

A photograph of a woman with long, dark, wavy hair and large hoop earrings, smiling warmly. She is holding a young child in her arms. The child is wearing a bright yellow sweater and tan pants. They are standing on a set of stone steps with a metal handrail. The scene is brightly lit, suggesting a sunny day.

DEFYING THE ODDS FOR

TWO GENERATIONS

GENERATION HOPE
2021 STRATEGIC PLAN

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GENERATION HOPE 2021 STRATEGIC PLAN

INTRODUCTION & BACKGROUND

GENERATION HOPE WAS FOUNDED IN 2010 to help more D.C. area teen mothers and fathers become college graduates by providing them with tuition assistance, one-on-one mentoring, crisis support and wrap-around services to ensure their success. Our founder was driven by her own experience as a teen mother putting herself through college and by a statistic she found unacceptable – **only 2% of teen mothers earn a college degree before age 30**. A rarity in the D.C. region and nationally, Generation Hope has proven that despite the odds, teen parents have untapped potential and are capable of incredible things.

Over the past eight years, we have celebrated 30+ teen parents earning college degrees, and we have watched our alumni enter careers ranging from teaching to engineering. Our success is rooted in a whole-student approach that addresses not just the academic challenges that our Scholars face but also their very real life challenges. Trained staff and mentors build lasting relationships with Scholars. Scholars find a network of support with other teen parents who share their drive, commitment, and high expectations. Our mentoring program is based on national best practices to provide teen parents with the skills and support that they need to set ambitious goals and overcome tremendous obstacles as young parents in college.



Our vision is a world in which teen parents and their children have every opportunity to succeed. With this in mind, we entered the strategic planning process with the primary objective of creating a bold plan that would put the needs of teen parents and their children first. The result is a three-year plan that formalizes Generation Hope’s two-generation solution to poverty by expanding our programming to work with teen parents in college as well as with their children. This whole-family approach was informed by a thorough strategic planning process that, most importantly, engaged our Scholars as well as staff, community partners, funders, our Board, early childhood and youth development experts, and volunteers. Our bold new direction presents an intensive model that is game-changing for young parents and their children. Moreover, the plan includes specific goals, objectives, and benchmarks to guide us. With this clear path, many more young families will have opportunities to thrive.

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The Board of Directors and staff of Generation Hope developed this strategic plan with assistance from Reginald Grant, a Capacity Building Specialist at Fair Chance, a nonprofit organization that specializes in organizational development. Reginald guided the board of directors and senior leadership in the creation of this three-year strategic plan and facilitated the planning process using an adaptation of the strategic planning approach outlined by The Conservation Company (TCC). A volunteer team from the Taproot Foundation conducted an internal and external scan and comprehensive organizational assessment. The Marguerite Casey Foundation Assessment Tool, a self-assessment instrument that helps nonprofits identify organizational capacity strengths and challenges to establish organizational goals, allowed Generation Hope's leadership to better assess both the challenges and opportunities the organization is likely to face over the next three years and to set the context for the choices reflected in this strategic plan.

Generation Hope's Board of Directors authorized the creation of the Strategic Planning Task Force, which consisted of five board members and the CEO/Founder. The goals of the Task Force were to plan and design the strategic planning retreat and analyze data, which would allow the Board to make informed decisions. Generation Hope's staff was engaged in the development of this strategic plan and provided support and analysis in the completion of this plan. This strategic plan is designed to be used as a management tool for staff. The Board of Directors and staff will review progress quarterly and update the annual operation plan as needed.



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VISION FOR 2021 STRATEGIC PLAN

THE CHALLENGES THAT TEEN PARENTS FACE in pursuing their post-secondary education are daunting. In addition to dealing with the adjustments that every new college student must make, such as time management, independence, and navigating a new system, they are also financially stretched, emotionally drained, and juggling the demands of parenting. The majority of Generation Hope Scholars are first-generation college students and are low income. Thirty percent have witnessed or experienced domestic violence, and 34% have experienced housing insecurity while in school. As a teen parent, college can seem like an impossible dream.

In addition to these challenges, over the past eight years, we have also seen our Scholars' tremendous needs in terms of their children's growth and development. These needs are consistent with the national statistics on the children of teen parents.

Children born to mothers younger than 18 years old:

- score significantly worse on measures of school readiness
- are 50% more likely to repeat a grade
- are less likely to complete high school than the children of older mothers
- have lower performance on standardized tests
- are less likely to read simple books independently and to demonstrate early writing ability compared to the children of mothers aged 20-21

Yet at Generation Hope, we know that every teen parent *and* their child can thrive.

This statement reflects Generation Hope's strategic direction over the next three years. We will enhance our Scholar Program in intentional and meaningful ways, improving the services we provide to teen parents who want a college degree. At the same time, we will pilot new children's programming, Next Generation Academy, which will include home visiting, literacy, social-emotional learning, and parenting support services for Scholars' children ages 1 to 5. Our goal is to help teen parents become college graduates while ensuring their little ones enter kindergarten at higher levels of school readiness. Game-changing work.



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MISSION, VISION, & VALUES

MISSION

Generation Hope surrounds motivated teen parents and their children with the mentors, emotional support, and financial resources that they need to thrive in college and kindergarten, thereby driving a two-generation solution to poverty.

VISION

All teen parents and their children are empowered to create a better future for themselves, our community, and our world.

VALUES (S.A.F.E.)

SUPPORT: Generation hope surrounds our Scholars and their children with a network of individuals who invest in them emotionally and financially because we know that anyone can succeed when someone believes in them.

ACCEPTANCE: Generation Hope fosters a nonjudgmental culture that welcomes, accepts, and respects all people knowing that teen parents and their children are often stigmatized.

FAMILY: Generation Hope supports, sustains, and is responsible to one another and celebrates family in all its forms.

EDUCATION: Generation Hope believes that educational growth and development leads to a future of endless possibilities.

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OVERVIEW OF THE STRATEGIC PLAN

IN ORDER TO ACHIEVE THIS EXCITING GROWTH, GENERATION HOPE WILL THOUGHTFULLY SUPPORT AND STRENGTHEN OUR EXISTING SCHOLAR PROGRAM BY INVESTING IN INFRASTRUCTURE ACROSS THE ORGANIZATION, NEW TECHNOLOGY, AND MENTAL HEALTH AND CAREER SUPPORTS. WE WILL SIMULTANEOUSLY INVEST IN OUR SCHOLARS' CHILDREN BY PILOTING NEXT GENERATION ACADEMY OVER THE NEXT THREE YEARS. THIS CONCEPT OF GOING DEEPER WITH YOUNG FAMILIES IN ORDER TO MAKE A MORE SIGNIFICANT IMPACT IS REFLECTED THROUGHOUT THE STRATEGIC PLAN.

DIRECTION AND RESULTS

The strategic direction and goals included in this plan are Generation Hope's response to what its key internal and external stakeholders value most about the organization while identifying current opportunities and challenges for offering a high-quality system of support to teen parents who are pursuing their education as well as their children. The three-year period of this strategic plan will be a time of strengthening Generation Hope's signature Scholar Program while building Next Generation Academy and measuring its impact. Concurrently, Generation Hope will actively engage experts, community partners, funders, and committed volunteers to support the implementation of this plan.

Guided by our mission and with an eye towards our future, the following strategic priorities were developed:



- **Program:** Generation Hope will expand its impact and formalize its two-generation solution to poverty by maintaining and strengthening the Scholar Program and piloting services to the children of Scholars ages 1 to 5 focusing on home visiting, literacy, social-emotional learning, and parenting support by 2021.

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- **Marketing/Communications:** Generation Hope will develop and implement marketing/communication strategies to increase visibility, community awareness, and local and national recognition as a premiere two-generation model by 2021.
- **Internal Structures:** Generation Hope will develop and strengthen internal structures and systems to retain and support staff and increase the overall efficiency of the organization by 2021.
- **Resource Development:** Generation Hope will set and meet fundraising targets each year that are informed by the market and previous years' successes and are sufficient to support and grow Generation Hope by 2021. Cultivation efforts will grow to support an operating budget of \$2M, and funding streams will be diversified to increase revenue predictability and sustainability.
- **Board Governance/Leadership:** Generation Hope will cultivate leaders/officers, develop and implement best practice policies/procedures, and ensure member diversity to achieve Generation Hope's strategies and mission by 2021.



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GOAL AREAS

GOALS AND OBJECTIVES set out the broad results that Generation Hope seeks to achieve within a specific time period (goals) and statements of shorter term results and collections of activities (objectives).

<i>Marketing/Communications</i>	<i>Objectives</i>
<p><u>Goal A:</u> <i>Generation Hope will develop and implement marketing/communication strategies to increase visibility, community awareness, and local and national recognition as a premiere two-generation model by 2021.</i></p>	<ol style="list-style-type: none"> 1. Recruit communications professional to join the staff and provide dedicated communications/marketing functions 2. Create and execute plan to position CEO as a thought leader in the field by participating in at least 2 high-profile speaking or media opportunities 3. Update, enhance, and produce print and digital communications to better tell Generation Hope's story, including communicating impact across multiple platforms 4. Evaluate, explore, and rebrand/refresh Generation Hope's brand communications 5. Update current and establish new key messaging for children's programming and the organization with at least 80% of staff and board trained on new messaging 6. Research most critical issues that are impacting our service populations and disseminate findings

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Internal Structures Objectives

Goal B: *Generation Hope will develop and strengthen internal structures and systems to retain and support staff and increase the overall efficiency of the organization by 2021.*

1. Establish an operations department by recruiting a new operations professional
2. Enhance Generation Hope's organizational culture/environment to increase and retain staff resulting in 80% staff retention over 3 years
3. Continue to assess technology needs to ensure appropriate technology/equipment is available to provide quality, efficient, and effective services resulting in at least 75% of the leadership team indicating technology is meeting needs
4. Create long-term succession plan for the CEO resulting in 1 board training on executive transitions
5. Ensure adequate training and development for existing and new staff in the area of early childhood education and development
6. Assess the efficiency of Generation Hope's expanded space and create long-term facilities plan

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Resource Development Objectives

Goal C: *Generation Hope will set and meet fundraising targets each year that are informed by the market and previous years' successes and are sufficient to support and grow Generation Hope by 2021. Cultivation efforts will grow to support an operating budget of \$2M, and funding streams will be diversified to increase revenue predictability and sustainability.*

1. Attract higher-dollar investments from individuals, foundations, and corporations
2. Build an individual giving program to increase donations and strengthen relationships resulting in at least 15% increase each year
3. Create a corporate relations program that better engages businesses with a focus on workforce development for Scholars, resulting in 10 partnerships
4. Grow and formalize development department by recruiting a new development professional
5. Explore strategies to increase Generation Hope's sustainability (endowments, capital campaigns, increasing reserves, etc.)
6. Increase government funding to secure 4% of revenue each year
7. Design possible earned-income strategy to generate \$20,000 (1%) of revenue by 2021

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Board Governance/Leadership Objectives

Goal D: *Generation Hope will cultivate leaders/officers, develop and implement best practice policies/procedures, and ensure member diversity to achieve Generation Hope's strategies and mission by 2021.*

1. Create procedures and policies for recruiting, orienting, and off-boarding board officers in preparation for the 2020 slate of officers
2. Recruit and diversify board membership to reflect the community and meet fundraising objectives with at least 20% of the membership being male by 2021
3. Assess board training gaps/deficiencies and offer at least 1 board training annually based on a gap reflected by at least 75% of the board
4. Develop strategy to ensure that all board members are observing Generation Hope's programming resulting in 90% of board members attending at least 1 non-fundraising event annually
5. Assess and enhance general board member orientation and onboarding process resulting in at least 75% of new board members indicating an efficient process
6. Design strategy for getting board members more involved in the board recruitment process resulting in 50% of the board nominating potential members by 2021

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7. Design recruitment, onboarding and support system for a Scholar Alumni board position resulting in 1 alumni joining the board in 2021

<i>Program</i>	<i>Objectives</i>
<p><u>Goal E:</u> <i>Generation Hope will expand its impact and formalize its two-generation solution to poverty by maintaining and strengthening the Scholar Program and piloting services to the children of Scholars ages 1 to 5 focusing on home visiting, literacy, social-emotional learning, and parenting support by 2021.</i></p>	<ol style="list-style-type: none"> 1. Hire and train six additional program staff members to enhance Scholar and child support services 2. Roll out new program evaluation software and train all relevant staff 3. Increase outreach to teen parents by 10% through college-readiness workshops 4. Pilot Next Generation Academy (i.e. children’s programming) to improve school-readiness for Scholars’ children during critical early childhood timeframe, serving 45 children 5. Create theory of change, logic model and evaluation process to effectively measure the impact of the Next Generation Academy 6. Initiate and strengthen relationships with area colleges and universities resulting in six new or strengthened college partnerships 7. Enhance and strengthen alumni programming resulting in 70% alumni engagement

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8. Formalize career support services to Scholars by piloting a corporate partnership program which results in 15% of Scholars being connected with career opportunities
9. Develop relationships with organizations providing pro-bono services and support to Scholars and their children resulting in at least 15 new pro-bono partnerships



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PRELIMINARY FINANCIAL PROJECTIONS

IN ORDER TO SUPPORT THE GOALS OF THE 2021 STRATEGIC PLAN, Generation Hope will need to increase resources over the plan period. This includes all expenses related to recurring annual costs, such as salaries for stellar staff to support and advance the strategic goals, operational costs, training, and evaluation.

Generation Hope will strengthen its current staff with the addition of nine permanent full-time positions over the next three years in order to fulfill the goals outlined in the plan. We anticipate that total operating revenue will increase from \$1.1m to \$2m by 2021. The resources needed for these investments will be raised through a targeted fundraising plan that will engage individuals, foundations, corporations, and local governments.



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STRATEGIC PLANNING GROUPS & CONTACT INFORMATION

BOARD OF DIRECTORS

AJ LYNN <i>(PRESIDENT)</i> DR. REGINA ROMERO <i>(VICE PRESIDENT)</i> C. MARIE TAYLOR <i>(TREASURER)</i> RACHEL NEEDLE <i>(SECRETARY)</i>	MARGARET BARRY MARLA BILONICK DR. MONICA BROWN PAT CORNELL CHRIS COX MARITHA GAY NICOLE JORDAN AARON KISSEL	REBECCA LINDER SHERRYL NEWMAN KAREN NUSSLE MAURICE PHILOGENE DR. DERIONNE POLLARD MALITTA SEAMON JESSICA TIRADO
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STRATEGIC PLANNING TASK FORCE

SHERRYL NEWMAN <i>(CHAIR)</i> MARGARET BARRY DR. MONICA BROWN AARON KISSEL NICOLE LYNN LEWIS MAURICE PHILOGENE
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Special thanks to Reginald Grant and Fair Chance DC and to the Taproot Foundation team.

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