



Humility of Mary

HOUSING

The Caring Compass

Strategic Plan 2021-2023

**Approved by Board of Directors:
January 26, 2021**

Humility of Mary Housing, Inc.

In 1987, H.M. Life Opportunity Services began providing housing and supportive services to homeless, single parent families in the Akron area.

Humility of Mary Housing was formed in 1988 to enhance, support and expand the overall housing ministry of the Sisters. In 1995 the organization's name was changed to Humility of Mary Housing, Inc. This became the foundation upon which the Humility of Mary Housing Ministry was established and upon which it continues to grow.

The Humility of Mary Housing mission is to promote and strengthen the self-sufficiency of individuals and families, especially the poor, through advocacy, supportive services and quality housing. It is a mission shared with the Sisters themselves to bring a more abundant life to others.

Since its beginning in 1987, Humility of Mary Housing has grown to where it is now providing housing and supportive services in four northeast Ohio counties: Lorain, Cuyahoga, Summit and Trumbull. Local communities being served include Wellington, Lorain, Garfield Heights, Northfield Center, Akron, Girard and Youngstown.

HMHI is governed by a 13-member board of directors. We have 33 employees and more than 40 volunteers. Our headquarters is located at 2251 Front Street in Cuyahoga Falls, Ohio.

Our annual operating budget is approximately \$3.6 million. The primary revenue sources are government grants/contracts, special events, foundation grants and donations from local businesses, organizations and individuals.

Our Service Locations

- Emmanuel Community Care Center, 2 N. State Street in Girard, Ohio
 - 4 units permanent supportive housing
 - Emergency assistance, thrift shop and pantry
- Faith House, 1561 E. 30th Street in Lorain, Ohio
 - 16 units permanent supportive housing for homeless single parent families
- HM Life Opportunity Services
 - 38 units permanent supportive housing for homeless single parent families
 - 16 units permanent supportive housing for homeless single men and women
- Opportunity House, 4740 Turney Road in Garfield Heights, Ohio
 - 11 single occupancy units for single men 18 - 24 years old
- Martha Manor, 575 Delmar Avenue in Akron, Ohio
 - 36 units senior tax credit housing for seniors age 55+
- St. Patrick Manor, 120 Maple Street in Wellington, Ohio
 - 50 units Section 202 supportive housing for seniors age 62+
- St. Timothy Manor, 4335 E. 131st Street in Garfield Heights, Ohio
 - 40 units Section 202 supportive housing for seniors age 62+
- St. Timothy Park Apartments, 4350 E. 136th Street in Garfield Heights, Ohio
 - 40 units Section 202 supportive housing for seniors age 62+
- Villa at Marian Park, 320 Guys Run Road in Akron, Ohio
 - 40 units Section 202 supportive housing for seniors 62+

Our Vision, Our Mission and Our Guiding Principles

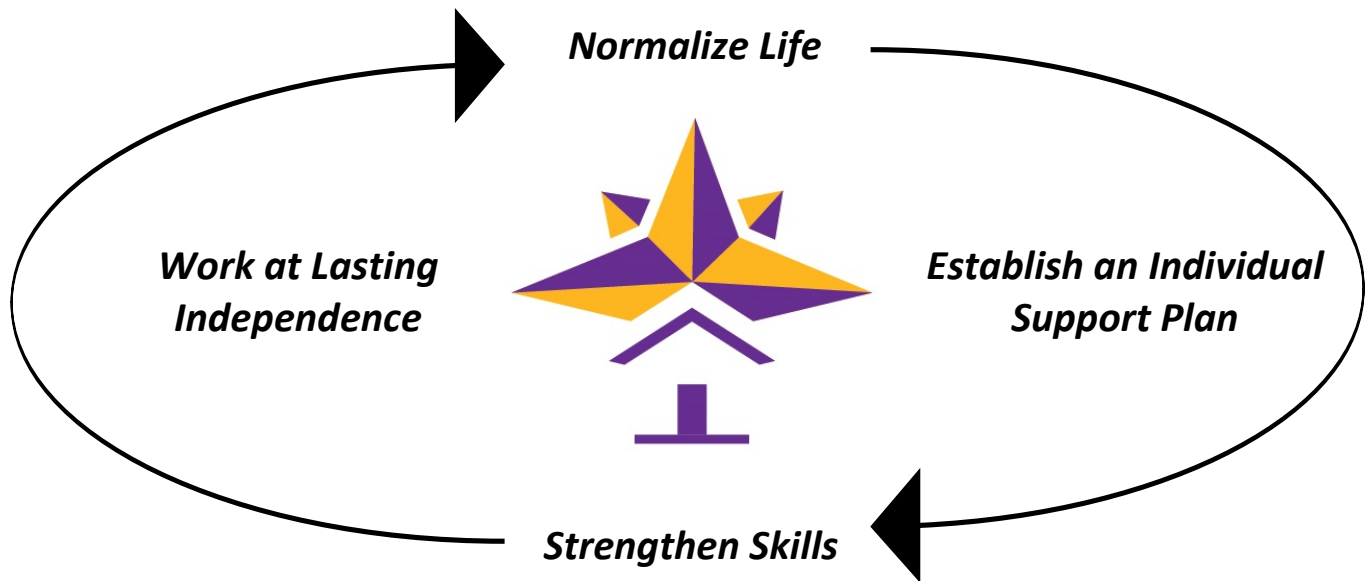
Vision: Empower those we serve to live a more abundant life.

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.

Guiding Principles: Consistent with the Sisters of Humility of Mary's mission of bringing more abundant life to God's people, five guiding principles serve as the foundation upon which HMMH's mission and vision are based.

- We provide **respect** by affirming the uniqueness of each person and actively listening to others because we cannot properly serve people when their voices are unheard.
- We provide **integrity** by adhering to the highest professional and ethical standards because the communities we serve deserve our best.
- We provide **justice** by advocating vigorously for homeless prevention because it's not enough to provide homes we must prevent the problem from occurring.
- We provide **collaboration** by working with individuals and organizations in order to achieve our mission of service to those in need because we realize that nothing great happens in a bubble.
- We provide **compassion** by serving all our participants with a caring attitude because that is how we would want to be treated.

The Caring Compass



The Caring Compass is the overall philosophy of the programs and services offered at Humility of Mary Housing (HMH), serving formerly homeless individuals and families through permanent supportive housing. As applied to HMHI's supportive housing operations, the Caring Compass provides an array of program and property management services designed to assist individuals and families with a history of homelessness achieve housing stability and strengthen their support networks. The overall goal of The Caring Compass model is to assist eligible individuals and families in their efforts toward:

- Avoiding a return to homelessness
- Increasing employment opportunities
- Enhancing financial wellbeing
- Expanding participation in the community
- Promoting physical and mental wellbeing

Caring Compass program staff partner with program participants in creating individualized plans to achieve independent living, to attain economic independence, to gain self-sufficiency and to make maximum use of their talents and strengths. The main goal of the Caring Compass Program is to assist participants in gaining and maintaining stability in their lives.

Our Services

- **Housing**

We provide safe, affordable housing for individuals and families. Our tenants may have had housing challenges related to poverty, homelessness, aging, mental illness, disability and/or addiction. Through permanent supportive housing, HMHI goes beyond providing shelter and offers supportive services to help individuals on their path to self-sufficiency.

Vulnerable populations we house are homeless or low income seniors to include homeless single parent families, chronically homeless single men and women, and homeless youth ages 18 – 24, seniors ages 55 and above, and seniors ages 62 and above. One household member in our homeless sites must have a disability of long duration which generally impedes their ability to maintain their housing on their own.

Our current housing portfolio is comprised of 287 one, two, or three bedroom apartments in a community based apartment like setting. This includes 206 units dedicated to low income seniors and 61 units in an apartment setting or 20 units leased through local landlords for homeless individuals and families.

- **Case Management**

Our Supportive Services staff (case managers) assess the physical, psychological and social needs of our tenants and help them find and sustain stable and suitable housing. In addition to securing housing, case managers work with tenants to develop an individualized service plan that includes employment, educational, health and/or social goals. Tenants may receive supportive services directly from HMHI or through referrals and linkages with appropriate community-based services. Supportive services may include the coordination of physical/mental health or substance abuse treatment, facilitating access to employment or educational services, and in the development of life skills (e.g., budgeting, nutrition). Case management may also include education about medications and the provision of medication management support.

Outreach is a critical component of supportive services and focuses on encouraging and maintaining positive behavior changes. In accordance with the individualized service plan, tenants may receive help with connecting/reconnecting with family members and to the community. Treatment modalities used in outreach services include:

- Art therapy
- Cognitive behavioral therapy (CBT)
- Anger management
- Meditation/mindfulness
- Harm reduction
- Motivational interviewing

- Trauma-informed care

- **Youth Advocacy**

Homeless school-aged youth served by HMHI are vulnerable to educational and developmental delays. Barriers often arise associated with poverty, transience, and lack of support and homeless youth experience twice the rates of learning problems, medical handicaps, and behavioral challenges as peers. While homeless, parents often are in crisis, overwhelmed and may lack the time or resources to devote to their children's needs. Through our Youth Advocacy efforts, we provide educational, developmental, and social services for homeless youth and children residing in our permanent supportive housing programs. Specific activities include:

- Tutoring
- Summer enrichment
- Art therapy
- Academic liaison representation
- Early childhood development services
- Transportation
- Case management
- Fun trips
- Special events
- Parenting classes (for their caregivers)
- Age-appropriate basic need items - school clothes, shoes, school supplies, diapers, formula, and/ or baby items.
- Tailored services based on personal needs

Strategic Planning Process

The Humility of Mary Housing, Inc. board and staff embarked upon a strategic planning process in 2020 to develop a plan that would set the future direction of HMHI by identifying strategic priorities and aligning the efforts of all those involved to support our mission for the next three years.

This strategic plan sets the overall direction for HMHI for 2021 through 2023. The strategic priorities identified in this plan reflect our commitment to improvement—in mission impact, in visibility and awareness, in leadership capacity, and in financial strength and stability.

The critical issues that were considered during the development of this plan included:

- What are the most important partnerships we should be creating?
- How do we best ensure financial sustainability?
- What new skills and/or resources does HMHI need to move forward?
- How can we increase HMHI’s visibility and public awareness throughout our service area?
- Is the Board of Directors structured in the most effective way to support the implementation of the strategic plan?

Successful implementation of the strategies described in this plan will be challenging but will have a positive impact on HMHI and on the community. These strategies are interdependent and a shortfall in one area may affect others. Each strategic priority will be supported by goals and objectives.

We are committed to executing this strategic plan in the best interests of those we serve. We will develop an operations plan to guide the implementation of the strategic plan and key indicators that reflect our progress toward meeting specific performance targets.

Definition of Terms

Strategic Priorities: Strategic priorities are high-level outcomes that we want to promote and achieve over the long term. These priorities will guide budget and resource allocations.

Strategic Goals: Strategic goals are the milestones that we aim to achieve that evolve from the strategic priorities. They transform strategic priorities into specific performance targets that impact the entire organization. Goals can be qualitative or quantitative.

Strategic Objectives: Strategic objectives identify the approaches or activities that will be carried out to achieve the strategic goals.

Operations Plan: The strategic priorities, goals and objectives identified in this Strategic Plan are intended to be high level and relevant for the next two to three years. The successful implementation of the plan will rely on the development of an operations plan that includes specific, measurable action steps to support each strategic objective. The operations plan also identifies individuals or groups accountable for the achievement of objectives, performance indicators and desired outcomes.

Strategic Priorities for 2021-2023

Strategic Priority 1: We will provide high-quality, sustainable programs and services that are closely aligned with the HMHI mission.

Strategic Priority 2: We will seek and develop partnerships that increase program impact, financial support and volunteer engagement.

Strategic Priority 3: We will build financial strength and sustainability through program revenue growth and enhanced fundraising activity, careful risk management, and ongoing accountability.

Strategic Priority 4: We will increase our public visibility and the community's understanding of our services and our impact.

Strategic Priority 5: We will develop and maintain strong board leadership and a high-performing workforce.

Strategic Priorities, Goals and Objectives for 2021-2023

Note: In light of the COVID-19 pandemic, all programs, services and other agency operations will be conducted in accordance with the Governor of Ohio's mandates and guidelines and with other relevant and required public health guidance.

Strategic Priority 1: We will provide high-quality, sustainable programs and services that are closely aligned with the HMHI mission.

Strategic Goal 1-1: Provide quality, affordable housing options for individuals with specialized housing needs.

STRATEGIC OBJECTIVES:

- Offer a variety of affordable housing options that provide choices that enhance the quality of life for individuals and families.
- Manage our properties so they are safe, efficient to operate, good neighbors, attractive assets to their neighborhoods and places where people want to live.
- Continue the implementation of agency-wide property maintenance standards for all properties.
- Continue to evaluate each property to determine its maintenance and modernization needs and long-term viability.

Strategic Goal 1-2: Through effective case management, connect seniors and formerly homeless individuals with affordable housing, and make referrals to community resources to meet other economic, educational and social needs.

STRATEGIC OBJECTIVES:

- Implement new assessment tools that conform to CARF standards at all four PRAC-202 senior sites, with the goal of applying for CARF accreditation in the future.
- Implement an electronic health record (EHR) system.
- Create a trauma group at each formerly homeless location, either virtually or in-person.
- Implement a trauma or grief group to be held at each PRAC-202 site, either virtually or in-person.

Strategic Goal 1-3: Support families in meeting the educational, health, social, recreational and emotional needs of their children through our youth advocacy program.

STRATEGIC OBJECTIVES:

- Implement new record keeping for youth programming and individual services.
- Implement assessment tool for youth.

- Continue relationship with agencies/volunteers at each location who provide tutoring and skill building for youth
- Implement tutoring program at Faith House.
- Implement kids' groups at each location, to be held either virtually or in-person.
- Implement youth summer programming at each location, to be held either virtually or in-person.

Strategic Goal 1-4: Assess ongoing and proposed programs and services to determine mission impact and financial profitability/sustainability.

STRATEGIC OBJECTIVE:

- Develop and implement criteria for assessing mission alignment, impact and sustainability of new and existing programs.
- Include resident/client served input in a way that will help to meet their needs and guide future program development.
- Expand collaboration with community agencies and philanthropic organizations to enhance funding streams for outreach services.

Strategic Goal 1-5: Meet or exceed outside accreditation and other performance standards.

STRATEGIC OBJECTIVE:

- Maintain CARF accreditation for case management/services coordination and community housing.
- Prepare for CARF Accreditation of Senior Sites.
- Maintain performance standards for state and federal grants.

Strategic Priority 2: We will build partnerships that increase program impact, financial support and volunteer engagement.

Strategic Goal 2-1: Maintain existing partnerships that expand our programs and services, provide financial support for our mission.

STRATEGIC OBJECTIVES:

- Provide partners with evidence that demonstrates the value of their participation with and/or investment in HMHI and its impact on our mission.
- Seek ways to provide additional benefit and/or recognition to HMHI partners.
- Explore the opportunity to expand partnerships with housing authorities through the use of project based vouchers.

Strategic Goal 2-2: Build new partnerships that can help us develop innovative approaches for expanding the reach and quality of our services and achieve the goals of our strategic plan.

STRATEGIC OBJECTIVES:

- Seek program partners with whom HMHI could offer new services and/or serve new populations.
- Develop partnerships with mission-aligned corporations that could provide support to advance the HMHI mission.
- Expand partnerships with schools and universities to offer internships, research and case study opportunities.

Strategic Goal 2-3: Grow volunteer involvement and impact.

STRATEGIC OBJECTIVES:

- Develop and implement a volunteer program that includes recruitment, orientation, training and recognition.
- Identify and promote opportunities for volunteer service throughout the organization.
- Ensure adequate staff management and other resources to support high-quality volunteer experiences.

Strategic Priority 3: We will build financial strength and sustainability through program revenue growth and enhanced fundraising activity, careful risk management, and ongoing accountability.

Strategic Goal 3-1: Ensure sound fiscal practices.

STRATEGIC OBJECTIVES:

- Develop and maintain balanced annual budgets that reflect organizational priorities.
- Establish metrics for financial performance and triggers for taking corrective action.
- Minimize risk through strong internal controls.
- Demonstrate transparency and accountability by providing financial reports to funders and others as appropriate.
- Maintain Guidestar accreditation.
- Build adequate reserves to meet short-term cash flow needs and endowment fund to ensure long-term sustainability.

Strategic Goal 3-2: Increase unrestricted fundraising and revenue generation and enhance the infrastructure needed to support expanded resource development.

STRATEGIC OBJECTIVES:

- Increase use of project-based vouchers to diversify funding sources.
- Leverage CARF accreditation to apply for new federal and state reimbursement.
- Develop and implement a comprehensive fundraising plan that includes special events, annual giving, online/social media campaigns, board giving, major gifts, grants, planned giving and in-kind donations.
- Expand the role of Foundation and HMHI board members in financial development.
- Add staff fundraising capacity to focus on areas most likely to produce significant results.
- Enhance the donor stewardship program ensuring prompt gift acknowledgement, regular communication with donors, and recognition at various levels of giving.

Strategic Goal 3-3: Protect our people and our property.

STRATEGIC OBJECTIVES:

- Implement and/or maintain measures to ensure the safety of our staff, volunteers and participants.
- Maintain adequate insurance coverage for our current operations and update as needed to address emerging risks.
- Develop a business continuity plan to ensure uninterrupted operations.

Strategic Priority 4: We will increase our public visibility and the community's understanding of our services and our impact.

Strategic Goal 4-1: Develop and implement a comprehensive communications plan that leverages traditional channels as well as digital and social media.

STRATEGIC OBJECTIVES:

- Establish a communications strategy for targeted audiences that promotes the positive impact of our services.
- Add dedicated staff with relevant qualifications to implement communications plan.
- Update the HMHI website and other social media channels as valuable resources for current and potential clients, partners, donors and volunteers.
- Generate visibility for the HMHI mission through presentations to civic groups, service organizations and others.
- Attend community events to increase visibility throughout our service area.

Strategic Goal 4-2: Work with local, regional, state and national organizations to increase public awareness, implement joint initiatives, and advocate for opportunities that advance our mission.

STRATEGIC OBJECTIVES:

- Reinforce HMHI's position as an industry expert through membership and participation in professional associations and conferences.
- Participate in relevant public, private and philanthropic initiatives that are consistent with the HMHI mission and strategic priorities.
- Cultivate close relationships with government, nonprofit and business leaders as a means to inform, educate and engage.
- Advocate for mission-related public policy initiatives.

Strategic Priority 5: We will develop and maintain strong board leadership and a high-performing workforce.

Strategic Goal 5-1: Follow the best practices of nonprofit governance.

STRATEGIC OBJECTIVES:

- Review/revise the bylaws as needed.
- Provide orientation and ongoing education for board members that include information about HMHI's operations as well as the governance role of the board.
- Structure the board to be as efficient and effective as possible, creating committees and work groups as needed to provide oversight and guidance.
- Ensure that the membership of the board and its committees reflects the diversity of perspectives, skills and connections needed to enhance mission impact and financial sustainability.
- Ensure that board meeting time is used effectively and focuses on the achievement of HMHI's strategic priorities.
- Seek opportunities to bring together the board members of HMHI, the Foundation and the residential facilities for the benefit of each entity and the greater HMHI community.

Strategic Goal 5-2: Develop and maintain a high-performing workforce.

STRATEGIC OBJECTIVES:

- Increase the organization's internal capacity for effective human resource management.
- Ensure that the staff reflects the skills and competencies needed to achieve the organization's mission.
- Maintain a performance management system that identifies performance expectations, ensures accountability, provides feedback and rewards outstanding results.
- Periodically review compensation, benefits and employment policies to ensure the ability to attract and retain talented employees.
- Develop an emergency leadership/succession plan for the CEO and key staff functions.