

Vision

A community free of poverty

Mission

Hopelink's mission is to promote self-sufficiency for all members of our community; we help people make lasting change.

Hopelink's Values

Growth and Human Potential
Inclusion
Compassion

Relationships Built in Trust
Quality of our Work
Fiscal Stewardship

Introduction

Hopelink's 2018 Strategic Plan provides a roadmap for growth over the next four years; incorporating an innovative approach toward addressing the systems that cause poverty, and expansion of our ongoing programs that are addressing the symptoms. The plan summarizes goals and necessary steps in four specific action areas: advocacy, resources, programs and organization.

Hopelink is uniquely positioned to integrate proven processes, planned growth and a commitment to systemic solutions in order to help more people attain stability and the tools and skills needed to exit poverty. Hopelink will plan for and respond to changes in the economic and political climate in order to ensure that all clients continue to receive programs and services in a safe environment.



Advocacy and education are essential to fulfilling our vision of a community free of poverty. Hopelink will leverage its positive name recognition and effective and innovative approaches to help those we serve become stable and equipped to exit poverty, and to build a healthier community for all.

Actions:

- **Promote systemic changes in the community** to address broader issues that create and perpetuate poverty, such as institutional racism, policy definitions of the “poverty level” and the cost of living in north and east King County. Position Hopelink as a leader in setting the agenda for those changes, and commit to discussing key topics with donors, community partners, clients and policymakers.
- **Engage leaders at local, state and national levels** to reinforce Hopelink’s role as a solution-oriented leader in a larger community conversation about eliminating poverty. Hopelink will actively support legislation that supports the agency’s mission. Hopelink board, staff and volunteers will initiate partnerships to convey the needs of clients and communities and initiate change on a larger scale.
- **Communicate Hopelink’s data-driven strategic plan and initiatives** and demonstrate the alignment with our mission, vision, values, theory of change, annual impact report, community needs assessment and client survey results. Provide leadership, board, staff, volunteers and members of the community with regular access to this information so that they can effectively communicate our results and approach to others.
- **Elevate public awareness in the community** and create a larger impact by building on our success and brand awareness gained through outreach campaigns and events, capital campaign, business and community partnerships, marketing efforts and program and center expansion. We will communicate the increasing number of individuals facing crisis, the challenges they face and how our work benefits the entire community.



Resources, such as staff, community partners, infrastructure, funding and political support are essential to accomplishing Hopelink's goals. We will continue to think strategically while evaluating both the need and the opportunity for sustainable partnerships and funding that will fulfill the mission, vision and goals of the organization.

Actions:

- **Complete Phase II of the Campaign for Lasting Change**, which will raise additional funds to provide expanded services to help clients gain the tools and skills needed to exit poverty.
- **Expand Hopelink's impact and build a stronger community through partnerships** with other service organizations and sectors. We will seek synergy with partners in a way that enables Hopelink, and the community as a whole, to expand the availability of services and resources to serve more people.
- **Continue to build partnerships and expand funding sources** from entities that are interested in system change in order to provide improved services that prevent additional families from experiencing poverty.
- **Invest in technology and innovative approaches** to improve service to all audiences, both internal and external, and to help Hopelink's infrastructure remain both relevant and effective.
- **Activate mission-aligned social venture opportunities** to engage partners and discover new and prudent funding streams in order to provide additional services and support to our community.



Hopelink services are provided through a framework of programs that must be sustained and grown over time, while also continually evaluated with a goal of maximizing their impact. We will incorporate the voice of our customers as we continually seek opportunities to innovate, strengthen, align and grow our programs.

Actions:

- **Integrate our Theory of Change and research findings** into all that we do on a daily basis to align and guide all areas of the agency's work.
- **Implement the capital campaign commitment** to double the number of clients equipped to exit poverty over 10 years.
- **Invest in additional opportunities** to sustain, maximize and grow services to clients, such as working toward healthcare integration or investments in technology that support the work of staff.
- **Integrate transportation services and community** services in both internal and external communication; raising awareness that all Hopelink programs and services work together to help clients at any stage in their journey from crisis to stability and out of poverty.
- **Utilize data and information** from agency research to develop a more scientific approach for focusing agency resources. Improvements will serve to interrupt generational poverty and deliver agency programs and services, or those of our community partners, to our clients in a way that benefits them the most.



Hopelink relies on the work of extraordinarily talented, passionate and diverse staff, board and volunteers to carry out our mission, and we are committed to continuously striving for a culture of high employee engagement based on innovation and best practices.

Actions:

- **Strive for workplace excellence** and include innovative approaches that help Hopelink become a measurable “best place to work.”
- **Celebrate the success and strengths** of staff, board, clients and volunteers to ensure that our workplace recognizes accomplishments and milestones.
- **Unite staff, board and volunteers** around a singular focus of achieving our mission, while ensuring that our mission and values are the foundation for all projects, programs and messages. Strive for inclusion across all departments.
- **Infuse agency culture** with the understanding of research relating to the brain science approach of building resilience and engagement to improve the client experience.
- **Provide training, skills and support** for staff and the management team and create an environment that embraces ongoing process improvement.
- **Implement change** to ensure our leadership, policies, procedures and workforce incorporate diverse viewpoints and understanding that bring about equity and inclusion and reflects the clients that we serve.