



**HOUSING
HOPE**
we keep hope alive

HOPEWORKS
a Housing Hope affiliate



**HOUSING HOPE
PROPERTIES**
a Housing Hope affiliate



STRATEGIC PLAN

Vision 2030



About Us

OVERVIEW

Housing Hope was founded in 1987 by a small group of people to solve a seemingly simple problem. At that time, there were not any shelters in Snohomish County for families with children who were experiencing homelessness. Their vision, coupled with three decades of hard work from supporters, staff, and community members, has grown Housing Hope into the largest non-profit affordable housing developer and social service provider in Snohomish County. Today, Housing Hope owns and operates 541 affordable apartments at 23 locations, has enabled 328 families to build their own home, and serves thousands of individuals each year through its social service programs.

Housing Hope views safe, stable, affordable housing as the foundation that families need to build their futures. But housing is not enough. The most reliable pathway out of poverty is a career that pays a living wage. In 2011, Housing Hope created HopeWorks Social Enterprises to provide job training opportunities to our residents and community members experiencing homelessness or poverty. HopeWorks has grown to operate four social enterprise businesses: ReNew Home and Decor, GroundWorks landscaping, Kindred Kitchen café and catering, and Tomorrow's Hope Child Development Center. HopeWorks' Training Academy uses a holistic approach to help individuals build sustainable careers through interpersonal self-growth, pre-employment, education, and computer skills development, and hands-on job training.

MISSION

Housing Hope shall promote and provide affordable housing and tailored services to reduce homelessness and poverty for residents of Snohomish County and Camano Island.

HopeWorks helps low-income, Snohomish County residents achieve self-sufficiency through social enterprises that provide training and pathways to living-wage jobs.

Housing Hope Properties acquires, leases, rehabilitates, constructs, and otherwise provides decent, safe, sanitary and affordable housing for residents of Snohomish County and Camano Island.

Strategic Objectives

1. Create 1,000 affordable and sustainable rental and homeownership housing units by 2030.
2. The Training Academy is the premier job training program in Snohomish County, with 85% of participants embarking on career pathways to increase earned income through employment or advanced education.
3. Prevent incidents of future poverty and homelessness by nurturing the kids we serve, from birth through age eighteen, so that 80% are kindergarten ready, and all remain engaged in their learning, graduate school on time and are on the path to overcoming generational trauma.
4. Everyone we serve – our employees, residents, and our communities – can thrive regardless of their ability, economic status, identity, or race.
5. Be widely recognized and sought after as a great place to work.

Strategic Objective 1: Create 1,000 affordable and sustainable rental and homeownership housing units by 2030.

Maintain a strong housing development pipeline that includes combined 9% and 4% Low-Income Housing Tax Credit projects to meet our community's ongoing need for affordable housing.

Streamline affordable housing financing processes and increase development capacity to more efficiently address Snohomish County's affordable housing crisis.

Maintain and build strong community support from Regional Boards, donors, and other supporters so that Housing Hope benefits from the collective wisdom in each local community.

Create an Urban Homeownership Program so that families in all regions of the county have access to affordable homeownership opportunities.

Increase Property Management capacity to ensure that Housing Hope's current and future housing portfolio is well-managed and provides quality living environments for residents.

Strategic Objective 2: The Training Academy is the premier job training program in Snohomish County, with 85% of participants embarking on career pathways to increase earned income through employment or advanced education.

Transform the Training Academy to provide a more robust program with continuity across training sectors.

Increase Housing Hope resident participation in the Training Academy so that households who have experienced homelessness have the skills and resources to succeed in private market housing.

Create a Training Academy Alumni Program to support and guide graduates throughout their career pathway.

Expand the reach and effectiveness of the Training Academy to better integrate our employment training services in partner organizations.

Expand the Training Academy to new facilities to serve more individuals throughout the County.

Strategic Objective 3: Prevent incidents of future poverty and homelessness by nurturing the kids we serve, from birth through age eighteen, so that 80% are kindergarten ready, and all remain engaged in their learning, graduate school on time, and are on the path to overcoming generational trauma.

Create new state of the art child development facilities to serve more children.

Increase staff capacity so that families never wait to receive quality services.

Increase capacity and expertise in wraparound social-emotional and mental health services to build resiliency and promote success in school and life.

Continue to enhance Tomorrow's Hope as a highly effective and sought-after program, building a foundation that supports the social-emotional and academic development of every child, including those who have experienced trauma and poverty.

Expand specialty program offerings throughout Snohomish County to better serve children and families living at Housing Hope sites.

Ensure that every child and youth living in Housing Hope's housing programs is regularly attending and succeeding in school so that they flourish in later life.

Strategic Objective 4: Everyone we serve – our employees, residents, and our communities—can thrive regardless of their ability, economic status, identity, or race.

Hire a dedicated DEI Leadership position to further advance the agency’s long-term goals for creating equitable systems and eliminating racist practices.

Establish and foster a workforce, leadership team, and agency board(s) that reflects demographic and lived experiences found in our community.

Embed equity, inclusion, anti-racism, and belonging principles and actions as part of the agency’s operational and cultural DNA.

Incorporate a communications strategy that informs stakeholders, staff, and community leaders of the agency’s work in equity, inclusion & belonging.

Cultivate relationships with community organizations to dismantle systemic inequities and advance equity, inclusion, racial and social justice in Snohomish County.

Create and establish key metrics to measure agency’s progress in building a diverse, equitable, inclusive, and anti-racist culture.

Strategic Objective 5: Be widely recognized and sought after as a great place to work.

Strategically build capacity agency-wide to ensure sustainable growth.

Enrich staff recognition and reward systems so that staff feel appreciated and valued.

Enhance employee supports to cultivate employee satisfaction and retention.

All staff participate in quality education and training opportunities to grow their skills.

Invest in a new administration workspace to improve employee satisfaction and accommodate agency efficiency and growth.

Housing Hope and HopeWorks have a positive culture that creates a sense of belonging and attracts top talent to our organization.



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