



## **GENERATION HOPE 2018**

### **2016 -2018 STRATEGIC PLAN**

*Reaching more parenting students  
Growing our capacity  
Demonstrating our impact*

# MISSION • VISION • VALUES

## MISSION

To empower ambitious, family-focused teen parents striving to complete their college education by pairing them with caring, committed, adult mentors and an emotional and financial support system, thereby driving a two-generation solution to poverty.

## VISION

Every teen parent holds the power to create a better future for themselves, their children and our world.

## VALUES

- **Family:** The Generation Hope family supports, sustains and is responsible to one another and celebrates family in all its forms.
- **Education:** Generation Hope believes that higher education leads to a future of endless possibilities.
- **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 teen parents.





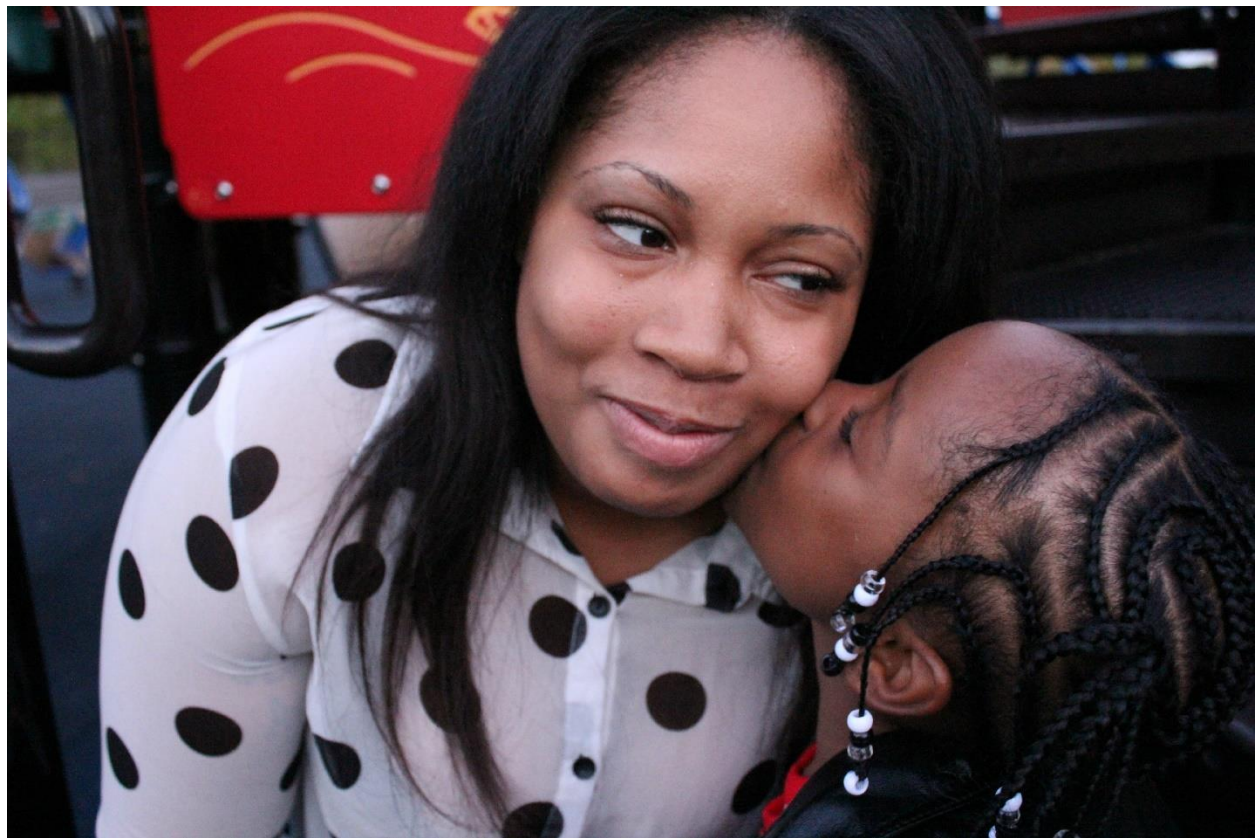


# GENERATION HOPE 2018

APPROVED BY THE BOARD OF DIRECTORS MARCH 2015

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# INTRODUCTION

BY GENERATION HOPE FOUNDER & CEO  
NICOLE LYNN LEWIS



**We are reminded daily that there are many more young parents in our community who need the academic, emotional, and financial support that Generation Hope provides.**

Generation Hope set out in 2010 to do what few organizations across the country were doing -- to help teen parents become college graduates. In four years, Generation Hope has proven that we can make a tangible impact in the lives of D.C. metro area teen mothers and fathers, providing them with the tools that they need to

be successful in college and beyond. Generation Hope is not just an educational organization. It is a family. It is a place where legacies of academic achievement are created. Perhaps most important, it strives to meet the needs of our region's most vulnerable families. We have supported 46 teen mothers and fathers in college to date, and reached more than 300 expecting and parenting high school students through our outreach efforts, including our college-readiness workshops and annual Hope Conference. We are now poised for the most significant growth in our four-year history.

Our students serve as our inspiration. They are determined, ambitious, and resilient and are all united by a common purpose: to earn their degrees so that they can provide a better life for their children. We are reminded daily that there are many more young parents in our

community who need the academic, emotional, and financial support that Generation Hope provides.

The D.C. region grapples with the issue of teen pregnancy. D.C. alone has the highest teen pregnancy rate in the nation. This means that thousands of young parents in our community are struggling to make it each day. Their needs are very real. The economic events of the past few years have hit young parents and their children particularly hard. Lack of education and unemployment have led to higher rates of homelessness, food scarcity, and more.

Generation Hope is dedicated to ensuring that young parents have access to educational opportunity and the resources to thrive academically. This is our mission, but it is also a must as our entire region looks to secure an economically stable future through education and workforce development. The goals identified in this strategic plan plot a path forward that will allow Generation Hope to reach more young parents, increase awareness of our work and collaborations to strengthen that work, and enhance our infrastructure to better serve students who are working to provide a better life for themselves and their children by becoming college graduates. The past five years have been incredible, and there are three exciting years ahead.

A handwritten signature in black ink, appearing to read "Nicole Lynn Lewis". The signature is fluid and cursive, with the first name "Nicole" being the most prominent.

Nicole Lynn Lewis  
Founder & CEO

# BACKGROUND AND HISTORY

## BACKGROUND

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, guided the board of directors and senior leadership in the creation of its three-year strategic plan.

Reginald facilitated the planning process using an adaptation of the strategic

planning approach outlined by The Conservation Company (TCC), which included an internal and external scan and comprehensive organizational assessment. Using the Marguerite Casey Foundation Assessment Tool, an instrument that helps nonprofits identify capacity strengths and challenges and establishes capacity building goals, the results of the information collected and synthesized were shared with the Board. This allowed them to better assess both the challenges and opportunities the organization is likely to face over the next three years and set the context for the choices reflected in this strategic plan.

A Board authorized Strategic Planning Task Force, consisting of four board members and the CEO/Founder, was established to plan and design the strategic planning retreat; in addition to, interpreting and analyzing data which would allow the Board to make informed decisions during a two-day retreat.

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.









## HISTORY

Generation Hope began in March 2010 when Nicole Lynn Lewis, a former teen mother who attended the College of William & Mary while raising her infant daughter, decided to put her dream of helping more teen parents beat the odds in motion. She envisioned an organization that would encourage and support other teen parents in their pursuit of a college degree. Nicole's life -- and her daughter's life -- was truly transformed by graduating from college, and she wanted to help others realize their full potential and obtain stable and successful futures. Fueled by this passion, by November 2010, the organization was in full gear with two staff members, an eight-person Board of Directors, and filed Articles of Incorporation. The organization's official kick-off event took place on Thursday, April 28, 2011 in Washington, D.C. In its fifth year, Generation Hope has provided emotional and financial support to 46 teen parents as they pursue their college degrees. Generation Hope has also reached more than 300 expecting and parenting teens through college-readiness workshops in schools, churches, and organizations across the D.C. Metro area. Lastly, the Hope Conference provides a day-long intensive academic, professional, and life skills training for current Scholars as well as more than 30 expecting or parenting high school students.



# 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 in pursuit of their college degrees.

The three-year period of this strategic plan will be a time of assessing and codifying Generation Hope’s approach to its work, while continuing to build upon its momentum to demonstrate and measure its impact. Concurrently, Generation Hope will take more of a leadership role in working with a broader array of community resources, and will explore actively engaging experts, community partners and committed volunteers to support the implementation of this plan.

## ORGANIZATION OF THE STRATEGIC PLAN

As noted above, this strategic plan is intended to be a management tool for Generation Hope with two key purposes. First, it presents the most comprehensive compilation of the plan and its component parts. It is a record of the strategic planning process and the decisions reached by the Board of Directors and staff. Second, it is a reference guide for strategic planning to be reviewed. In the future, Generation Hope may choose to produce a summary version of the plan for distribution to its primary and supporting partners and other stakeholders.

Successful implementation of this strategic plan will result in quality supports and services delivered to Generation Hope’s targeted population. The ultimate result Generation Hope aspires to achieve is beyond providing high-quality supports and services to teen parents. Generation Hope strives to position itself to be a leader in the community, thus helping to shape policy and perceptions of the limitations of teen parents while collectively working with all to create a world where teen parents have access to the supports and resources needed to reach their personal goals and achieve their academic aspirations.

## PRIMARY CUSTOMERS

Generation Hope exists to support teen parents who are pursuing their college degrees. These individuals are the organization’s “primary customer.”

## STRATEGIC DIRECTION

As a result of Generation Hope’s mission, primary customers, core values, and the opportunities and threats in the current environment, the next three years will be a time of assessing and deepening its services, strengthening and building its organizational infrastructure and capacity, while increasing the number of participants receiving services in its Scholar Program. Concurrently, Generation Hope’s leadership will be seen as a thought leader and advocate on issues impacting teen parents and will work with a broader array of community resources and partners to address the issues that impact its primary population.



# ORGANIZATIONAL GOALS

The following goals are the Generation Hope's response to the issues/themes identified in the environmental scan, which was conducted as part of the strategic planning process. The goals listed below provide a roadmap for fulfilling Generation Hope's strategic direction for the next three years.

- **Marketing/Communications:** Generation Hope will develop and consistently leverage marketing/communication tools and strategies to better share our story, work, and brand among Generation Hope's current and potential audiences by 2018.
- **Internal Structures:** Generation Hope will strengthen internal structures and systems to retain and support staff and increase the overall effectiveness of the organization by 2018.
- **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 2018. Cultivation efforts will grow to support an operating budget of \$790K, 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 establish systems of accountability to support the sustainability of an emergent and effective Board of Directors by 2018.
- **Scholar Program:** Generation Hope will expand its impact by increasing the number of Scholars that we serve to 100 while maintaining and improving the quality of our services and strengthening our evaluation systems by 2018.

Successful implementation of the above goals will result in Generation Hope's ability to deliver quality supports and services to its targeted population.



## 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).

In order to pursue the strategic direction described above, Generation Hope will work towards the following goals and objectives.

<i>Marketing/Communications</i>	<i>Objectives</i>
<p><b><u>Goal A:</u></b> <i>Generation Hope will develop and consistently leverage marketing/communication tools and strategies to better share our story, work, and brand among Generation Hope’s current and potential audiences by 2018.</i></p>	<ol style="list-style-type: none"> <li>1. Develop ways to use evaluation results to tell our story</li> <li>2. Review and revise Generation Hope key messages and train board and staff on key message deployment</li> <li>3. Redesign and enhance Generation Hope collateral to strengthen donor relations</li> <li>4. Research most critical issues that are impacting our service population and disseminate findings</li> <li>5. Create plan to position CEO as a thought leader in the field</li> </ol>
<i>Internal Structures</i>	<i>Objectives</i>
<p><b><u>Goal B:</u></b> <i>Generation Hope will strengthen internal structures and systems to retain and support staff and increase the overall effectiveness of the organization by 2018.</i></p>	<ol style="list-style-type: none"> <li>1. Review and update Generation Hope current employee handbook for legal review and board approval</li> <li>2. Develop succession plan for staff leadership positions</li> <li>3. Ensure Generation Hope utilizes necessary technology to advance the mission</li> <li>4. Conduct an internal systems audit to ensure that Generation Hope has proper operating procedures in place</li> </ol>

*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 2018. Cultivation efforts will grow to support an operating budget of \$790K, and funding streams will be diversified to increase revenue predictability and sustainability.*

1. Develop a three-year comprehensive development plan to support the growth and sustainability of Generation Hope's efforts
2. Build an individual giving program to increase donations and strengthen relationships
3. Build a corporate relations program that better engages businesses in Generation Hope's work
4. Increase resource development capacity by recruiting two development professionals
5. Identify and secure additional pro bono support in key areas
6. Create a board fundraising training plan to strengthen board fundraising efforts

*Board Governance/Leadership Objectives*

**Goal D:** *Generation Hope will cultivate leaders/officers, develop and implement best practice policies/procedures, and establish systems of accountability to support the sustainability of an emergent and effective Board of Directors by 2018.*

1. Recruit and diversify board membership to meet fundraising objectives
2. Review board expectations and create an accountability plan to increase overall effectiveness of the board
3. Review board giving policy based on three-year fundraising priorities
4. Develop a plan to assist the board in communicating about Generation Hope
5. Revise and evaluate committee structure to increase effectiveness

- 6. Review and revise board structure, diversity, and governance

*Scholar Program Objectives*

***Goal E:*** *Generation Hope will expand its impact by increasing the number of Scholars that we serve to 100 while maintaining and improving the quality of our services and strengthening our evaluation systems by 2018.*

- 1. Update program evaluation model to better tell the story of Generation Hope’s impact and to enhance the Scholar Program
- 2. Hire and train two additional program staff members to support program implementation
- 3. Increase outreach to teen parents through college-readiness workshops and Hope Conference
- 4. Create logic model and evaluation process to effectively measure the impact of the Hope Conference programming
- 5. Improve and formalize relationships with area colleges and universities
- 6. Establish alumni programming
- 7. Enhance academic support for Scholars through strengthening the tutoring program and piloting a summer curriculum
- 8. Develop relationships with organizations providing pro-bono services and support to Scholars

## GENERATION HOPE BOARD OF DIRECTORS

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AJ Lynn – Vice President

Nazar Scott – Treasurer

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Pat Cornell

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David DeLeon

Marie Frederickson

Debbi Jarvis

Kimberly Korbelt

Sherryl Newman

Jessica Tirado

## STRATEGIC PLANNING TASK FORCE

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Special thanks to Reginald M. Grant and Fair Chance DC.

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