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PERSPECTIVE FROM OUR CEO

HOPE Team,

Thirteen years ago, a group of military wives found ourselves in a position to make a difference — to listen to the needs of our friends, neighbors, fellow families, and do something. We weren’t quite sure what “something” would turn out to be, but that was how Hope For The Warriors was founded. A defined business plan was not possible. The future was absolutely unknown, unchartered and, therefore, unpredictable.

Excellence was the only certainty we could control. Flexibility was key.

HOPE grew across the country when each of us moved to the next duty station — exactly where we needed to be. A brilliant, unplanned, no strategy growth plan. Flexibility at its finest.

In 2015, with nine years of boots-on-the-ground, person-to-person work under our belt, it was time to build a formal strategic plan with a three-year North Star: To be nationally recognized as the premier direct and indirect services provider to the military community by the end of 2018.

We have not wavered on our values, our roots or our dedication to excellence.

That North Star included steps:

- Build a sustainable and targeted funding model.
- Invest in our people.
- Scale the infrastructure to reach into our communities.
- Catapult our engagement model.
- Grow our direct services capabilities and reach. (The Well-Being Model at work.)
- Build an efficient expert referral network (which became our Strategic Alliances).
- Be experts in the field of resources (VA, DoD, GI, etc.)

Now, three years later, we continue to reach for that North Star, and with the following strategic plan, will accelerate those goals. The 2019–2021 Strategic Plan is simply a fine-tuned version of the 2015 model. It assumes that the future may be unknown, unchartered and unpredictable, but because we adhere to a culture of excellence and flexibility, these next three years will be our best yet.

We have the finest staff assembled in HOPE history. We have committed to elevate each and every one of you to ensure our efforts are executed with excellence. It’s only with you, together as a team, that we will stretch to the next level. Thank you for the energy you have given to the future of HOPE by building this plan together.

Robin Kelleher
President and CEO
INTRODUCTION
Our warriors (clients) — the service members, veterans, military families, caregivers and families of the Fallen — will continue to face transitions in life that challenge their resiliency and stability, and they will continue to need our established programs.

The post-9/11 population of veterans are our target demographic — but what happens when the next conflict, the next war arises? This strategic plan will posture the organization to methodically and responsibly grow our programs for our warriors and their families now, and posture us to provide the same dedicated effort to those who will need our programs in the future.

This is the time, the team, and the climate for HOPE to grow and stretch.

Capitalizing on the sustained momentum of organizational growth, fiscal responsibility and warrior (client) impact, our team focuses on three essential areas in this strategic plan:

★ A stable, adaptive and sustainable development effort: Aligning targeted development efforts to detailed program analysis, both focused on growth and impact that reflects the current and changing needs of our servicemembers, veterans and their families.

★ Community connection: Aligning development and programmatic efforts (internal) to better serve our donor and client base with community focus (external).

★ Being the voice: Fostering Strategic Alliance development to broaden service and program capacity, as well as regional impact, combined with a Strategic Communications effort internally and externally that gives HOPE a powerful, consistent voice across all areas.
ORGANIZATIONAL PRIORITIES

Over the next three years, Hope For The Warriors will track on these priorities to maintain our focus and commitment to the warrior community:

1. Through unwavering integrity, transparency and adherence to sound financial management principals, we will adopt a sustainable, resource-informed growth model to evolve HOPE into a military non-profit national presence with reliable community impact.

2. Through innovative programming tied to a stable funding model, we will continue to be a force multiplier, bringing evidence-based practices, in-house direct services, and resources into communities and populations who have limited access to or hurdles in accessing resources.

3. We will create and synchronize development, programmatic, communications and engagement efforts and processes across all organizational areas to most efficiently and effectively use our resources to impact clients and donors.

4. We will build, resource, train and cultivate community teams across all HOPE areas to create a known presence and reliable foundation of trust on which each area can rely for timely and impactful services.

5. We will remain adaptive and flexible to changing demographic, donor and market data and trends in various communities to ensure understanding of fluctuations in the VSO environment to always be relevant to our warriors and donors.

6. We will position ourselves as a leader in the military non-profit market by aligning with credible service organizations that share our convictions and values to expand the menu of services HOPE can leverage for our clients in each region. We will market ourselves to regional donors as the most appealing and impactful vehicle by which their dollars can impact local veterans and their families.

7. We will be an informed voice and advocate for service members and military families based off our over a decade of experience in direct services and our ability to be attuned to gaps in service. We will maintain open communication with our Strategic Alliances and Strategic Partners, military services, the VA, our donors and our clients on trends and needs.

8. We will sustain the HOPE legacy as a transparent leader, balancing programmatic spending against management costs to retain our consistent national ratings. We accomplish this through individual and organizational accountability combined with increased media exposure that generates national recognition among peers/competitors, elevating HOPE in the eyes of potential funders.

For each of these determined priorities, we will establish detailed goals and objectives. Throughout the process we will also remain vigilant of budgetary constraints, and we will adhere to financial responsibility to maintain the trust and confidence of the public, our donors and our warriors.

Leaders identified for each objective will provide detail plans of execution and status updates in scheduled strategic plan review sessions.

Remaining flexible, we will regularly assess the relevance and feasibility of each of these objectives, with a year-end review to analyze progress and plan for the following year.
2019: SETTING OUR COMPASS
A solid mission. A history of excellence. Years of experience. All gives us the opportunity to look forward with confidence. But every journey requires checkpoints to ensure the way ahead allows for continued growth and greater impact. This is our year. And this is how we’ll do it.

Goal 1: Expand HOPE’s voice as a leader the military non-profit community to generate an on-going conversation that advocates for and increases support to our veteran and service member communities, while influencing greater public awareness.

Objective: Establish a comprehensive understanding of the organization’s objectives and how the Strategic Communications Team can accomplish those objectives now and into the future.
Lead: Vice President of Strategic Communications • Completion Goal: 15 April 2019

Objective: Develop a comprehensive communication strategy that encompasses all mediums to elevate programming and development efforts.
Lead: Vice President of Strategic Communications • Completion Goal: 1 June 2019 (to Executive Team)

Objective: Create a more accessible, user-friendly internal online “resource library,” accessible to staff, volunteers, board and council members to be used for external communication, meetings, presentations and engagement opportunities.
Lead: Vice President of Strategic Communications • Completion Goal: 1 June 2019

Objective: Create deeper co-branding opportunities with our strongest VSO alliances and Strategic Partnerships to expand HOPE’s visibility and outreach.
Lead: Vice President of Well-Being • Completion Goal: 1 July 2019 (quarterly summaries to Executive Team)

Objective: Foster an environment where the highest level of attention to detail and accuracy is the standard in all our communications to portray a level of excellence that reinforces trust, confidence and our place as a leader in the military non-profit community.
Leads: Executive Team • Completion Goal: ongoing

Objective: Develop a deeper understanding of the VSO market to create a unique and powerful voice.
Leads: Vice President of Strategic Communications / Vice President of Well-Being • Completion Goal: ongoing

Goal 2: Reorient our collective focus and resources to a development effort that increases sustainable revenue generation.

Objective: Create collaborative messaging using information gathered from programming and operations. Develop and implement a marketing and strategic communications plan to reinforce the enhanced development effort, and increase HOPE’s posture as a voice within the military non-profit community.
Lead: Vice President of Strategic Communications • Completion Goal: 1 July 2019
Objective: Write a strategic, detailed development plan based on programmatic and operational costs to map out the current year and facilitate 2020 forecasts; obtain board approval.
Lead: Vice President of Development • Completion Goal: 15 August 2019

Objective: Communicate the necessity of a revenue-informed fundraising model to all staff and volunteers. Reestablish past relationships and steward new and existing relationships and Strategic Partnerships. Establish benchmark measures of performance and brief the Board of Directors Development Committee monthly.
Lead: Vice President of Development • Completion Goal: assess each quarter

Objective: Reinforce our financial stability by deliberately restoring the Hope For The Warriors reserve to approved budgeted level.
Lead: Vice President of Development • Completion Goal: 17 October 2019 (brief Board of Directors)

Goal 3: Enhance personnel stabilization, efficiency, effectiveness and professional development to cultivate an increasingly vested staff to see through our strategic goals and objectives.

Objective: Hire a seasoned Human Resources Business Partner to oversee creation and implementation of improved employee onboarding, evaluation, recognition, professional mentoring and recordkeeping.
Lead: Chief Operating Officer • Completion Goal: May 2019 (NLT)

Objective: Establish an annual review schedule of all HOPE’s policies and procedures to ensure relevance and accuracy of our administrative processes.
Lead: Chief Operating Officer • Completion Goal: 15 May 2019

Objective: Create an internal working group from across the organization to review, assess and make collective recommendations to the Executive Team on process improvement and policies change recommendations (if necessary).
Lead: Chief Operating Officer • Completion Goal: 15 May 2019 (meet monthly)

Objective: Fully implement SalesForce use across the organization – including a robust staff training program and operating procedure to guide our systems transition and reduce staff friction to change.
Lead: Chief Operating Officer • Completion Goal: 15 June 2019

Objective: With subject matter expert input from the senior staff, develop a robust staff professional development plan that focuses on investing in and mentoring our personnel to increase their effectiveness as individuals and as a team to accomplish our strategic goals and objectives.
Lead: Chief Operating Officer • Completion Goal: 15 June 2019

Objective: As part of the staff professional development plan, implement a staff training program to increase understanding of all HOPE programs in all employees, and the ability to serve as HOPE programmatic spokespersons.
Lead: Vice President of Well-Being • Completion Goal: 15 June 2019
Goal 4: Operationalize Well-Being’s Transition Services program suite to include integrated case management, well-being focus, and potential for a goal-oriented peer-mentor support program.

Objective: Define Transition Services programs suite based on an integrated case management approach.
Lead: Vice President of Well-Being • Completion Goal: 1 July 2019

Objective: Write Transition Services standard operating procedures.
Lead: Vice President of Well-Being • Completion Goal: 1 July 2019

Objective: Build a marketing campaign and collateral materials that provide increased program/service understanding externally within the VSO and corporate space.
Lead: Vice President of Strategic Communications • Completion Goal: 1 August 2019

Objective: Assess capability (funding, program development, staffing and operations) of a goal-oriented peer-mentor support program, and present a plan for implementation in 2020.
Lead: Vice President of Well-Being • Completion Goal: 1 September 2019

Objective: Increase understanding of Transition Services internally with staff as part of a staff development program.
Lead: Vice President of Well-Being • Completion Goal: ongoing

Goal 5: Ensure our Well-Being programs remain relevant, congruent, innovative and easily accessible.

Objective: Conduct program reviews on Well-Being’s direct services and make recommendations for program adaptations in 2020.
Lead: Vice President of Well-Being • Completion Goal: 1 June 2019

Objective: Align program policies and operations across Well-Being programs and train staff on new policies.
Lead: Vice President of Well-Being • Completion Goal: 1 June 2019

Objective: Continually review case management processes, and make recommendations for process and/or staffing changes to ensure integration of programing and services within Well-Being.
Lead: Vice President of Well-Being • Completion Goal: 1 July 2019

Objective: Conduct a competitive analysis on programing and resources available in the VSO space to ensure HOPE programing is relevant, innovative and not recreating an existing service.
Lead: Vice President of Well-Being • Completion Goal: 15 August 2019

Objective: Continually assess the accessibility of Well-Being services by potential clients via our specific portals/entry-points.
Lead: Vice President of Well-Being • Completion Goal: ongoing
**Objective:** Properly manage relationships from referral sources such as Dept. of VA, DoD, other non-profits organizations to enhance service accessibility.
*Lead:* Executive Team • *Completion Goal:* ongoing

**Objective:** Align existing programming efforts in pursuit of developing research and publication capacity in the next three years.
*Lead:* Chief Impact Officer • *Completion Goal:* ongoing

**Goal 6:** Position Well-Being’s clinical and case management services within all programs for expansion.

**Objective:** Ensure that policies and practices adhere to the highest standard of privacy laws and licensing requirements (PII, PHI, HIPPA).
*Lead:* Chief Operating Officer / Vice President of Well-Being • *Completion Goal:* 1 June 2019

**Objective:** Assess the needs of clinical services to expand beyond mental health (i.e. driving rehab, financial counseling, career counseling, nutrition, medical case management).
*Lead:* Vice President of Well-Being • *Completion Goal:* August 2019

**Objective:** Continue to work with providers, universities, clinics, etc., to bring new evidence-based practices to Well-Being programs.
*Lead:* Chief Impact Officer • *Completion Goal:* ongoing

**Goal 7:** Create a Well-Being marketing campaign to highlight and increase visibility and accessibility to current HOPE services and wellness resources.

**Objective:** Create a marketing plan (timeline, schedules, writings, organization-wide coordination) based on Well-Being content, and develop marketing materials for distribution.
*Lead:* Vice President of Strategic Communications • *Completion Goal:* 1 July 2019

**Objective:** Create a communication strategy and detailed plan to regularly inform and educate staff, board members, supporters, clients and community members on all program service impact metrics.
*Lead:* Vice President of Strategic Communications • *Completion Goal:* 1 July 2019

**Objective:** Train all staff to be “experts in the field” (i.e. spokespeople) to reinforce the marketing campaign.
*Lead:* Vice President of Strategic Communications • *Completion Goal:* 1 August 2019

**Goal 8:** Develop and implement a business development model approach to Strategic Alliances to deepen the pool of available resources to HOPE’s service members and veterans.
Objective: Evolve Strategic Alliances interaction and align a business development model with Strategic Partnerships.  
Lead: Vice President of Well-Being • Completion Goal: 1 July 2019

Objective: Develop deeper internal understanding of our Strategic Alliances in terms of their goals, objectives and general business practices to sustain organizational alignment and expand service capabilities and capacity.  
Lead: Chief Impact Officer • Completion Goal: ongoing with mid-year update

Goal 9: Connect communities to national resources by developing HOPE’s growth plan to continue prioritized and resource-informed expansion of services in 2020.

Objective: Taking a comprehensive approach through continued demographic and competitive analysis, as well as keen awareness to the changing needs of the veteran and service member population, develop a formalized needs assessment to inform organizational growth planning.  
Leads: Vice Presidents • Completion Goal: 1 July 2019

Objective: Through a deliberate staff planning effort, determine baseline requirements across all HOPE areas for each community team. Analysis must include personnel, facilities, administrative requirements, and logistics to develop an accompanying resource and budgeting plan for each team.  
Lead: Chief Operating Officer • Completion Goal: 1 September 2019

Objective: Based off comprehensive needs assessments, prioritize expansion milestones for 2020-2021.  
Leads: Vice Presidents • Completion Goal: 1 October 2019

Objective: Develop and implement a Regional Operations Manager Standard Operating Procedure that aligns efforts across the organization and provides for the effective synchronization of development, engagement, volunteer coordination, programming and event operations within each region.  
Lead: Chief Operating Officer • Completion Goal: 1 October 2019

Goal 10: Determine feasibility for establishing a charge-for-services model within specific HOPE program areas.

Objective: Through market research and external subject matter expert business advice and mentoring, establish an initial planning document to support this concept.  
Lead: Chief Impact Officer • Completion Goal: 1 July 2019

Objective: Conduct research on contracted services to outsource billing, insurance and accounting to support chargeable services within HOPE.  
Lead: Chief Operating Officer • Completion Goal: 1 August 2019
**Goal 11:** Expand the Military Relations Directorate through training, procedural accountability, prioritized growth, and integration with HOPE’s programmatic efforts.

**Objective:** Define organizational intentions for Military and Veteran Program Coordinators’ interaction with HOPE’s programmatic efforts and client interaction.
*Lead: Vice President of Well-Being • Completion Goal: 1 June 2019*

**Objective:** Develop MVP Coordinator program integration plan for implementation beginning in 2020.
*Lead: Vice President of Well-Being • Completion Goal: 1 August 2019*

**Objective:** Update the MVP Coordinator Standard Operating Procedures to reflect organizational changes and establish measures of performance and effectiveness, as well as accountability.
*Lead: Vice President of Well-Being • Completion Goal: 1 October 2019*

**Objective:** Develop a prioritized MVP expansion plan that reflects organizational priorities for stabilization and growth.
*Lead: Executive Team • Completion Goal: 1 October 2019*

**Goal 12:** Define, plan and create initial operating capability for flexible and adaptive contingency/expanded combat operations support, while sustaining current programming and support functions.

**Objective:** Define expectations, requirements and organizational capabilities to support increased casualty and family support.
*Lead: Executive Team • Completion Goal: 1 June 2019*

**Objective:** Based on MVP expansion planning, develop and implement an interim major military medical facility presence plan to expand patient and family access to programs and support.
*Lead: Vice President of Well-Being • Completion Goal: 1 July 2019*

**Objective:** Assess potential and investment opportunity in HOPE’s future capability and capacity to support programs and services into the next era of casualty support operations.
*Lead: Executive Team • Completion Goal: 1 August 2019*
2020: CHARTING OUR OWN COURSE

2019 was busy: Defining programs. Refining processes. Establishing sustainable fundraising. And speaking loud and proud about our continued work. What’s next? Continued growth, of course. We’re taking what makes us special and taking those things to new heights.

**Goal 1:** Create a virtual Well-Being community of support through a telehealth and wellness offering of HOPE programs and services that focuses on resilience and post-traumatic growth of the transitioning service member, veteran and family.

**Objective:** Research curriculum/program development and funding of integrated online Well-Being programming focused on resilience, well-being and post-traumatic growth.

**Lead:** Vice President of Well-Being

**Objective:** Based on Transition Services peer-mentor and MVPC peer support, develop a strong recruitment/retention strategy for virtual program offering.

**Lead:** Vice President of Well-Being

**Objective:** Incorporate the 2019-20 Well-Being marketing campaign into a 2020-21 virtual Well-Being programs focus.

**Lead:** Vice President of Strategic Communications

**Goal 2:** Execute a resource-informed expansion into prioritized communities to expand HOPE’s reach and visibility.

**Objective:** In conjunction with the 2020 HOPE budget, research and needs assessment, develop a hiring model that supports prioritized expansion within each community.

**Lead:** Executive Team

**Objective:** Align Strategic Partnerships and Strategic Alliances in each community to our expansion plan in order to create depth, increased service capacity, donor support/opportunity, and visibility in the military non-profit space.

**Lead:** Vice President of Development

**Goal 3:** Expand programing into new communities and expand programing to address emerging needs while still holding individualized, innovative and integrated care to the high degree of importance.

**Objective:** Implement comprehensive, individualized and multi-layered case management operations with in Well-Being Model based on 2019 assessment and 2020 resources.

**Lead:** Vice President of Well-Being
Objective: Align 2020 programs to recommended adjustments informed by 2019 needs assessments, program reviews and competitive analysis of the military non-profit/VSO market.
Lead: Vice President of Well-Being

Objective: Continue to bring evidence-based programs in-house, and become a force multiplier of resources to the military community.
Lead: Chief Impact Officer

Objective: Position programs and partnerships with Strategic Alliances, universities and providers to expand HOPE's opportunity to conduct and publish research.
Lead: Chief Impact Officer


Objective: Establish partnership with an accredited Peer Mentor training curriculum-program, develop training schedule for staff and on-going training for volunteers.
Lead: Vice President of Well-Being

Objective: Write a standard operating procedure for peer-mentor program that's applicable to staff and volunteers.
Lead: Chief Operating Officer

Objective: Build a marketing campaign for volunteer network and peer-support program for community support.
Lead: Vice President of Strategic Communications

Goal 5: Capitalizing on the momentum of the 2019 Development effort, create a revenue plan that can sustain HOPE's projected community and programmatic growth during 2020 and sustain that growth with a plan for 2021.

Objective: Grow the Development Team (staff) proportionately to revenue and new donor growth to sustain efforts through 2021.
Lead: Vice President of Development

Objective: Through detailed data and trend analysis, create a development and supporting marketing plan that informs 2021 growth and sustainment, as well as the budget.
Leads: Vice President of Development / Vice President of Strategic Communications

Objective: Assess HOPE's projected financial position and establish goals and intentions for establishment of an endowment within 3 years.
Leads: Chief Executive Officer / Vice President of Development
Goal 6: Expand the Military Relations Directorate with prioritized growth and full MVP integration into Well-Being programs.

Objective: Review and update the MVP SOP to clearly define process and procedure for full program integration.
Lead: Vice President of Well-Being

Objective: Expand and train the MVP Coordinator team to support peer-to-peer programs and contingency/combat operations bedside support programs.
Lead: Vice President of Well-Being

Goal 7: Fully implement and sustain HOPE’s casualty support plan that includes contingency and/or expanded combat operations.

Objective: Implement a Casualty Support Working Group to consistently assess requirements vs. capability and present HOPE leadership with actionable and flexible options to sustain programmatic efforts during expanded combat operations.
Leads: Vice Presidents • Completion Goal: 1 January 2020

Objective: Provide a detailed combat operations program analysis that informs executive guidance for organizational change and the 2021 planning and budget effort.
Leads: Vice Presidents • Completion Goal: 1 October 2020
2021: OUR TRUE NORTH
The North Star isn’t a destination or stopping point; it’s a guiding force for what lies ahead. Our mission is never complete, but how we carry out the mission takes constant evaluation and, sometimes, redirection. This year, we’ll look to our future and form the strategies that move us onward and upward.

Goal 1: Create a 2021-2023 Strategic Plan that informs the 2022 budget.

Goal 2: Reinvest in our people – after a year of growth and increased operational tempo, focus again on staff development, education, resilience and retention to sustain the organization’s experience base.

Goal 3: Conduct a thorough analysis across all HOPE areas to accurately assess the 2020 growth plan’s impact, and incorporate those assessments into future planning.

Goal 4: Achieve equal and sustainable operating capability and capacity in each region as defined by the needs of our service members, veterans and families.


Goal 6: After 10 years as a 4-star rated non-profit, assume a position of leadership within the military non-profit community. Host, coordinate and execute a Community of Support/HOPE Well-Being Summit/Conference for military non-profits/VSOs, veterans and families, with the intent to coordinate collaborative partnerships with at-large military social support networks, peer support programs, and communities with similar philosophies.

Goal 7: After 15 years of providing direct services, begin implementation of a research and publication strategy.
**SUMMARY**

Hope For The Warriors has consistently demonstrated impact, transparency, resilience, adaptability and unwavering commitment to our warriors and families in need. We go into the future understanding that the need for our services has never been greater, and to that need we must remain committed to organizational improvement, accountability and to each other as a team. With the support and mentorship of our board, Strategic Partnerships and Strategic Alliances we have cultivated over the years, as well as this plan to guide our collective actions, we will rise to the challenges ahead.