage network of community partnerships to mobilize resources for equitable distribution across HACLA communities	Goal 1: Conduct assessment to map existing partnerships and services	Assessment Mapping	
		Goal 2: Identify gaps in resources and services for effective community support	Number of partners identified	
		Goal 3: Develop streamlined partnership management processes		
YR 2	4. Foster dynamic partnerships to close opportunity gaps in essential needs	Goal 4: Establish systems for tracking and managing partner services		
		Goal 1: Expand network of partnerships by recruiting new partners to fill identified gaps	Partner agreements BHI and HACLA survey data	
		Goal 2: Develop streamlined process for collaborating with HACLA on existing survey initiatives to systematically capture participant feedback, assess program effectiveness, and identify areas for enhancement	Sign in sheets for partner convenings	
Goal 3: Establish annual partner convenings to strengthen collaboration and communication				
Program Strategy #4: Fostering Service-Enriched Communities				
Implementation Year	Initiative	Goals	Tracking Method	Outcomes
YR 5	1. Pilot a Build Hope Ambassador program to strengthen resident engagement in programs within HACLA's communities and gather dynamic feedback for service improvement	Goal 1: Recruit and train at least two active ambassadors at each public housing site within HACLA's communities, ensuring broad representation and engagement across all sites	Number of applications for ambassador program	Higher Levels of Resident Satisfaction, Engagement, and Trust Increased Resident Empowerment Greater Collaboration and Collective Action Improved Well-Being, Safety, and Quality of Life
		Goal 2: Increase the number of residents accessing community resources and support services annually	Enrollment records/data from partner organizations	
		Goal 3: Increase the number of residents actively engaged in community events, workshops, and information sessions	Attendance records/sign in sheets from community events, workshops and sessions	
		Goal 4: Develop a plan and timeline for expanding the Build Hope Ambassador program to asset management sites once successfully established	BHI and HACLA survey data	
YR 5	2. Facilitate unique opportunities that require coordinating multiple partners and fostering cross-sector collaborations	Goal 1: Act as the primary point of contact for multi-partner projects and initiatives, ensuring seamless coordination and collaboration whenever opportunities arise	In kind donations Number of collaborative opportunities	
		Goal 2: Mobilize financial, human, and in-kind resources from partner organizations to support collaborative initiatives, fostering a culture of shared investment and commitment to collective goals as necessary	Number of partner agreements	

Operational Building Block #1: Bolstering Fundraising and Fiscal Health				
Implementation Year	Initiative	Goals	Tracking Method	Outcomes
YR 1	1. Develop a comprehensive fundraising strategy with diversified revenue streams creating a more stable financial foundation and overtime reducing its dependency on HACLA	Goal 1: Retain existing BHI donors and attract new corporate, foundation and individual supporters	Grants submitted and grants awarded/gifts secured	Increased Visibility and Relationship with Philanthropic Community Reduced Financial Dependency on HACLA Recognition as a Resource within the Community
		Goal 2: Increase annual revenues to meet or exceed operating budget gap	Revenue growth rate	
		Goal 3: Actively pursuing government grants and contracts that align with BHI's program priorities	Donor retention rate Number of meetings and number of asks made	
YR 1	2. Implement sound financial management practices, including budgeting, financial reporting, and internal controls, to ensure transparency, accountability, and fiscal responsibility	Goal 1: Establish financial reserves equivalent to at least three to six months' worth of operating expenses to provide a buffer for unexpected expenses or funding gaps	Number of months cash on hand Budget variance analysis Cash flow projections	
YR 2	3. Implement a comprehensive communication strategy and innovative marketing approach to effectively communicate key messages and foster community participation and support	Goal 1: Develop materials such as brochures, one-pagers, and digital content to effectively communicate the organization's mission, programs, and impact	Volunteer hours and in-kind revenue Number of followers across social media platforms Total website visits Percentage of recipients who open newsletter	
YR 4	4. Plan and execute BHI's inaugural fundraising event that engages existing and new supporters and raises brand awareness for BHI	Goal 1: Ensure successful attendance and fundraising outcomes for the inaugural event, maximizing community engagement and financial support	Sponsorships secured Event attendance and revenue raised	
Operational Building Block #2: Strengthening Organizational Culture and Capacity				
Implementation Year	Initiative	Goals	Tracking Method	Outcomes
YR 1	1. Recruit and retain highly qualified, diverse staff who are aligned with BHI's mission and values	Goal 1: Hire an exceptional Executive Director to lead BHI and execute against strategic plan	Hiring success rate and offer acceptance rate	Positive Perception as a Great Place to Work
		Goal 2: Fill all open roles by December of calendar year	Staff satisfaction survey results and retention rates	
		Goal 3: Increase staff retention rates annually	Onboarding plans and completion of onboarding activities	Recruitment of Top Talent
		Goal 4: Define organizational core values to provide a clear direction and sense of purpose for staff, volunteers, and stakeholder		Improved Budgeting and Forecasting
YR 1	2. Diversify and strengthen the board membership of BHI to enhance representation and develop their capacity to support the organization's fiscal and organizational health	Goal 1: Recruit and seat new board composition by December 2024	Signed board member agreements	Efficient Operations
		Goal 2: Provide additional board structure(s) to support board functions like governance and development	Committees established	
		Goal 3: Ensure 100% participation in board member give/get goals	Number of board members making donation	Increased Confidence from Donors, Funders, and Stakeholders
		Goal 4: Review the decision to amend the bylaws, considering the expansion of board membership to nine individuals with a non-HACLA majority, with the target timeline set for after the third year of operation		
YR 1	3. Establish comprehensive operational systems, including performance management, donor management, data management, and human resources, to enhance organizational efficiency and effectiveness	Goal 1: Implement operational systems and processes tailored to each employee's role within BHI, ensuring comprehensive training and proficiency in utilizing these systems for efficient workflow management	Percentage of employees who have completed required training sessions on operational systems	
		Goal 2: Achieve a clean audit opinion for financial statements for the current fiscal year and maintain this standard in subsequent years	Accuracy of timesheet and payroll processes	
		Goal 3: Develop customized surveys for each BHI program to enhance data collection efforts and ensure alignment with shared goals and objectives	Clean audit opinion or resolution of audit findings Number of surveys developed and survey response rates	