



Humility of Mary

HOUSING

The Caring Compass

Strategic Plan 2025-2027

Approved by Board of Directors: May 28, 2024

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 an 11-member board of directors. We have 32 employees and more than 40 volunteers. Our headquarters is located at 421 Graham Road in Cuyahoga Falls, Ohio.

Our annual operating budget is approximately \$4.1 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, multiple locations in Summit County, Ohio
 - 38 units permanent supportive housing for homeless single parent families
 - 12 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

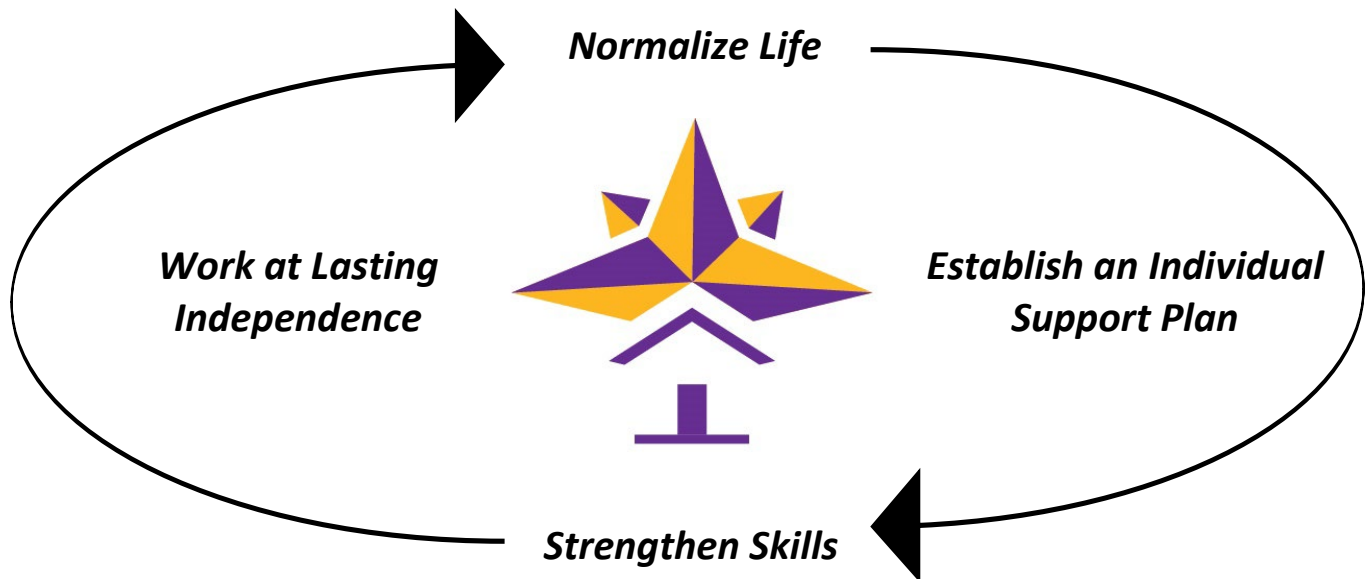
Vision: Empower those we serve to live a more abundant life.

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 provision of self-sufficiency focused case management, as well as mental health case management if desired, the coordination of physical/psychiatric or substance abuse treatment, facilitating access to employment or educational services, and in the development of life skills (e.g., budgeting, nutrition). Case management also includes education about mental health diagnoses, trauma assessment, and annual assessment of needs.

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.

Therapy

New in 2022, HMHI also offers therapy services to a small number of residents in our permanent supportive housing. Services are provided by licensed staff under the supervision of a LISW-S. Treatment modalities used in therapy services include:

- Art therapy
- Cognitive Behavioral Therapy (CBT)
- Anger management
- Meditation/mindfulness.
- Harm reduction
- Motivational Interviewing
- Trauma-Informed Care
- Psychodynamic therapy

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
- Field 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 need

Strategic Planning Process

The Humility of Mary Housing, Inc. board and staff embarked upon a strategic planning process in 2023 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 2024 through 2026. 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 currently is working well within HMHI? What significant accomplishments have occurred in the past two years?
- Considering HMHI's strengths, past successes and the housing needs within the community, what are the top opportunities on which HMHI should focus its efforts?
- What leadership skills (within the board and/or staff) will be needed to guide the organization in the coming years? Do these skills exist within the board and staff now?
- What additional resources does HMHI need to move forward? (Resources include people, funds, partnerships, visibility, leverage)
- What opportunities does HMHI have to build on existing partnerships or create new partnerships to increase program impact, financial support and visibility/awareness?
- Are there any internal barriers that could keep HMHI from achieving its goals? (Barriers could include organizational culture, staff turnover, resistance to change, communications, and/or organizational structure.)
- What, if any, external barriers are a challenge for HMHI to overcome? (Barriers could include competition for participants, resources or staffing; a lack of key community/corporate partnerships; or community image/perception.)
- How can we increase the engagement of our donors, volunteers and partners?

Board and staff members were interviewed as part of the process and their responses were shared at a planning retreat and at a leadership staff meeting. One of the themes that emerged from the staff meeting was that HMHI continues to add services to its portfolio without considering whether any activities should be discontinued. The growth in services combined with the current widespread labor shortage has led to staff burnout and in the eyes of the staff, a lower quality of service. To further explore these issues, an assessment of organizational activities was conducted.

All HMHI staff and board members were invited to complete an online survey in which they were asked to rank 102 activities provided by HMHI as activities that the agency **MUST** do, **SHOULD** do, or **MAY** do. The survey was completed by 32 individuals and the results were

shared with HMHI leadership. The priorities identified were used to inform the development of strategic goals and objectives and will heavily influence the development of the operations plan that supports 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. We are committed to executing this strategic plan in the best interests of those we serve.

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, Goals and Objectives for 2024-2026

Strategic Priority 1: We will provide high-quality, mission-focused services that promote self-sufficiency for individuals and families.

Strategic Priority 2: We will recruit and retain a high-performing workforce and an engaged, effective Board of Directors.

Strategic Priority 3: We will ensure our financial sustainability through sound fiscal practices, efficient operations and effective management of risk.

Strategic Priority 4: We will increase the community's awareness, understanding and support for our clients and for our services.

Strategic Priority 5: We will build partnerships that increase program impact, financial support and volunteer engagement.

Strategic Priority 1: We will provide high-quality, mission-focused services that promote self-sufficiency for individuals and families.

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 an electronic health record (EHR) system.*
- *Create a trauma group at each formerly homeless location.*
- *Implement a trauma or grief group to be held at each PRAC-202 site.*
- *Increase therapy services.*
- *Provide a mental health education for homeless site residents, seniors, and for team members when feasible.*
- *Organize onsite activities and field trips for seniors that foster and enrich their community experience and sense of belonging.*

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 at each location who provide tutoring and skill building for youth.*
- *Implement tutoring program at Faith House.*
- *Build on kids' groups at each location*

- *Build on youth summer programming at each location.*
- *Develop new youth services that are age or gender specific and/or appropriate*

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

STRATEGIC OBJECTIVE:

- *Build and improve upon the expertise we already have in program & service delivery over creating new programs & services.*
- *When new opportunities exist, whether within existing or new programming, develop and implement criteria for assessing mission alignment, impact and sustainability as a baseline for decision making.*

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

STRATEGIC OBJECTIVE:

- *Maintain CARF accreditation for case management/services coordination, community housing, and outpatient treatment?.*
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Strategic Priority 2: We will recruit and retain a high-performing workforce and an engaged, effective Board of Directors.

Strategic Goal 2-1: Recruit and retain an effective and diverse staff team dedicated to the HMHI mission and with the requisite skills to be successful in their work.

STRATEGIC OBJECTIVES:

- Ensure that our staff reflects the skills, competencies and diversity needed to achieve our mission and our strategic priorities.
- Periodically review compensation, benefits and employment policies to ensure the ability to attract and retain talented employees.
- Develop more opportunities for employee advancement without leaving HMHI.
- Explore options for increasing employee retention in positions with traditionally high turnover.
- Support identified initiatives related to diversity, equity and inclusion.
- Offer full or partial remote work opportunities and other flexible work options when suitable.
- Create individual staff work plans that identify performance expectations and developmental goals.
- Maintain succession plans for senior management positions to ensure continuity.

Strategic Goal 2-2: Invest in the growth, development and morale of our staff.

STRATEGIC OBJECTIVES:

- Increase the organization's internal capacity for effective human resource management.
- Provide opportunities for staff training and development in critical skill areas, including supervision, project management, finance/business management and customer service.
- Offer tuition reimbursement for individuals in high-need fields of study.
- Add positions, as appropriate, in specialized areas such as behavioral health, property maintenance and counseling.
- Explore the use of technology to increase efficiency, improve service quality and reduce administrative burdens on staff.
- Maintain a performance management system that ensures accountability, provides feedback and rewards outstanding results.
- Increase capacity of team members through supervision, feedback, and transparent information.

Strategic Goal 2-3: Seek opportunities to fully engage board members in the HMHI mission.

STRATEGIC OBJECTIVES:

- Provide orientation and ongoing education for board members that include information about HMHI's operations as well as the governance role of the board.
- 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.
- 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.
- Assess the skills and interests of each board member and identify opportunities for making deeper connections and contributions.

Strategic Priority 3: We will ensure our financial sustainability through sound fiscal practices, efficient operations and effective management of risk.

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: We will increase revenue and reduce expenses through efficient and effective management of resources.

STRATEGIC OBJECTIVES:

- Establish financial performance-based accountability, driven to the program level.
- Determine how best to grow and preserve cash reserves.
- Continue internal analysis and transformation of financial processes to improve efficiency and quality.
- Monitor and access opportunities from local, state and federal entities that could increase resources for our programs and services.
- Review existing and potential programs to ensure that financial as well as programmatic objectives are achieved.
- Increase use of project-based vouchers to diversify funding sources.
- Leverage CARF accreditation to apply for new federal and state reimbursement.

Strategic Goal 3-3: We will develop and follow policies, systems and practices that minimize risk and promote workplace safety and security.

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 the community's awareness, understanding and support for our clients and for our services.

Strategic Goal 4-1: We will continue to strengthen the brand identity of HMHI and to raise our visibility within the community.

STRATEGIC OBJECTIVES:

- Develop and implement strategies that increase HMHI name recognition and brand awareness.
- Maintain the HMHI website and other social media channels as valuable resources for current and potential clients, community partners and donors.

Strategic Goal 4-2: We will continue to build our fundraising expertise and to foster a culture that understands the value of philanthropic support for our mission.

STRATEGIC OBJECTIVES:

- Create a compelling case statement that showcases the impact of HMHI's services and showcases HMHI as a trusted charity.
- Build on HMHI's connection to the faith community to reach out to area churches with messages that resonate with strongly held beliefs.
- Develop a portfolio of stories and testimonials about the impact of HMI services that can be shared.
- Maintain the annual board giving campaign with 100% participation; maximize board member connections to existing and new sources of support.
- Expand the role of board members in financial development activities including cultivation, solicitation and stewardship.

Strategic Goal 4-3: 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 build partnerships that increase program impact, financial support and volunteer engagement.

Strategic Goal 5-1: 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.

Strategic Goal 5-2: 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 5-3: 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.