



HOPEWORKS STRATEGIC PLAN REPORT



Prepared for the Hopeworks Leadership Team
and Board

November 9, 2018 | Revised November 29, 2018

Prepared by



TABLE OF CONTENTS

Introduction	2
Overview & Planning Process	2
Hopeworks Strategic Initiatives	5
<hr/>	
Curriculum/Program Content	5
Forming Critical Partnerships	6
Service Adjustment	8
Next Steps	9
Appendix	10
<hr/>	
Overarching Program Goal	10
Strategic Initiatives	11
Program Scale	14

INTRODUCTION

This report presents a summary of the Hopeworks 'N Camden (Hopeworks) 2018 strategic planning meeting. It includes an overview of the planning process, a summary of key meeting discussions, and a framework created by meeting participants for three important strategic initiatives. This report is meant to be used as a reference and a starting point for further work by the Hopeworks Leadership Team and board as they develop detailed project plans for their initiatives and undertake the work required to achieve them.

OVERVIEW & PLANNING PROCESS



Mission: Hopeworks 'N Camden uses education, technology and entrepreneurship to partner with young men and women as they identify and earn a sustainable future. Together they seize the opportunity to heal and thrive in the midst of violence and poverty

In August 2018, Hopeworks engaged Strategy Arts to assist in the formulation of a new strategic plan that would address key questions facing the organization including:

- What is the essence of what Hopeworks is trying to achieve?
- What are the services Hopeworks should be providing?
- How should Hopeworks codify and document program processes so that they can be consistent, monitored and streamlined?
- How should Hopeworks scale to serve more teens and young adults?

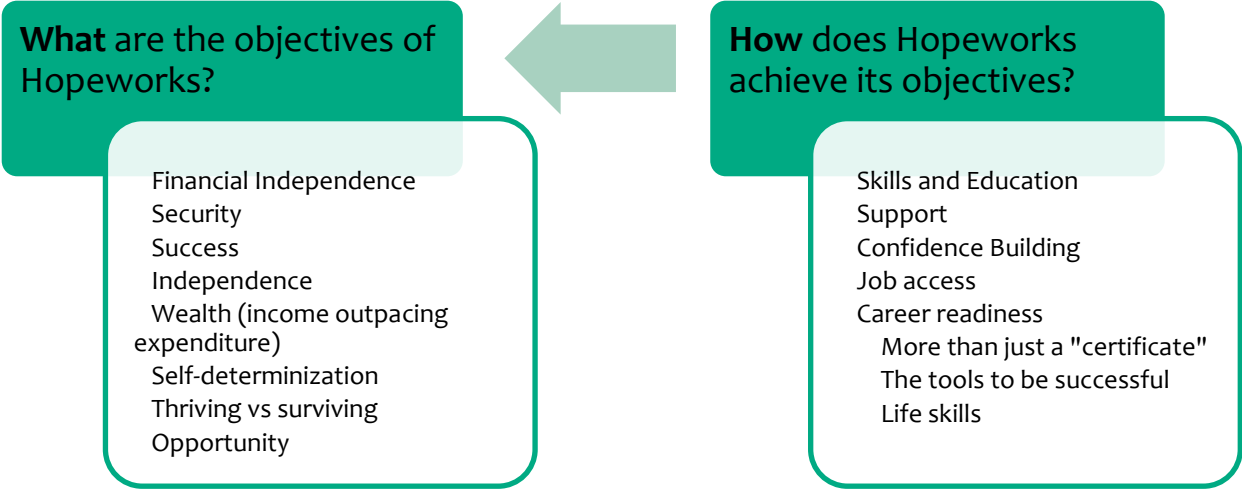
To help answer these questions, the planning process first looked at what Hopeworks is trying to achieve for the young people Hopeworks serves. It then identified gaps in services that must be addressed by Hopeworks or a partner organization to deliver the best outcomes possible for them. Planning finished with preliminary discussions on approaches to address three important areas and agreement to establish a board level committee to consider growth directions. The resulting agreement was to define and pursue three strategic initiatives needed to prepare the organization for growth and improve its current offering while working at the board level to determine growth directions.

To prepare for the planning meeting Strategy Arts worked to first understand the breath of perspectives in the board, staff, and youth. The summary information of the research was provided to planning participants before the meeting to help them prepare and in the meeting to support meeting discussions. The two phases of the project are summarized below:

- Phase I: Developing leadership's perspectives through internal interviews with board and staff members and a focus group of youth leaders
- Phase II: Creating a shared vision through a planning meeting held in November of 2018 with Hopeworks board and leadership

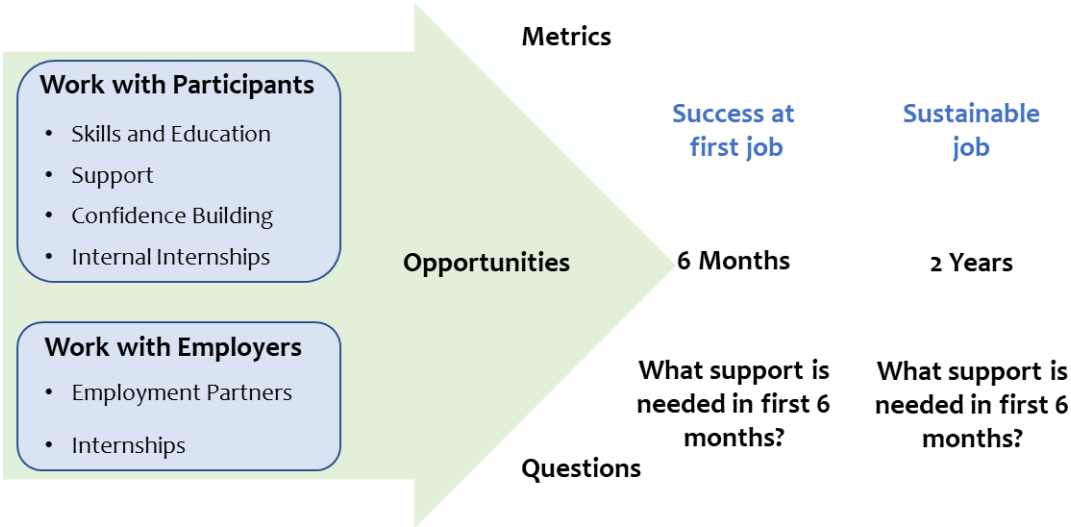
What Hopeworks is working to achieve

Meeting participants discussed the primary objectives of Hopeworks and the primary actions aimed at achieving those ends. The chart below summarizes the conversation and reflects that Hopeworks does the “how” in order to have the youth it serves achieve the “what”.



Achieving “Self-Sufficiency” through “Successful Employment”

The previous chart examines the “what” and the “how” of Hopeworks. While the terms used here can be understood as placeholders (self-sufficiency was selected to suggest the goal is more than financial), measuring the outputs of the program was seen as a key issue. For example, if the goal is to leave the youth achieving “financial independence”, how can that be measured and reported. The chart below suggests a measure for short-term and long-term outcomes of Hopeworks youth.



How will Hopeworks address the gaps in its services?

The internal interviews identified important gaps in the services offered by Hopeworks. During the meeting, participants assessed the gaps and decided if those gaps should be met through services provided by Hopeworks through work with partners. The chart below summarizes the initial thoughts of meeting participants.

<p>Hopeworks provides the service</p>	<ul style="list-style-type: none"> • External Services* • Training* • Academics* • Life Readiness* • Insufficient pipeline of internships leading to full time jobs • Limited relevance/responsiveness of the training youth receive to many employers needs • Lack of follow up and support after participants leave the program and enter the workforce or college (spending months “on their own”) • No support for independent living after teens leave • Not connecting youth with partnerships early enough <ul style="list-style-type: none"> • Keeping up with changing internal policy at partner organizations • Build stronger partnerships with businesses locally and beyond • Greater focus soft business skills (internally) • Provide more travel opportunities for participants (career, trips, etc.) • Mentorship expertise and diversity
<p>Hopeworks forms strategic partnerships</p>	<ul style="list-style-type: none"> • Lack of follow up and support after participants leave the program and enter the workforce or college (longer-term partners) • Not enough tutoring and support to build a broad base of fundamentals they may have missed in school • Residential facilities do not prepare teen for independent living • Not enough places to live during participation • Greater focus soft business skills (with partners) • Provide more travel opportunities for participants (career, trips, etc.) • Offer more advanced training to different populations • Mentorship expertise & diversity • Immigration/DACA • Medical services • Food and nutrition • Mental health services

*Service is already being provided by Hopeworks

HOPEWORKS STRATEGIC INITIATIVES

Meeting discussions on partnerships and program content and a full team brainstorm on what Hopeworks should include in its training/teaching preceded breakout group work to consider approaches to three strategic initiatives.

- Curriculum/Program Content
- Forming Critical Partnerships
- Services Adjustments

The results of the breakout discussions for each initiative are presented in frameworks below. Each is organized slightly differently to capture the general concepts the group used to structure their thinking. Each initiative summary also identifies a set of major activities. Major activities were identified by the breakout group to define the major pieces of work needed to achieve the initiative objective. The objective statement was added by Strategy Arts after the meeting to ground each initiative with an achievable outcome.

CURRICULUM/PROGRAM CONTENT

Initiative Objective: Hopeworks provides the confidence building support that meets the needs of program participants, delivers training to develop professional skills, and sets up youth to succeed in careers by providing pathways to and support for employment.

Initiative Framework

	Life & Business Skills	Technical Skills
Level I	<ul style="list-style-type: none"> • Training • Internship • Business Skills 	<ul style="list-style-type: none"> • Web Development and Design • Accessible/attractive coding • Data Entry <ul style="list-style-type: none"> • GIS • Medical Coding
Level II	<ul style="list-style-type: none"> • Project Management • Youth Journey Map 	<ul style="list-style-type: none"> • Certification for GIS and GA Training • Staffing and consulting • Quality Assurance • Google Analytics

Major Activities

- Develop a business terms code book
- Codify/sequence the professional skills curriculum
- Work new curriculum into current training module
- Develop a "refresher" course after youth complete year one
 - Clinic model providing six-month support
- Examine potential earned income potential for selling curriculum (this could be an avenue to scale)

FORMING CRITICAL PARTNERSHIPS

Initiative Objective: Hopeworks has developed key partnerships with organizations that enable it to holistically meet the needs of the young people it serves while focusing on the core areas it does best.

Initiative Framework

Critical Partnerships	Partnership Needs	Considerations/ Remaining Questions
Housing	<ul style="list-style-type: none"> Transitional Housing C.R.I.B. 	<ul style="list-style-type: none"> There is a need here and somebody has to do more. NBG implications Recognize that we are emotionally invested in C.R.I.B.
Mentoring	<ul style="list-style-type: none"> Program expertise in mentoring Establish mentoring objectives and curriculum 	<ul style="list-style-type: none"> What is the current state, and should we partner? What are the dynamics of the mentor/mentee relationship? Is the method of procuring mentors scalable? Are we dealing with the whole person form the mentoring context?
Food & Nutrition	<ul style="list-style-type: none"> Fresh produce Food pantry Access on premises 	<ul style="list-style-type: none"> Pursue partners for food access

Major Activities

- Housing
 - Explore other models (Covenant House model)
 - Check with previous residents because it provides qualitative evidence for other managers/funders
 - Look for a partner or a way to spinoff C.R.I.B. (i.e. form a separate 501c3 or find new managing partner that can focus on this exclusively)
- Mentoring
 - Explore what can be learned from other models (Big Brothers/Big Sisters)
 - Identify what program expertise is need for Hopeworks mentoring
 - Establish mentoring criteria:
 - Are we dealing with the whole person form the mentoring context?
 - What are the expectations?
 - Is trauma informed a part of the onboarding?

Hopeworks Strategic Plan Report

- Establish procurement/requirement model
 - Explore alumni mentoring
 - Connection/training on trauma informed care
- Food & Nutrition
 - Pursue partners with an emphasis on fresh produce and on premises access

SERVICE ADJUSTMENT

Initiative Objective: Hopeworks has properly adjusted its catalog of services to measurably, sustainably, and effectively fulfill its mission.

Initiative Framework

Service	Yes/Maybe	Remaining question(s)
External Services	Yes	<ul style="list-style-type: none"> How should we continue this?
Training	Yes	<ul style="list-style-type: none"> What should we invest in?
Life Readiness	Yes	<ul style="list-style-type: none"> How do we invest and add structure? Define what is the Hopeworks Way?
Academics	Maybe	<ul style="list-style-type: none"> Is it core? Should we be doing this or should we be partnering? Is there a partner or an external resource that could help us do this better? Do we lose connectivity if we partner?
C.R.I.B.	Maybe	<ul style="list-style-type: none"> This has space in our hearts This is something to continue to think about Could someone be doing this better?

Major Activities

- Adjusting current services
 - Connect services skillset to needs of employers with youth qualification (with the aim of minimizing the gap)
 - Conduct a market analysis with a few select employment partners to identify key needs
 - Explore if Hopeworks should diversity from tech (or can we extend tech and package it differently)
 - Potential options: Google Analysis, search optimization, graphic design, Microsoft Office (Excel)
- Extend services post-employment
 - Engage alumni
 - Develop mentorships or partnerships with alumni
 - Hire a full-time employee to focus on alumni engagement
 - Develop a database that tracks progress of Hopeworks Alumni

NEXT STEPS

Hopeworks staff will be the primary resources on and owners of the strategic initiatives. The board will assign representatives to support the planning of each initiative and provide advising as needed to the internal initiative teams. Board members are not in control of nor lead the projects but rather serve in an advisory role and provide a channel for needed governance and report information back to the full board.

The executive director will coordinate the timing of project kick offs for each initiative. A growth committee will be established at the board level to explore growth options with the goal of setting a direction for Hopeworks growth within 12 months. Board membership on the Growth Committee and representatives for each strategic initiative are identified below.

Growth Committee Board Membership

- Yesenia Nieves
- Brad Aronson
- Marlene L. Olshan
- Agata Clevenger

Strategic Initiative Board Representatives

Curriculum

- Josh Angotti
- Brian Simmermon

Partnerships

- Christina Mattison
- Jeremy Sunkett

Services Adjustments

- TJ Lynch
- Daniel Rhynhart

APPENDIX

The following sections contain additional details collected during the strategic planning meeting. The content below represents the raw data and should be used to provide additional support wherever necessary.

OVERARCHING PROGRAM GOAL

The content below was generated during an introductory session where participants responded to the prompting questions “What should we be doing at Hopeworks?” and “What are we trying to achieve for those we serve?”. The data collected here was refined and presented in the section “What is Hopeworks working to achieve” in the report body.

- Driving toward "success"
- We have a balance between the support services that is not victimizing
 - Self-confidence is not an outcome
 - The what is "economic security" the how is self confidence
- How do we understand when to hand certain projects off to partners?
- Get the kids ready for their first career
- Supporting success in life. Looking at long-term success
 - Yes, there is a first job, but what comes after
- Provide "Life" support
 - If the youth lose a job they cannot support themselves
- Getting kids into a steady life situation financially and having added support
 - I want a job so I can have a _____
- How do you get into a stable job while you are planning for advancement? (your own business, etc)
- Career readiness with components to support their productiveness (professionalism etc.)
 - We can invest in giving a job, but if it doesn't work out, they are back at square one
- Create a pathway to wealth
 - Wealth - income exceeds expenses over time
- Understanding what the youth like to do
 - Not everyone wants to be in tech
- Prepare for culture shifts (in education and employment)
- Jobs are fundamental component, but the softer skills teach you how to handle failure
- Support in decision making
 - It is a basic thing that comes from families that some youth may not get at home and may be getting at Hopeworks
- Providing mentorship and role models
- The most unique offering is the culture at Hopeworks (giving values that will help the youth with career, education, life)

- The culture can be a substitute for what is not in the youth's life

STRATEGIC INITIATIVES

The content captured below is a raw transcription of the visioning board each subsection presented to all meeting participants. These thoughts are presented in the report as the three Hopeworks Strategic Initiatives.

Curriculum and Program Content

- Developing a curriculum around life skills
- Integrating life and business skills (business analytics, project management)
- Explicit
 - Business Terms (Code book)
 - Codify/sequence professional skills curriculum
 - Examine potential earned income potential for selling curriculum
- Training Internship
 - Could be an avenue to scale
 - Youth could get "refresher" course after youth do year 1 (clinic model) in 6 months
 - Work into current training module
 - Project management
- Technical
 - Coding is accessible and attractive
 - GIS + Data entry
 - Opening training
 - Google analytics
 - Preparing for medical coding
 - Staffing and consulting
- Provide technical training (Diagram)
 - Level 1 (life & business skills)
 - training
 - practicum
 - internships
 - Level 2
 - Project management
 - Youth Journey Map
 - Level 1
 - Web development and design

- Data entry
 - GIS
 - Medical coding
- Level 2
 - Google analytics
 - Quality assurance

Service adjustment

- What are the services:
 - External services
 - Yes, we should continue this, but how
 - Training
 - Yes, but what should we invest in that
 - Life readiness
 - Yes, it is core to Hopeworks. How do we invest and add structure?
 - Define what is the Hopeworks Way
 - Academics
 - Maybe, is it core?
 - Should we be going this or should we be partnering?
 - Is there a partner or an external resource that could help us do this better?
 - Do we lose connectivity if we partner?
 - CRIB
 - Not sure if we should continue
 - This has space in our hearts
 - Not sure, this is something to continue to think about
- External services
 - Need to marry skillset needs of employers with youth qualification (minimize gap)
 - Conduct market analysis with a few select partners
 - Diversity from tech....or can we extend tech and package it differently?
 - Google analytics, sed/sem, Excel, Graphic design, MS Office
 - Idea: Hopeworks pays for internships to open the door to employment
 - The issue is does that undermine the "real job" experience Hopeworks is aiming for
- Extend services post-employment
 - Yes, but how?
 - Alumni
 - Mentor or Partner

Hopeworks Strategic Plan Report

- need to own and measure
- Full time employee to focus on this
- We don't have a huge database

Partnerships

- Transitional housing
 - Transitional
 - Crib
 - Look to partner or spinoff, but not scale
Somebody has to do more (there is need here)
 - Check with previous residents because it provides qualitative evidence for other managers/funders
 - NBG implications
 - Covenant house model
- Mentoring (what is the current state, and should we partner)
 - Program expertise in mentoring
 - Big Bros Big Sis?
 - What are the dynamics of the mentor/mentee relationship?
 - Are we dealing with the whole person form the mentoring context?
 - What are the expectations
 - How are we procuring mentors?
 - Is it scalable?
 - Is trauma informed a part of the onboarding?
 - Alumni mentoring
 - Recruitment/inventory?
 - Connection/training on trauma informed care
- Food & Nutrition
 - Pursue partners for food access
 - Fresh produce
 - Food pantry
 - Access on premises
- Overall partnership scope thinking was what had the most impact on outcomes

PROGRAM SCALE

The content below was captured during the final session of the planning meeting which sought to identify a growth direction for Hopeworks. It was decided that a board subgroup would continue this conversation.

How do we grow?

- Collect a more robust set of data to make some of these determinations
- Collaboration between strategic areas

Hopeworks Strategic Plan Report

- Set initiatives to define starting point, resources, etc.
- Understand what the outcomes from these initiatives are (what does success look like)
 - i.e. Is it how many people come through the program, 6 month employment, ongoing success in 2 years
 - What is success?
 - A stable job