



GENESIS HOPE

HEALTHY PEOPLE + HEALTHY PLACES

2020-2024 STRATEGIC PLAN

2022 Strategic Priorities

(February 2022 – January 2021)

ADOPTED: 02.12.2022

This is a strategic capacity building plan to strengthen our effectiveness and future sustainability to fulfill our mission and have a healthy impact on *people* and *places* where we serve.



Capacity Building

“Capacity building is whatever is needed to bring a nonprofit to the next level of operational, programmatic, financial, or organizational maturity, so it may more effectively and efficiently advance its mission into the future.

Capacity building is not a one-time effort to improve short-term effectiveness, but a continuous improvement strategy toward the creation of a sustainable and effective organization.”

- National Council of Nonprofits



GENESIS HOPE

HEALTHY PEOPLE + HEALTHY PLACES

GenesisHOPE is a multi-service organization advancing health equity. We are community development professionals leading **inclusive and equitable development of *places*** where we live, work, learn and play.

We're also community health workers who **educate and support *people*** with choosing healthier lifestyles.



INNOVATIVE COMMUNITY CHANGE AGENTS



GENESIS HOPE

HEALTHY PEOPLE + HEALTHY PLACES

Our vision and mission is to promote healthy living and equitably create healthy resilient places to advance:

Health Equity:

Healthy People + Healthy Places.

An abstract painting with warm, earthy tones. It features thick, expressive brushstrokes in shades of brown, orange, and red, with prominent areas of bright yellow. The overall composition is dynamic and textured, suggesting a natural or organic theme.

**HEALTHY PEOPLE +
HEALTHY PLACES
ARE ESSENTIAL**

Our Definition | What is Health Equity?

To increase consensus around the meaning of health equity, the Robert Wood Johnson Foundation (RWJF) provides the following definition used by the American Public Health Association. At GenesisHOPE, we too have adopted RWJF's definition. And we built upon it with Healthy Places by Designs' principle of the purpose of measurements to address racism:

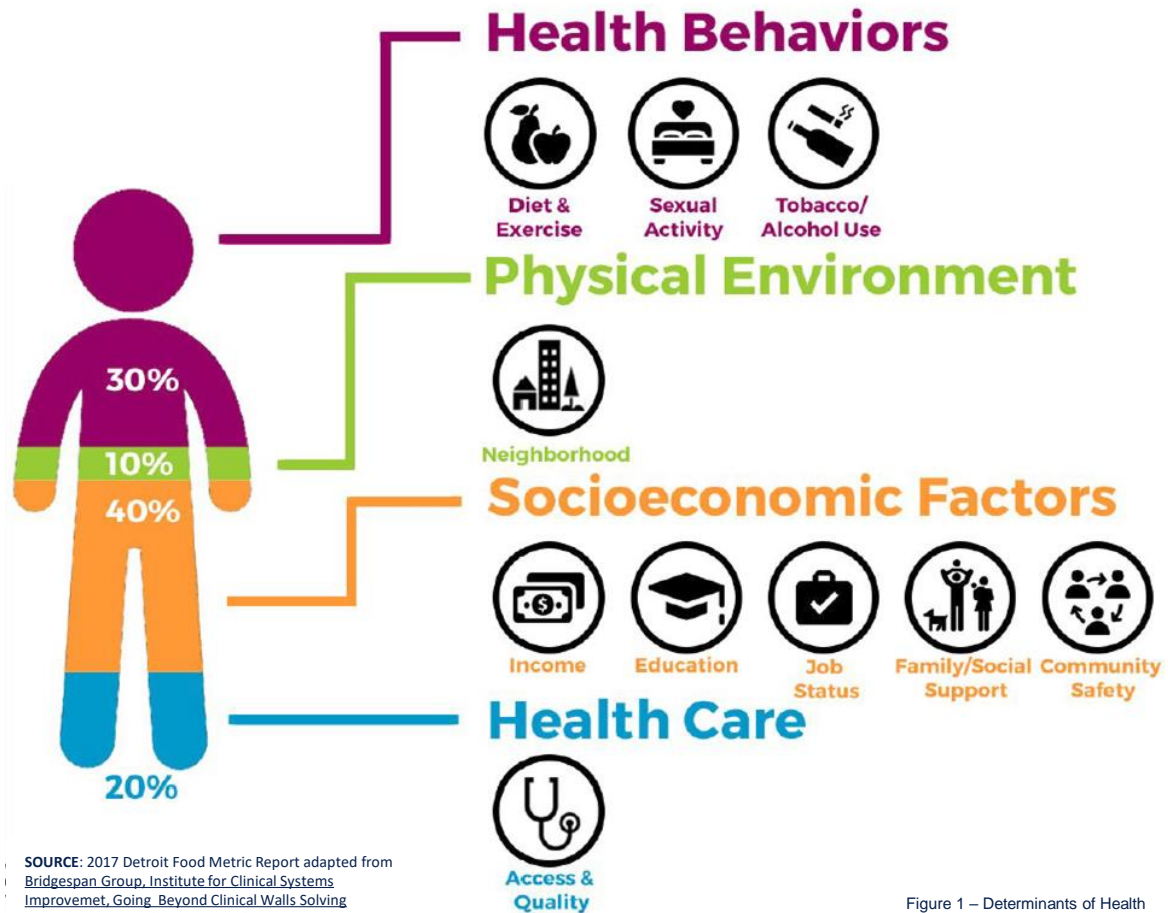
Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.

Health equity reduces and ultimately eliminates disparities in health and its determinants that adversely affect, exclude, or marginalize Black, Latino and Indigenous people of color (BLIPOC).



Our Definition | What is Health?

Our theory of change is based on the [County Health Ranking Model](#) of population health that emphasizes the many factors that, if improved, can help make *people and places* healthier. The [2017 Detroit Food Metric Report](#) illustrates the various determinants that impact health outcomes quite well (Figure 1). The report concludes that “*the food we eat impacts our day-to-day health and well-being. Food provides our minds and bodies with the fuel to think!*” This is a fundamental principal for GenesisHOPE: A healthy community begins with food!



Our mission is to promote healthy living and equitably create healthy communities. Our people first approach has made us a trusted community provider and partner. Our in-house expertise, value-driven service delivery, and our vast, rich and deep collaborative relationships allow us to promote healthy living, empower financial health and provide affordable housing and open green spaces so **people + places thrive!**

WHO WE WORK WITH

Households earning less than 80% of the area median income in need of housing or home repairs in the Villages of Detroit, MI.

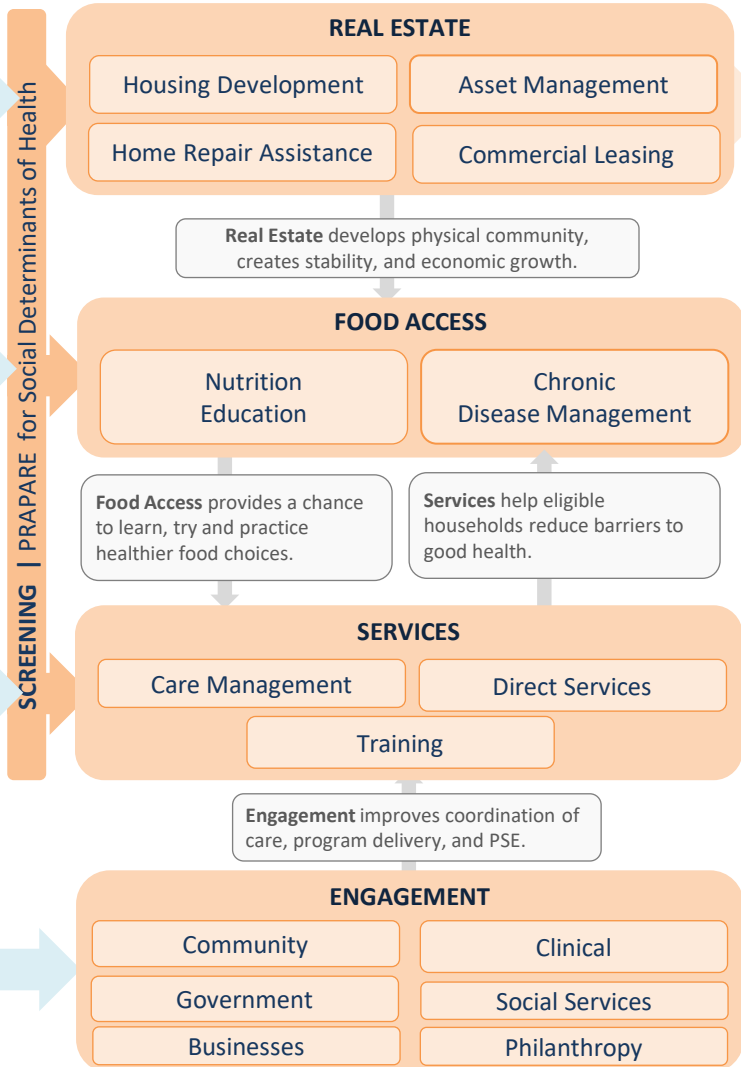
Adults (18+) and youth-young adults (6-21) from households in the Villages of Detroit, MI earning less than 80% of the area median income

Adults (18+) and seniors (60+) from households in the Villages of Detroit, MI earning less than 80% AMI with **chronic "diet-related" diseases.**

Adults (18+) from households in 48214, 48207 & 48213 meeting resource specific eligibility criteria.

All sectors: Food, Community, Schools, Government, Businesses, Healthcare, Social Services, Philanthropy and other NPOs, serving the Villages of Detroit, MI and surrounding neighborhoods.

OUR WORK



OUTCOMES

Accessed Healthy Affordable Places

- Increased access to low- and moderate-income housing.
- Increased access to commercial spaces.
- Increased access to open green spaces.
- Improved energy efficiency, and health and safety of homes.

Made healthier choices

- Increased consumption of fruits and vegetables.
- Biometrics improved.

Leveraged resources

- Improved access to socioeconomic resources.
- Social determinants of health improved.

Policy, systems and environments (PSE) changed

- Improved community-clinical linkages.
- Improved cross-sector linkages.
- Collaborations evolved.

INTENDED IMPACT

Health Equity

People living in households earning less than 80% of the area median income have fair and just opportunities to be as healthy as possible with access to healthy food, supportive resources and services, and quality efficient affordable housing.

Black, Latino and Indigenous People of Color (BLIPOC) face fewer disparities.

Promote Healthy Living

We provide **health, nutrition and food access** programs and resources recognizing that healthy food choices provide fuel for our bodies to move and minds to think and is fundamental for people and places to be healthy.

Empower Financial Health

We provide **financial education and supportive resources and services** to help people reduce physical, behavioral, social, health care and environmental barriers to good health.

Provide Affordable Housing

We build, repair, renovate and market quality sustainable **affordable housing** recognizing a home is a foundation for people's well-being and economic stability, and is essential for healthy thriving resilient communities.

Foster Innovation and Collaborations

We organize and participate in **community, clinical and civic engagements** to inform and build collective power to make just equitable policy, systems, and environmental changes that are fundamental to advance health equity for Black, Latino and Indigenous People of Color (BLIPOC).





CORE VALUES

Community Voice

We value, encourage, and recognize the vital contributions of diverse, multicultural, multigenerational community members.

Equitable Justice

We value those who act in ways that promote equal and equitable treatment. We value work that aggressively eradicates barriers that manifest in exclusion, poverty, hunger and violence.

Deep Relationships

We value strong, connected, long-term relationships that foster engagement, responsibility, and responsiveness to the community. We value those in our community who are vulnerable and challenged (i.e., youth, mentally challenged, seniors, and others), and we are committed to stand with them.

Powerful Collaborations

We value collaborating with all community stakeholders at the table engaging in lively creative dialogue, learning, strategizing, partnering, and sharing power to make changes.

Lifelong Learning

We value community residents and leaders who are politically literate and well-versed on issues impacting the community. We also value those who are actively engaged in supporting literacy and principals of lifelong learning.

Courageous Leadership

We value community leaders who are honest, wise and courageous advocates for social justice. We value leaders who are reflective of the community and are developed and empowered by the community.



Vision **Health Equity: Healthy People + Healthy Places**

Mission Promote healthy living and equitably create healthy resilient communities for residents of Islandview, The Villages of Detroit and surrounding neighborhoods

Priorities	Healthy Living	Healthy Homes	Business Attraction	PSE Change Collectives
Results	Help households increase the consumption of fruits and vegetables and physical activities to improve biometrics.	Build, renovate, lease, sell and manage multi-family and single-family homes.	Build, renovate, lease, sell and manage commercial spaces.	Facilitate and participate in cross-sector collaborations to improve policies, systems and environments.

Perspectives **Strategy Map** **Measures** **Initiatives**

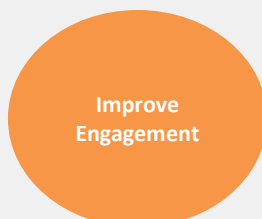
Residents & Stakeholders



- Knowledge, skill and behavior change rates
- Net Promoter Score (NPS)
- Participation rates

- WeCARE™ Health & Wellness Resources
- Healthy Home RX
- Shared Equity Trust
- The Preston
- Mack Square
- GREENCorps

Internal Processes



- Program Expense Rate
- Social engagement metrics
- Participation rates

- *Back-to-Basics* Organizing
- Marketing Automation
- R&D
- Evidence-Based Interventions

Organizational Capacity



- Board composition & activities
- Learning & growth rates
- NPS
- Automation & usage rates

- Monday.com PM
- Gusto HR
- Mktg. Automation
- Institutionalize Learning

Financial Stewardship



- Donation growth rates
- Liquid unrestricted net assets (LUNA)

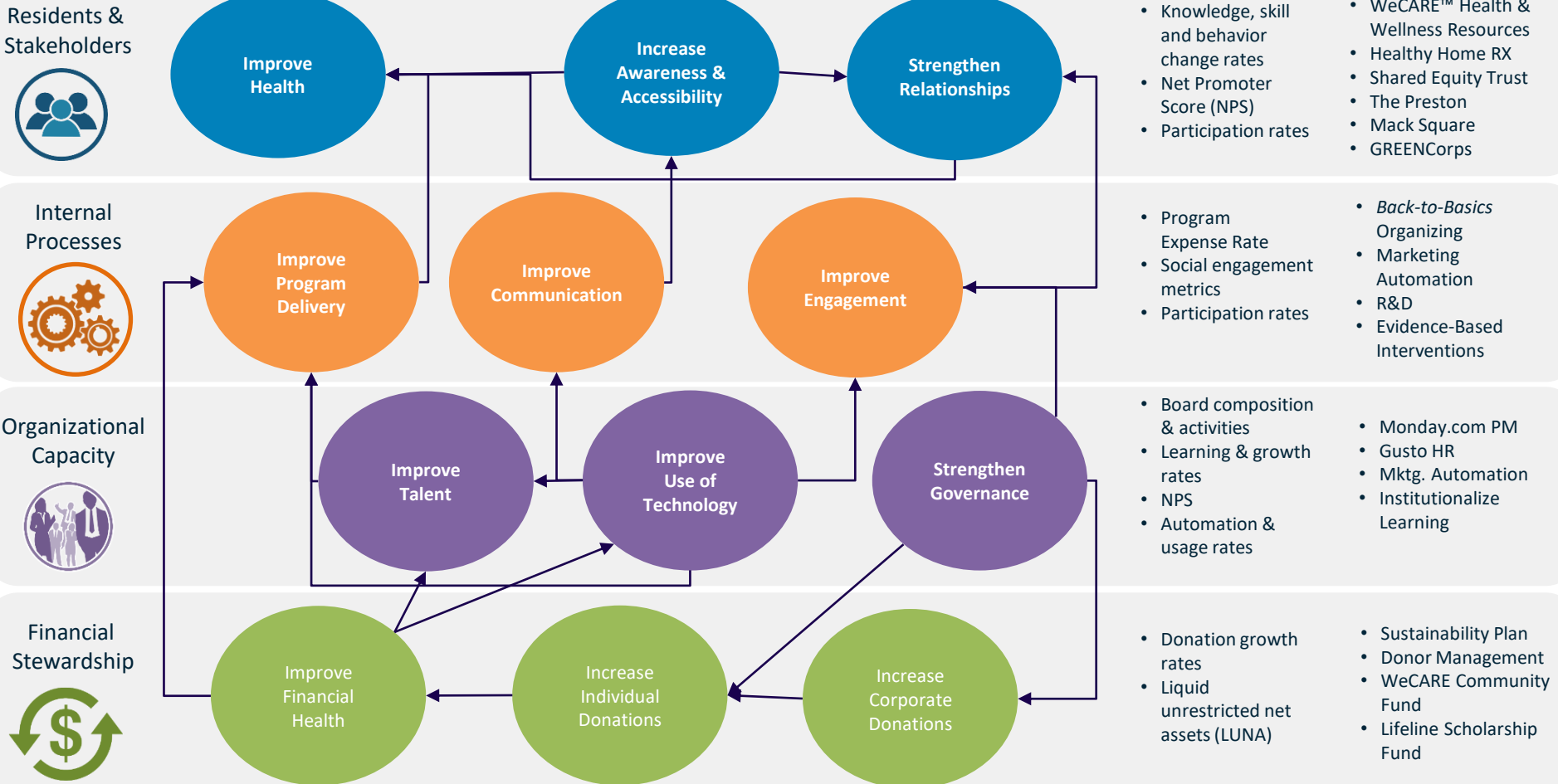
- Sustainability Plan
- Donor Management
- WeCARE Community Fund
- Lifeline Scholarship Fund

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Perspectives **Strategy Map** **Measures** **Initiatives**






Perspectives	Strategy	Objectives	Key Performance Metrics (KPIs)	Initiative	Budget
Residents & Stakeholders 	Improve Health	<ul style="list-style-type: none"> Offer evidence-based interventions to: <ul style="list-style-type: none"> Increase consumption of fruits & vegetables Increase physical activities Improve biometrics Offer access to resources that reduce/remove socioeconomic barriers Develop low-moderate and affordable homes for ownership Provide access to low-moderate and affordable rental homes Offer energy efficiency, and health & safety resources for homeowners Provide opportunities for community ownership of real estate Facilitate and participate in PSE collaborations 	<ol style="list-style-type: none"> % Change: Number of Residents, Participants and Patients Average % Change: Pre/Post Evaluations Call Intake : Closed Met Ratio <i>Closed : Closed Met Ratio</i> # of Units Repaired # of New Units <i># of community-owned parcels</i> <i># of PSE Changes</i> 	<ul style="list-style-type: none"> WeCARE™ Health & Wellness Resources Healthy Home RX The Preston Mack Square Rebuilding Homes Together Shared Equity Trust(s) Planning Projects HP Forum 	
	Increase Awareness & Accessibility	<ul style="list-style-type: none"> Publish community, healthy living choices, equitable development and affordable housing news, and youth development opportunity news. Publish GenesisHOPE's strategies, impact and success stories for funders and donors. 	<ol style="list-style-type: none"> % Change: Social Impressions Average Newsletter Open Rate # of Web Page Views <i># of direct mailings</i> <i># of business reply mail</i> <i>Funder newsletter open rate and # of attendees at funder briefings</i> 	<ul style="list-style-type: none"> Communications 	
	Strengthen Relationships	<ul style="list-style-type: none"> Increase social and in-person interactions and engagements with residents, clients, patients, participants, peers, and other thought-leaders and stakeholder moving relationships from Inform to Networking to Consult to Cooperation to Involve & Coordination to Co-Lead to Full Collaboration. Improve Resident & Stakeholders Net Promoter Score (rNPS) 	<ol style="list-style-type: none"> # of event/meeting attendees % Change: Number of Volunteers <i># of social media engagements</i> <i># of in-person interactions</i> Average Resident NPS (9-10 Promoter) 	<ul style="list-style-type: none"> Communications PSE Collectives <i>Back-to-Basics</i> Organizing Institutionalize Net Promoter Scoring System 	








Perspectives	Strategy	Objectives	Key Performance Metrics (KPIs)	Initiative	Budget
Internal Processes 	Improve Program Delivery	<ul style="list-style-type: none"> Streamline and improve effectiveness of key processes: <ul style="list-style-type: none"> Client Intake Service Delivery Community Engagement Grant Management Donor Management Administration Leverage technology and effectively use technology to improve processes, program delivery, outputs and outcomes Conduct research and identify evidence-based interventions 	<ol style="list-style-type: none"> # of Automated Processes # of System Updates / Changes # of Event/Meeting Attendees % Change: Number of Residents/Participants % Change: Number of Volunteers Program Service Expense Ratio Average service delivery time % change of average service delivery time (intake to closed or completed) 	<ul style="list-style-type: none"> R&D Process & Systems Mapping & Analysis Evidence-Based Interventions 	
	Improve Communications	<ul style="list-style-type: none"> Ensure consistent branding to increase awareness Ensure consistent error-free messaging for each audience (right message, using the right media, to the right audience): <ul style="list-style-type: none"> Residents, Patients, Clients, Participants Peers Partners Donors, Funders Board Staff Increase the number of storytelling communications to engage audiences Increase number of white papers, editorials and case studies to improve reputation as thought-leaders Increase number of speaking engagements to improve reputation as thought-leaders 	<ol style="list-style-type: none"> # of non-branded communications # of published errors (grammar & spelling) # of new contacts by type of audience # of communication process updates / changes # of communication process automations # of stories published # of white papers, editorials and case studies published # of speaking engagements 	<ul style="list-style-type: none"> Communication Process Improvements Content Marketing 	
	Improvement Engagement	<ul style="list-style-type: none"> Increase social and in-person interactions and engagements with residents, clients, patients, participants, peers, and other thought-leaders and stakeholder moving engagement from Inform to Networking to Consult to Cooperation to Involve & Coordination to Co-Lead to Full Collaboration. 	<ol style="list-style-type: none"> % Change: Number of Residents, Participants and Patients % Change: Social Engagement # of Web Page Views Average Newsletter Open Rate # of Event/Mtg Attendees # of PSE collective members 	<ul style="list-style-type: none"> Back-to-Basics Organizing Client Relationship Management (CRM) 	



Perspectives	Strategy	Objectives	Key Performance Metrics (KPIs)	Initiative	Budget
Organizational Capacity 	Improve Talent	<ul style="list-style-type: none"> Attract and retain best employees Enhance staff skills as necessary Implement performance-based coaching and management system Implement performance-based evaluation and reward system Attract and reward volunteers for efforts Seek out and foster strategic partnerships 	<ol style="list-style-type: none"> Employee Average NPS (9-10) Training & Development Hours % of FTE Performance Goals Met <i># of Volunteers Rewarded</i> <i># of MOUs Signed</i> 	<ul style="list-style-type: none"> Gusto HR Institutionalize Learning PSE Change Collectives 	
	Improve Use of Technology	<ul style="list-style-type: none"> Leverage technology and effectively use technology to improve processes, program delivery, outputs and outcomes Enhance staff technology skills as necessary Increase use of automation for repetitive tasks and processes Improve website navigation & content Implement donor management and CRM systems 	<ol style="list-style-type: none"> # of Automated Processes # of System Updates / Changes Program Service Expense Ratio <i>Average service delivery time</i> <i>% change of average service delivery time (intake to closed or completed)</i> 	<ul style="list-style-type: none"> Monday.com PM Gusto HR Website Network for Good Salesforce Constant Contact Google Ads & Google Analytics 	
	Improve Governance	<ul style="list-style-type: none"> Improve Board Mix by Talent Needs Increase Board Engagement in Strategic Performance Management System: <ul style="list-style-type: none"> PLAN <ul style="list-style-type: none"> Review mission, vision & strategy Identify value proposition Balance efficiency vs. effectiveness MAP <ul style="list-style-type: none"> Choose stakeholder strategies Choose key financial strategies Choose key internal process strategies Choose key organizational capacity strategies SCORECARD <ul style="list-style-type: none"> Identify measures Assign weights Balance measures of efficiency and effectiveness Set specific targets REVIEW & ASSESS <ul style="list-style-type: none"> Manage with balanced scorecard Evaluate results versus targets Examine results and outcomes Adjust as necessary 	<ol style="list-style-type: none"> # of Board talent needs met # of Strategy, Investment & Risk Assessment Hours by Board <i>% of Board Commitments Met</i> 	<ul style="list-style-type: none"> Board Composition Recruitment Bylaw Amendments Board Commitment Letters 	



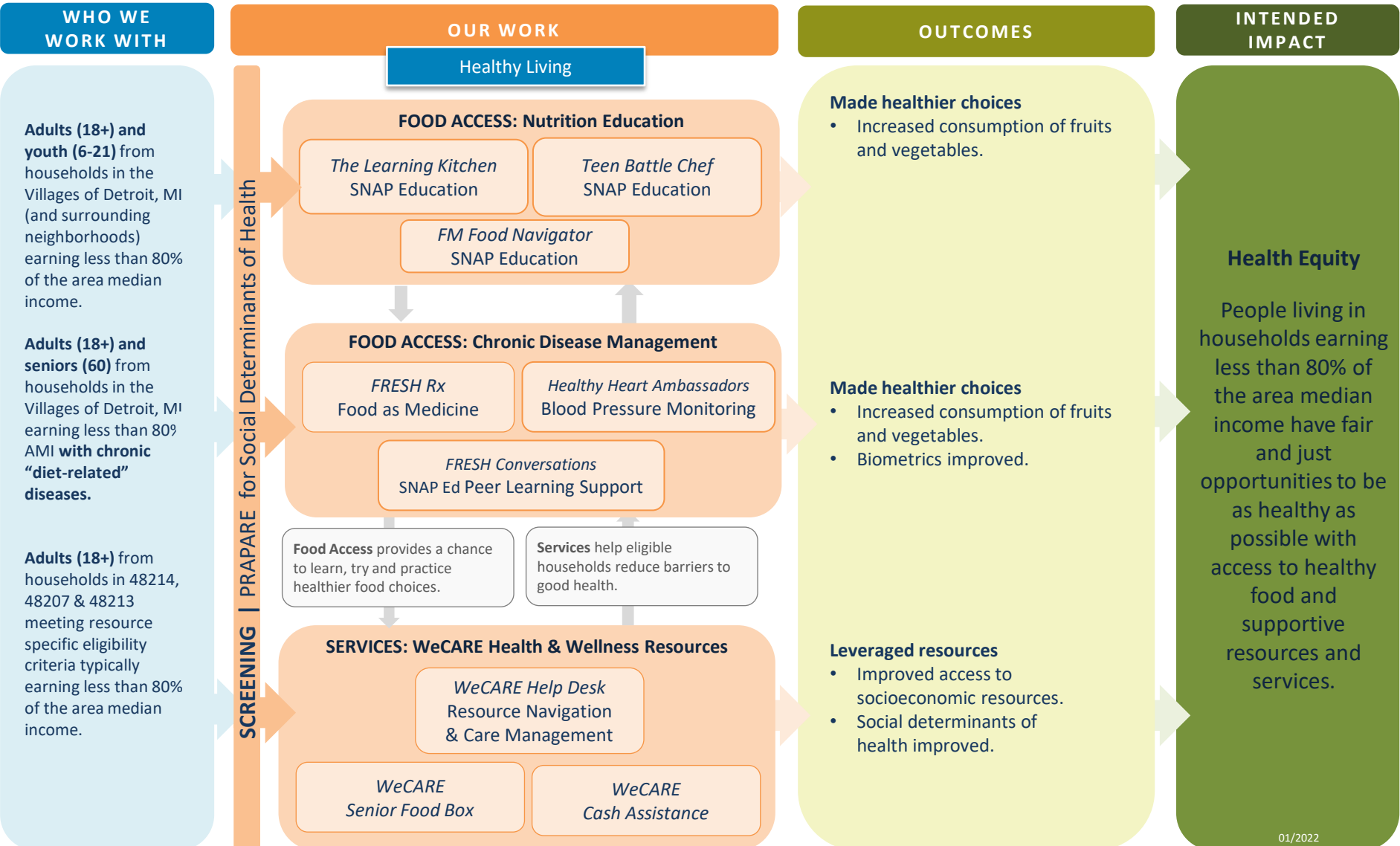
Perspectives	Strategy	Objectives	Key Performance Metrics (KPIs)	Initiative	Budget
Financial Stewardship 	Improve Financial Health	<ul style="list-style-type: none"> Grow operating revenues to add and sustain programs, and provide competitive pay and benefits for staff Leveraging line of credit to improve cash flow Diversify funding streams <ul style="list-style-type: none"> Secure Government Contracts Increase Earned Revenue Opportunities to reduce grant dependencies Secure multi-year funding Increase Liquid Unrestricted Net Assets (LUNA) 	<ol style="list-style-type: none"> Annual net revenue increase <i># of Government Contracts</i> <i># of Multi-Year Funding Sources</i> <i># of retained Funders</i> <i>% Change of retained Funder Award</i> Amount of Cash on Hand (Days) Amount of LUNA 	<ul style="list-style-type: none"> Key Financial Ratio Monitoring Public Engagement Strategies 	
	Increase Individual Donations	<ul style="list-style-type: none"> Create and implement communications plan Leverage Google Ads (\$10k month) to attract donors Increase number of friend-raising events Number of Board members making introductions Increase and improve the number of ways to give Improve board and staff giving Leverage donor management system to increase number of donors and amount of donations 	<ol style="list-style-type: none"> <i>Number of donation landing page(s) traffic and/or views (conversion rate)</i> <i>Number of new friends at events</i> Number of ways to give <i># of Board Fulfilling Give/Get and Amount</i> <i># of Staff Giving and Amount</i> <i>% Change of iDonation Growth Rate</i> <i>% Change of number of Individual Donors</i> 	<ul style="list-style-type: none"> Donor Management System Donor Communication Plan & Content Creation 	
	Increase Corporate Donations	<ul style="list-style-type: none"> Identify and cultivate corporate donor relationships and sponsorships to increase: <ul style="list-style-type: none"> WeCARE Community Fund balance Lifeline Scholarship Fund balance Board members make introductions and host meetings 	<ol style="list-style-type: none"> <i>% Change of cDonation Growth Rate</i> <i>% Change of number of Corporate Donors</i> <i>% change of fund balances</i> <i># of Board introductions</i> 	<ul style="list-style-type: none"> Relationship Building Communications Plan 	

	Perspectives	Key Performance Indicators (KPIs)	Targets	FY2021	Q1: May	Q2: Aug	Q3:Nov	Q4:Feb
Residents & Stakeholders		Process Metrics 1. % Change: Number of Residents/Participant 2. % Change: Number of Volunteers Outcome Metrics 3. Resident Average NPS (9-10 Promoter) 4. Call Intake : Closed Met Ratio 5. Average % Change: Pre/Post Evaluations 6. # of Units: New + Repairs	▲ 10% ▲ 15% ▲ 9-10 ▲ 100%:15% ▲ 5% ▲ 0 + 25	861/101 23 ---- 861:227 --- 0 + 11				
Internal Processes		Process Metrics 7. % Change: Social Impressions 8. Average Newsletter Open Rate 9. # of Web Page Views 10. Program Service Expense Ratio Outcome Metrics 11. # of Event/Mtg Attendees 12. % of Attendees by Sector	▲ 50% ▲ 8.7% ▲ --- ▼ 4.41% ▲ 100% ▲ 100%	32,842 23% --- 68% 100 60				
Organizational Capacity		Process Metrics 13. # of Automated Processes & System Updates 14. Board Mix by Talent Needs Outcome Metrics 15. # of Strategy, Investment & Risk Asmt. Hrs. 16. Employee Average NPS (9-10 Promoter) 17. % of FTE Performance Goals Met 18. Training & Development Hours	▲ --- ▲ --- ▲ --- ▲ --- ▲ --- ▲ ---	--- --- --- --- --- ---				
Financial Stewardship		Outcome Metrics 19. # of Board Fulfilling Give/Get 20. # of Staff Giving 21. iDonation Growth Rate 22. cDonation Growth Rate 23. Cash On Hand (Days) 24. LUNA	▲ 15 ▲ --- ▲ 104% ▲ --- ▲ 35.3% ▲ 100%	4 1 -0.4 0 266 ----				

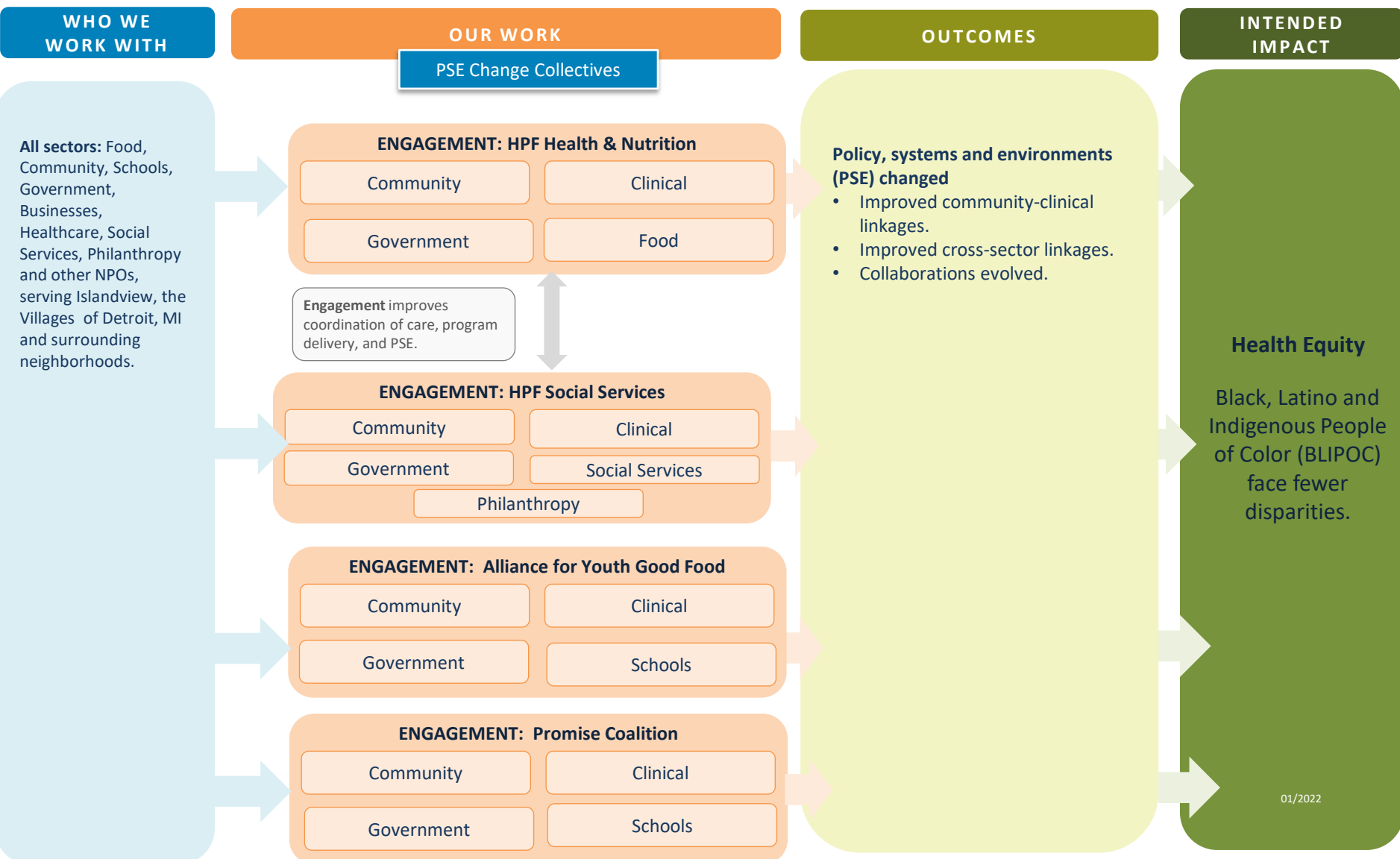
Community Health



Our mission is to promote healthy living by helping households increase the consumption of fruits and vegetables and physical activities to improve biometrics. Our community health workers **educate and support people** with choosing healthier lifestyles. We partner and collaborate with residents and community stakeholders, Michigan Department of Health and Human Services, Michigan Fitness Foundation, Detroit Health Department, Authority Health, philanthropy, and other agencies to provide evidence-based and clinical supported programs so **people + places thrive!**



Our mission is to promote healthy living by cultivating deep collaborative relationships. We facilitate and participate in cross-sector collaborations to improve policies, systems and environments so **people + places thrive!**





Community Economic Development

Our mission is to create healthy communities. We are community development professionals leading **inclusive and equitable development of places** where we live, work, learn and play. We partner with community residents and stakeholders, Michigan State Housing Development Authority, Detroit Housing & Revitalization Department, other developers, lenders and funders, and other agencies to develop commercial real estate, affordable housing and open green spaces so **people + places thrive!**

WHO WE WORK WITH

OUR WORK

- Healthy Homes
- Business Attraction
- PSE Collectives

OUTCOMES

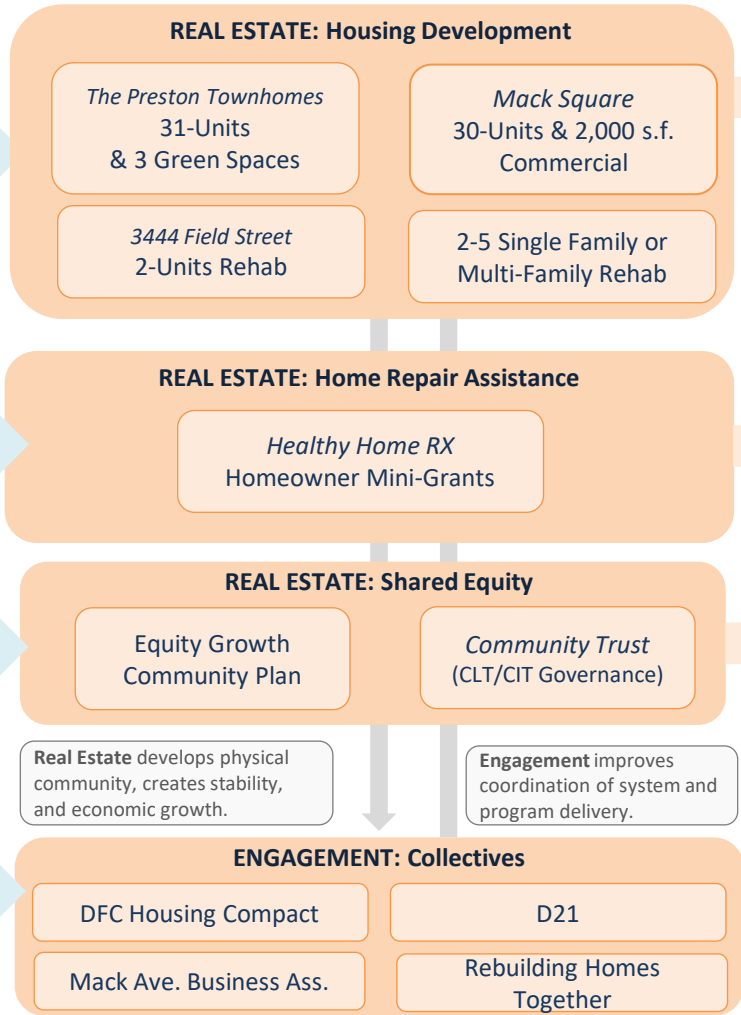
INTENDED IMPACT

Households earning less than 80% of the area median income in need of a home in Islandview, a neighborhood of the Villages of Detroit, MI.

Homeowners earning less than 80% of the area median income in need of a home repairs in Islandview, and the Villages of Detroit, MI.

Community leaders willing, able and ready to collectively own property and preserve affordability in Islandview and the Villages of Detroit.

All sectors: Community, Schools, Government, Businesses, Healthcare, Social Services, Philanthropy and other NPOs, serving 48214, 48207 and 48213.



Accessed Healthy Affordable Places

- Increased access to low- and moderate-income housing.
- Increased access to commercial spaces.
- Increased access to open green spaces.
- Improved energy efficiency, and health and safety of homes.

Policy, systems and environments (PSE) changed

- Improved cross-sector linkages.
- Collaborations evolved.

Health Equity

People living in households earning less than 80% of the area median income have fair and just opportunities to be as healthy as possible with access to quality efficient affordable housing.

Black, Latino and Indigenous People of Color (BLIPOC) face fewer disparities.



GenesisHOPE Village I & II

Real Estate Development Project



Communications

Our mission is to communicate and engage with residents, community stakeholders, funders and donors, and volunteers to promote healthy living and healthy resilient communities. We are storytellers sharing successes, fact-based information and community news to advance health equity so **people + places thrive!**

WHO WE WORK WITH

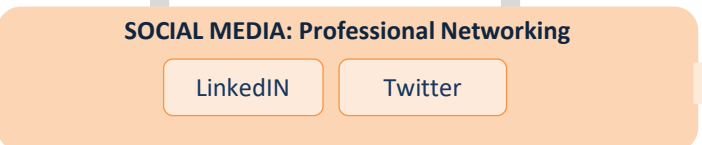
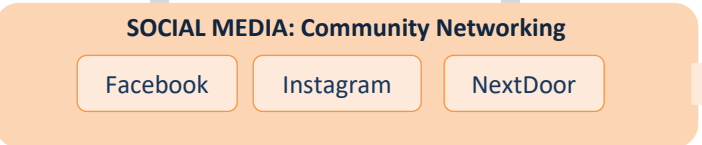
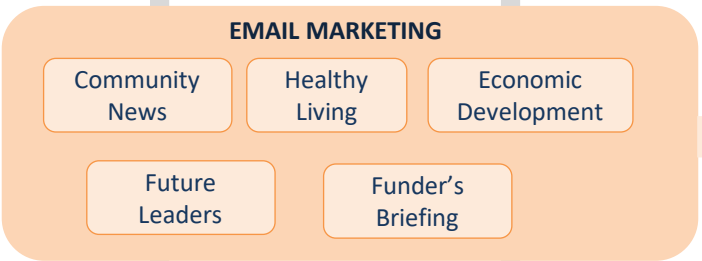
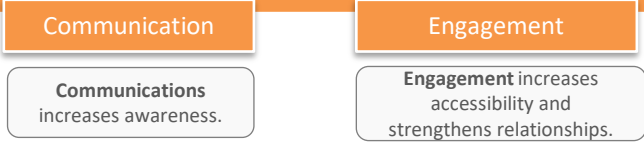
African American **adults (18+) seniors (60+) and youth (6-21)** from households in residing in 48214, 48213 and 48207 earning less than 80% of the area median income.

African American **adults (18+) seniors (60+)** from households in the Villages of Detroit, MI earning less than 80% AMI with **chronic “diet-related” diseases.**

Journalist and media outlets, and all sectors: Community, Schools, Government, Businesses, Healthcare, Social Services, Philanthropy and other NPOs, serving Islandview, the Villages of Detroit, MI and surrounding neighborhoods.

Philanthropist investing in food access, health & wellness, social services, community development, affordable housing, youth and/or seniors.

OUR WORK



OUTCOMES

- Aware of Vision, Mission, Programs and Services**
- Increased awareness of community news.
 - Increased awareness of healthy living choices.
 - Increased awareness of equitable development and affordable housing.
 - Increased awareness of youth development opportunities.
 - Increased awareness of impact and success stories.
 - Published successes and community health and wellness news.
- Engaged in Programs and Services**
- Enrolled in “Healthy Living” Programs.
 - Attended community meetings.
 - Attended community events.
 - Volunteered to serve.
 - Made donation.

INTENDED IMPACT

Health Equity

People are more aware of fair and just opportunities to be as healthy as possible and the availability of healthy food and supportive resources and services.

Our mission is to communicate and engage with individual donors, corporate donors and sponsors, and other philanthropist to request support of our healthy living and equitable healthy resilient community initiatives. We are storytellers sharing successes, fact-based information and community news to attract impact investors to advance health equity so *people + places thrive!*

