

House of Hope Shelter and House of Hope Housing

STRATEGIC GOALS & FOCUS: 2007—2012

To continually assess the service needs of shelter guests and develop innovative programming to meet those needs.

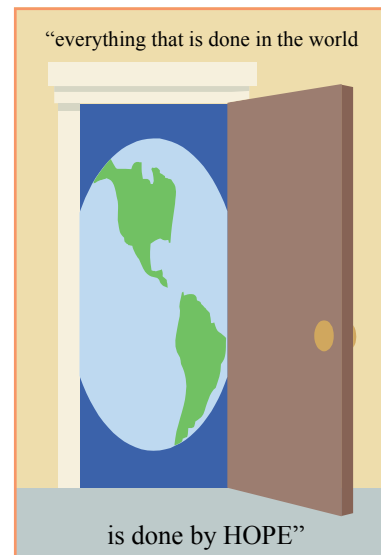
To continually improve shelter programs and strategies to help residents achieve the greatest possible self-sufficiency.

Evaluate and pursue opportunities to provide transitional housing for homeless families, but only under the following conditions:

- New capacity must represent a step toward greater self-sufficiency.
- Any new shelter capacity must be completely self-sustaining through incremental DTA funds. Currently, HOH needs private philanthropy to cover the full costs of operating the shelter program. Adding new capacity must not increase HOH Shelter's fundraising burden.

The combined organizations have embraced ambitious goals:

To create more service supported permanent housing, to seek ways to support shelter alumnae, and to continually improve and expand service offerings at the shelter.



Create up to 100 new service-supported housing for homeless families over the next ten years.

- Create properties that provide high-quality social service support for formerly homeless families.
- New development projects must have sufficient resources to provide these activities without having a negative financial impact on the organization's finances.

Develop a set of financial guidelines for new housing to ensure that all new projects will be financially self-sustaining:

- Development costs must be paid by third-party sources (including loans, grants and equity) without permanent deployment of HOH's cash resources.
- Operating costs must be fully covered by operating revenues, included the fully loaded costs of providing supportive services for residents over the long term.

Conduct systemic prospecting and outreach to explore opportunities to develop this housing.

From 2007 strategic planning process which involved both staff and board members, current and former shelter guests and tenants, an evaluation of progress since the last plan was completed in 2000 ; a comprehensive environmental and stakeholder scan; a review of the programs' strengths, weaknesses, opportunities and threats and a Board/Staff retreat to identify new strategic goals. Laurie Gould of VIVA Consulting facilitated the strategic planning process and prepared the final report which is available by contacting Deb Chausse at debhoh@hopelowell.org

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