



2017–2020

Humility of Mary Housing Strategic Plan

INTRODUCTION



According to the National Low Income Housing Coalition's (NLIHC) recently released report, *The Gap: A Shortage of Affordable Homes*, the U.S. has a shortage of 7.4 million affordable rental homes available to the lowest income people. Every state and congressional district is directly impacted by the growing housing crisis. Because of chronic underfunding of rental housing assistance programs, just one in four of the poorest people in America get the housing assistance they need.

This unmet need is equally challenging in the state of Ohio and locally in the Cuyahoga – Elyria Metropolitan Service Area. In Ohio, on average, there are only 43 affordable units of available rental housing per 100 Extremely Low Income (ELI) households. At the local level, the number of available affordable housing units for ELI households is 44. An ELI household of four earns \$24,300.00 or less per year locally.

The Sisters of the Humility of Mary Housing, being responsive to the needs in the communities they serve, recognized the significant gap in affordable housing and started their housing ministry, known today as Humility of Mary Housing (HMH). Beginning in 1987 with 9 housing units for formerly homeless women and children in Akron, the ministry has grown to 267 units of affordable housing today, reaching across six cities in four northeast Ohio counties. In serving the poor, we target the most marginalized populations, including low income seniors, chronically homeless young men ages 18–24, and chronically homeless single parent families.



Our Vision

Empower those we serve to live a more abundant life.



Our Mission

Humility of Mary Housing promotes and strengthens the self-sufficiency of individuals and families, especially the poor, through advocacy, supportive services, and quality housing.

OUR VALUES



Respect

We believe in the dignity, worth and potential of every person.



Integrity

We demonstrate honesty and candor in our relationships.



Justice

We vigorously advocate for homelessness prevention.



Collaboration

We believe in being honest, transparent, professional, and non-discriminatory in our work.



Compassion

We do unto others as we would have them do unto us.

PROCESS OVERVIEW



2017 is a monumental year for Humility of Mary Housing, marking our 30th anniversary since first opening our doors to the homeless. This milestone, combined with a transition in leadership, represents a perfect time to reflect on the past 5 years, and plan for our next 3 as we continue to meet the needs of the marginalized populations we serve.

As part of our reflection, in the summer of 2016, the Humility of Mary Housing (HMH) Board of Directors identified the need to engage in a strategic planning process to continue the transformative work outlined in the “Eyes on the Horizon”, the 2012–2016 strategic plan.

Some examples of work that was completed during our last strategic plan include:

- **Reviewed and updated the mission and values**
- **Identified and implemented activities to streamline business operations**
- **Reorganized staffing structure to better serve residents and the ministry**
- **Empowered staff and leadership with new opportunities and responsibilities to further team development**

The HMH Board underwent a strategic planning process, led internally by members of our Board with support from the leadership team that included a full-day Board retreat, several committee planning meetings, and formalization of goals and strategies for the organization to focus on over the next several years.

In October of 2016, members from the Sisters of the Humility of Mary, Board members, and the HMH leadership team were engaged in a visioning process to determine where the organization will be in the future and detailing critical areas of need to move the organization forward, including governance, staffing structure, programming, and funding.

Following the day long retreat, the Board's committees finalized themes from the events, which allowed the Board to begin shaping its goals for the future. From this process, the Board agreed to focus on three key areas: Organizational sustainability, Enhanced programming, and Effective communication.

Driven by committees of the Board, combined with the HMH leadership team, HMH worked to expand the Goals into actionable, measurable, work to guide the organization forward in achieving developed goals and strategies which are outlined in the following pages.

OUR GOALS



Goal One:

Obtaining and maintaining organizational sustainability



Goal Two:

Further define the needs of the community we serve to respond to the ever-evolving clientele that we serve



Goal Three:

Improve communication throughout the ministry by increasing clarity and promoting a consistent and compelling message

GOAL ONE



Obtaining and maintaining organizational sustainability



Strategies:

- A** Establishing Financial solvency
- B** Aligning Staffing Structure to Goals of the organization
- C** Aligning Governance Structure to best meet the goals of the organization



Tactics:

A

- Explore opportunities to grow the endowment
- Establish a Fund Development Plan
- Employ best practice regulations, policies, and procedures to enforce stronger fiscal management and oversight
- Continue to explore opportunities to diversify revenue (earned & contributed)

B

- Conduct an organizational assessment to assist in prioritizing gaps in staffing structure
- Review current job descriptions, caseloads, and duties of current staff to ensure job descriptions match goals of the organization
- Explore possible internships with local colleges/universities and possible volunteer opportunities for community members to get more involved with the organization
- Continually review and update current staffing structure to be responsive to the ever changing environment

C

- Update code of regulations to reflect consolidation and other needs to be more reflective of current environment
- Review and update existing board committee structure to best support organizational goals
- Review, update, and create (as necessary) Board documents (Board Book, Onboarding packet, statement of expectations, conflict of interest)
- Review and build board composition to be comprehensive in skillset, inclusive, and representative of all HMH boards

GOAL TWO



Further define the needs of the community we serve to respond to the ever-evolving populations that we serve



Strategies:

- A** Provide informed and impactful programming to those we serve
- B** Provide necessary support, education, and training to team members to best serve our clients
- C** Develop and track data driven outcomes
- D** Engage in action oriented collaboration



Tactics:

- | | | | |
|--|---|---|---|
| A ————— | B ————— | C ————— | D ————— |
| <ul style="list-style-type: none">• Implement Evidenced Based Practices for supportive services• Implement the Caring Compass• Create mission driven culture through procedures and processes which supports quality housing• Conduct a needs assessment in communities we serve to best identify the needs of our clients• Continually be evaluating evolving needs of the community while anticipating and being responsive to funding trends as it relates to clients we serve• Establish an asset management plan | <ul style="list-style-type: none">• Provide professional development opportunities for all team members in their areas of expertise for staff to continue to grow and develop• Continue to provide leadership, supervision, and guidance to all team members to continue and help them be successful | <ul style="list-style-type: none">• Develop true outcomes in alignment with our funders and specific to the ministry/ mission that help us determine effectiveness of each program• Explore opportunities to build staff capacity• Develop reporting schedules to monitor progress ongoing for goals and outcomes | <ul style="list-style-type: none">• Identify partnerships in the community which will strengthen our ability to meet the needs of those we serve• Secure funding sources to support key short-term strategic priorities• Develop list of potential partners, donors, and volunteers for leadership team to approach |

GOAL THREE



Improve communication throughout the ministry by increasing clarity and promoting a consistent and compelling message



Strategies:

- A** Standardize messaging and communication
- B** Communicate our successes
- C** Utilize leadership opportunities to spread the word of HMHI and its mission



Tactics:

A _____

- Establish a communication plan which guides communication at all levels of the organization
- Improve and develop interactive media that reinforces key messages
- Enhance existing relationships and cultivate new relationships with traditional and nontraditional media outlets

B _____

- Build on the success of HMHI programs with branded communication vehicles
- Consider developing targeted budget for paid advertising in print, digital, and other venues

C _____

- Be visible at conferences relevant to our ministry
- Identify leadership opportunities on community boards and committees



Strategic Planning Committee:

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Eric Bryant, Humility of Mary Housing

Brant Duda, Humility of Mary Housing

Lisa Mitchell, Humility of Mary Housing

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Team Members:

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