



STRATEGIC PLAN

2023-2025

hopelink

OVERVIEW

Hopelink's 2023-2025 strategic plan

provides a roadmap of the organization's commitment to addressing inequities, the needs of our clients and staff, and the causes and symptoms of poverty in our region.

The plan is a balance of fearless actions

and goals aimed at advancing equity, diversity, and inclusion, while also taking the appropriate time and actions to adapt all areas of the organization for post pandemic success, given the rapid pace of change today and over the last three years.

Equity, diversity, and inclusion (EDI),

resources, programs, and organization are the four priority areas supporting the work of our overarching theme of continuous evolution. It is this theme and these interconnected priorities and actions that will lead the work for our vision of a community free of poverty.



EQUITY, DIVERSITY, AND INCLUSION

Hopelink must grow foundational resources with internal structures, systems and skills that allow for expanding and growing our external participation and leadership.

- Update Hopelink's mission, vision, and values to align with our EDI beliefs and commitments
- Update Hopelink's Theory of Change to align with our EDI beliefs and commitments, the community, and our future position
- Organization-wide training in place and deployed across the agency for knowledge and action
- Clarify, communicate, and voice proactively Hopelink's EDI beliefs and positions on the direct link between racism and poverty



RESOURCES

Hopelink must prioritize partnerships and relationships to ensure staff, infrastructure, funding, community and political support are in place to allow for continued impact and success.

- Analyze resource use in all program and administrative areas, making necessary changes that align and support Hopelink strategy
- Diversify and expand donor base to align with changing regional demographics
- Intentionally open opportunities for transformational gifts Complete agency-wide rebrand further supporting community capital and resource opportunities
- Hopelink IT department must assess, analyze, and implement any necessary security and risk measures to ensure long term safety, as well as partner with and seek solutions to automate systems and increase efficiencies
- Increase agency investment reserve by \$1 million, for a total of \$3.5 million

The background of the slide features a photograph of two women, one with dark curly hair and one with straight brown hair, both smiling and looking at a laptop. The image is partially obscured by large, overlapping circular and curved shapes in white, yellow, and blue. The word 'PROGRAMS' is centered in a dark blue circle.

PROGRAMS

Socio-political impacts layered on top of the changes brought by the pandemic require pause and adaptation of all program operations.

- Utilize available service data and most recent client survey data to determine service changes as a result of COVID-19 that focus and deepen program impacts
- Intentionally partner with BIPOC organizations to increase proximity and impact in the region
- Explore, evaluate, and deploy operational updates specific to immigrant and refugee program and service needs
- Have voice, give clarity and be proactive with our advocacy support
- All departments' on-site/remote/hybrid workforce operations must be updated with accommodating SOPs, policies and employee supports



ORGANIZATION

Modernize across the organization so Hopelink best supports our biggest assets, our staff. With increased staff support, clients receive exceptional service and Hopelink remains a leader in our sector.

- Update employee compensation to meet or beat market rate for all positions
- Provide equitable and cost-effective insurance and full benefits packages that attract and retain exceptional Hopelink staff
- Develop, and have in place, support systems which amplify and address the needs of marginalized voices within Hopelink
- Hopelink's Communications Department effectively channels internal and external social, political, EDI, and advocacy work across the organization and to all appropriate stakeholders, especially staff and volunteers
- Develop and deploy new process, skills, and tools to build systems capable of supporting adaptation



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