

# The Platform of **Hope**

## **Phase II Vision** Five-Year Strategic Plan *June 2023*



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# Report Overview

Dear friend,

We are excited to present the Platform of Hope's 5 year strategic plan, which represents our "Phase II" vision for the organization. The Platform of Hope was born out of deep community support and collaboration, leading to the launch of our pilot program in September 2018 and the ambitious vision to serve 100 families over 5 years. As of today, we have met that initial goal, with five cohorts of families active in our program, totalling 100 families engaged (unduplicated) since 2018 and approximately 75 active in 2023 alone. We are proud to have achieved this incredible milestone, particularly when we reflect on the challenges and deep loss so many of us faced since the onset of the COVID-19 pandemic.

As the five year mark approached, it became apparent that the Platform of Hope would need a new vision to guide us into our future. We are fulfilling the initial promise of partnering with 5 cohorts of families to identify long term goals, navigate challenging systems and share in the celebration of each family's success across intersecting fields of housing, health, education, finances, employment and more. The onset of the pandemic in mid 2020 (just 1.5 years into our work) forced families to focus on short-term strategies to survive and weather emergency solutions. As the pandemic has waned, POH has supported families with stretching themselves to outline long-term goals for true multigenerational success. As a direct mirror to our own approach, POH itself as an organization finds itself ready to move from the crisis-mode of the pandemic into envisioning a bold new future with a five-year strategic plan. From Fall 2022 through Spring 2023, we have engaged in a planning process that demanded self-reflection, assessment of risk, program evaluation and definition, in order to set the stage for this new phase of our work and organizational identity. We're grateful that our consultants supported us in both thinking creatively and "throwing things on the wall", while ensuring that we would conclude with a detailed, 2-year action plan to guide us into the immediate future.

The approach we have taken in this planning process aligns with the Platform of Hope's founding values to confront inequity, center families and be transparent and responsive in our work. We thank **Building for Mission** for intentionally facilitating a project that engaged diverse stakeholders, including our bilingual leadership body of Advisory Board members (40% of which are POH participants or alums and 50% are Spanish-speakers) and dedicated POH staff team. In addition, the planning process drew from the wisdom of our dynamic circles of founding partners (Jubilee JumpStart, Mary's Center, Jubilee Housing and Sitar Arts Center); solicited input from new partners, supporters and volunteers; assessed the ecosystem of area nonprofits and advocacy organizations; and of course, the engaged the POH families themselves. **Many thanks to the Platform of Hope Advisory Board, staff and many stakeholders who participated in the plan– thank you, gracias, አስተንገሉ!**

Please join us as we take this inspiring step into the next phase of the Platform of Hope's work, bolstered by the strength of our existing family-centered program model. We know we could not have achieved what we have done without the hard work and collaboration of our founding partners and other anchor institutions in the community, as well as the strength and perseverance of the POH families themselves. We stand on their shoulders as we focus our new strategic plan in ways that deepen our impact and build even greater capacity moving forward. We have also outlined ambitious goals for the Platform of Hope as an organization– truly stepping into our own as an institution rooted in our work, with enhanced sustainability and stewardship.

With deep appreciation,  
Judy Estey,  
Executive Director

Carlos Manjarrez,  
Advisory Board Co-Chair



August 2022 Family Saturday Picnic



# Foundational Aspects



## Vision

Families of color in DC neighborhoods achieve greater social, financial, and overall wellness in their lives and community.

## Mission

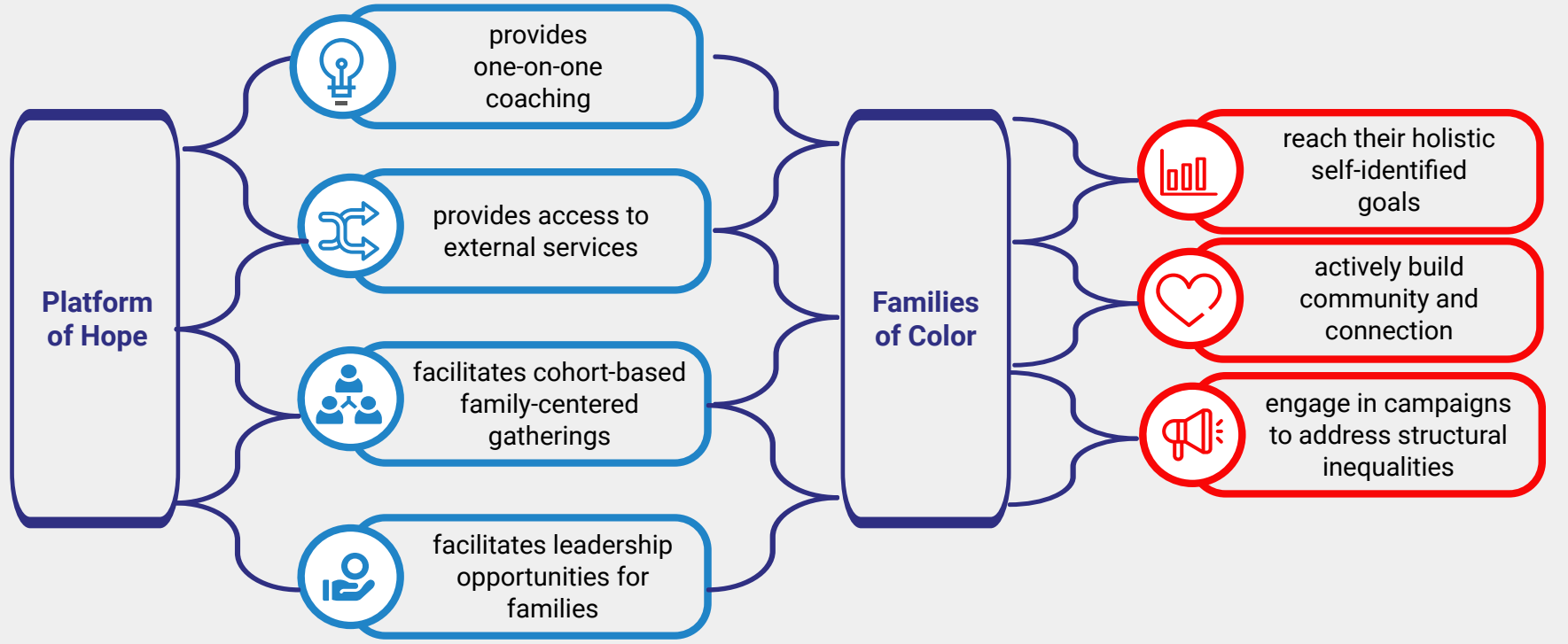
To enhance the ability of families of color to define and pursue success while building community by connecting them with coaching, services and one another. Together, we amplify the experiences of DC area families and address systemic barriers to success.

## Theory of Change

Platform of Hope provides one-on-one coaching, access to external services, and facilitates cohort-based family-centered gatherings and leadership opportunities, so families of color will (1) reach their holistic self-identified goals, (2) actively build community and connection and, (3) engage in campaigns to address structural inequalities.



# Theory of Change



# Five-Year Strategic Plan

# Five-Year Priorities

## Program Impact

Establish a more defined program trajectory that enables deeper engagement with participants and expands program impact to include systems change work. Further evolve overall program model to include: establish a maximum program enrollment; clarify graduation and alumni benchmarks within a 2-3 year program trajectory; and build partnerships that facilitate the work of systems change.

## Participant Ownership

Develop clearly defined alum roles, increase pathways for participant leadership, and implement codified staff practices emphasizing transparent communications and family ownership.

## Organizational Sustainability

Determine the legal organizational structure and related governance structure most aligned with POH's organizational aspirations and increase financial resources to support POH's deepened program impact and systems change potential.

## Team Structure

Adapt organizational design to align with POH's expanded programming; refine internal leadership and decision-making structure; evaluate the roles and responsibilities of the POH staff team to meet organizational needs; and explore pathways to staff positions from past participants.

## Racial Equity

Further racial equity by increasing opportunities for Black and Brown families to build multiracial social capital (centering demographics that match the make-up of the neighborhood); participate in systems change efforts that address systemic racism; and include continued educational opportunities on racial justice and equity for staff, leadership and participants.

Program Goals

Families continue to identify long-term goals towards multigenerational success and are making measurable progress toward accomplishing those goals.

Families report that they feel independent, empowered, have more control over the experience of their families and capacity to navigate systems and services.

Cohort model has three specific tracks - traditional, pro, and graduation - and the program trajectory moves participants through these three levels.

Families in all tracks of the program are taking action for systems change through advocacy campaigns through POH and systems change partners included in our referral network.

POH increasingly builds social capital within and across racial groups in a multiracial community.

Program Strategies

Establish a program capacity for POH at every level (traditional, pro, and graduation), and communicate openly about the decision to limit program capacity.

Clarify and structure roles for alumni of the programs.

Continue to intentionally recruit participants across different racial demographics, particularly Black/African American families, towards our racial equity goals.

Create more opportunities for families to take ownership of the design, content and implementation of programs.

Design pathways that activate families to address systemic barriers, including building partnerships with organizations that address systemic barriers through community organizing.

Continue to invest in language access, including expanding beyond Spanish, so families can communicate with one another and build community.

Develop more structure to programs, including: tracks for different stages of the program, set curricula, and clarifying graduation requirements.

Further develop racial equity series that prepares people with the knowledge to understand systemic barriers/why we need to take action on systems change.

# Program Strategies Timeline

2023      2024      2025      2026      2027

Establish a program capacity for POH at every level (traditional, pro, and graduation) and communicate openly about the decision to limit program capacity.



Further develop racial equity series that prepares people with the knowledge to understand systemic barriers/why we need to take action on systems change



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Continue to intentionally recruit participants across different racial demographics, particularly Black and/or African American families, towards our racial equity goals.



Design pathways that activate families to address systemic barriers; including, building partnerships with organizations that address systemic barriers through community organizing.



Continue to invest in language access, including expanding beyond Spanish, so families can communicate with one another and build community.



Organizational Goals

Determine the strategic legal governance structure, either 501c3 or continued fiscal sponsorship, to align with the needs of the organization.

Expand income streams to broaden individual and corporate investment in POH.

Staff and organizational leadership report that the workload at POH is sustainable, consistent, and aligned with their assigned roles and responsibilities.

Align staff roles and organizational structure to strategically address POH's future activities and needs - including building capacity for systems change efforts.

Further affirm POH's commitment to racial equity and expand adoption of equitable policies and procedures.

Organizational Strategies

Create criteria and timeline that will inform POH's decision about becoming a 501(c)3.

Develop and implement additional fundraising strategies that engage individual donors and are designed to diversify organization's revenue sources.

Evaluate and adapt organizational chart - including staff roles and reporting structure - to align with POH values and needs and explore pipelines to paid positions for past participants.

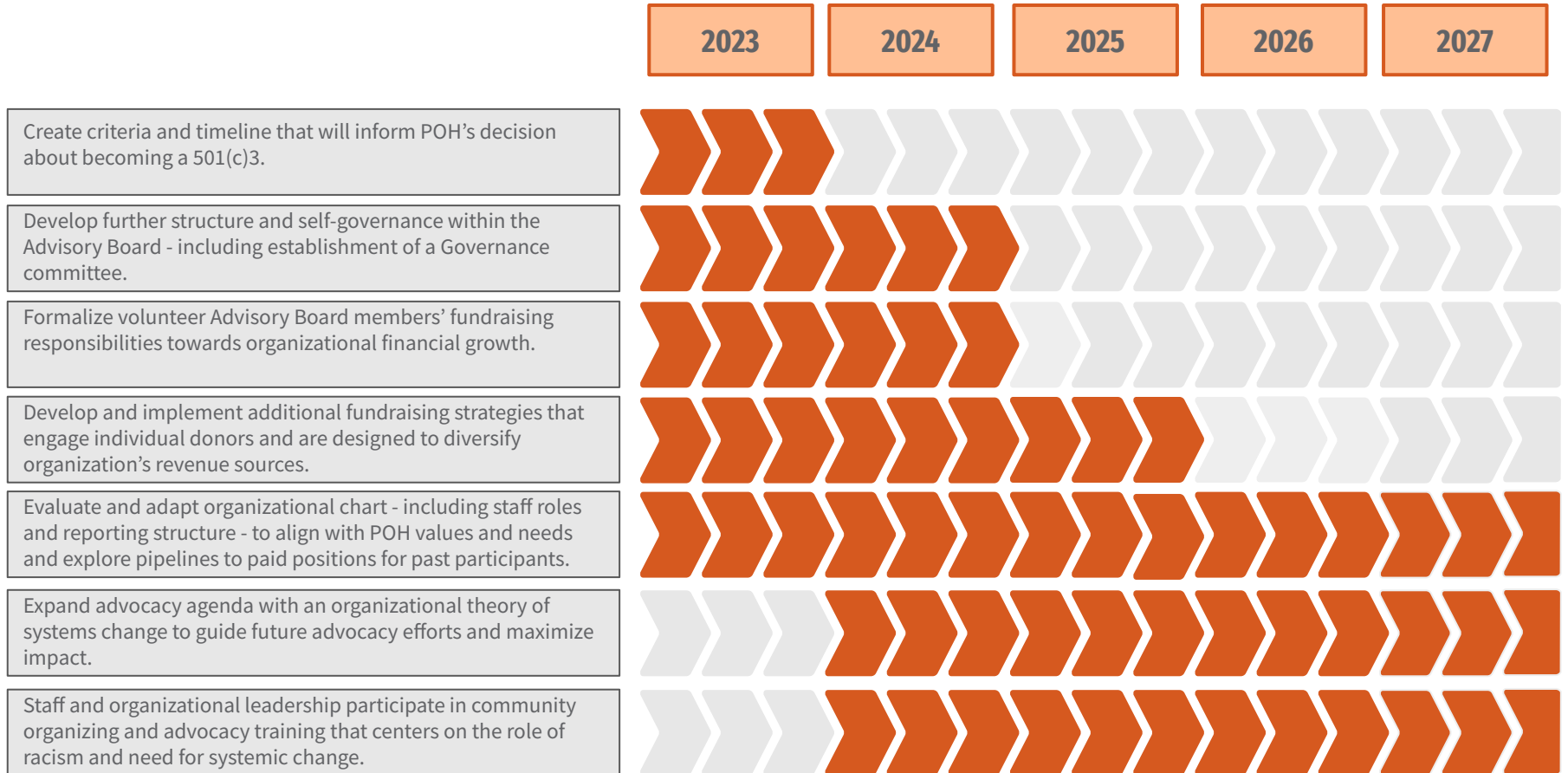
Formalize volunteer Advisory Board members' fundraising responsibilities towards organizational financial growth.

Expand advocacy agenda with an organizational theory of systems change to guide future advocacy efforts and maximize impact.

Develop further structure and formalized governance procedures within the Advisory Board - including establishment of a Governance committee.

Staff and organizational leadership participate in community organizing and advocacy training that centers on the role of racism and need for systemic change.

# Organizational Strategies Timeline

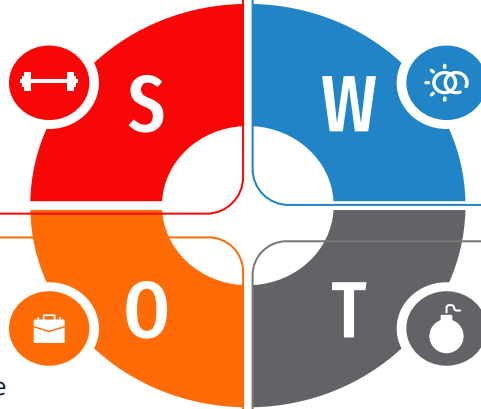


# Appendix



## Strengths

- Families feel connected to the POH staff and to others in their specific cohorts (note: shift due to COVID virtual life).
- There is deep and intentional commitment to the full person and full family.
- There are dedicated and present POH staff team offering support to families.
- POH has an advisory board structure that includes families and community partners
- POH is flexible and adaptive to change.



## Weaknesses

- Having 70+ families (plus the incoming cohort) means that not all families can be served by program partners or staff in the ways POH desires.
- Current staff capacity limits POH's ability to expand networks or connections with other programs.

## Opportunities

- Staff and families named that POH families are experiencing challenges that POH should explore addressing on a systemic level.
- POH can partner with organizations that focus on policy changes.
- POH can leverage seasoned and graduated families skills and desire to support the mission.

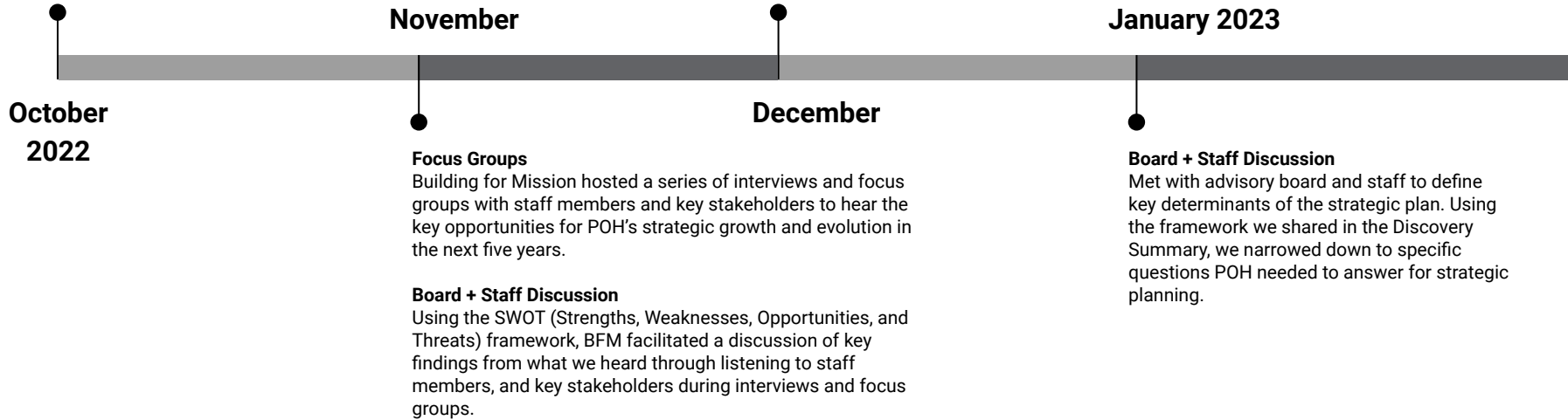
## Threats

- POH must evaluate the current fiscal sponsorship model.
- Taking on 501(c)3 status brings its own level of opportunity and challenge.
- Resources in the DC community are stretched and create competition.

# Strategic Planning Process Timeline (1 of 2)

**Discovery Summary**  
Building for Mission prepared a Discovery Summary highlighting the key opportunities for POH to address during strategic planning.

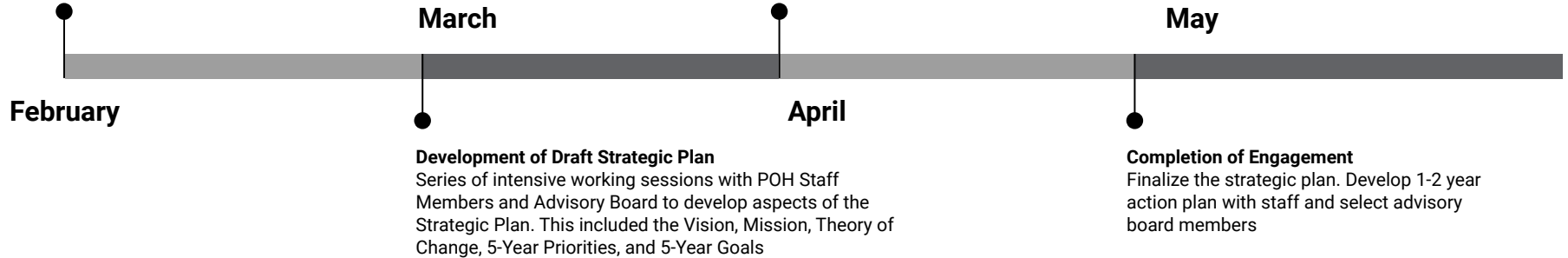
**Launch of Engagement**  
Began strategic planning project with staff and advisory board.



# Strategic Planning Process Timeline (2 of 2)

## Refined Focus Groups

Hosted more detailed focus groups with families and key stakeholders to answer specific questions about POH's Vision, Mission, Theory of Change and Organizational Structure



## 2022 - 2023 Staff

- Pamela Cabrera Bahay, *Program Manager*
- Ezinne Chinemere, *Program Manager*
- Judy Estey, *Executive Director*
- Sarah Hicks, *Program Coordinator*
- Jessica Palencia, *Program Manager*

## 2022 - 2023 Advisory Board Members

- Alan Abramson
- Zulma Barrera °
- Concepcion Benitez °
- Cara Brumfeld
- Sharmayne Cosby °
- Morena Cortez °
- Shireka Davis °
- Maureen Dwyer
- Daniel Trujillo Esmeral
- Laura Guevara °
- Jim Knight
- Dara Koppelman
- Joan Kuriansky
- Carlos Manjarrez
- Martin Mellett
- Carla Mannings
- Dee Dee Parker Wright
- Mikael Rojas
- Juana Maria Sazo °
- Natalie Smith
- Melissa Stalling
- Ivania Zelaya °

° POH Family Participants

## Participated in Focus Groups or Interviews

## POH Family Participants

- Concepcion Benitez
- Gilma Merino
- Zenaida Quintanilla
- Lilia Solano
- Taylor Toles
- Cecilia Vasquez
- Lakia Young

## Former POH Consultants

- Carolyn Berkowitz, *Mission Partners*
- Rebecca Mintz, *RoadMap Consulting*
- Liz Scott, *Brighter Strategies*
- Brigitte Rouson, *RoadMap Consulting*
- Bridget Pooley, *Mission Partners*

## POH Partners - "POH in the Future"

- Daniel Del Pielago, *Empower DC/ Fair Budget Coalition*
- Erica Williams, *Executive Director, DCFPI*

## DC Area Funders

- Tom DiGenno, *The Richard E. and Nancy P. Marriott Foundation*
- Ruth LaToison Ifill, *Washington Regional Association of Grantmakers*
- Dawnn Leary, *Greater Washington Community Foundation*
- Annika Monkarsh, *Diane & Norman Bernstein Foundation*
- Stephanie Sneed, *Meyer Foundation*

## POH Partners - "POH in Action"

- Constance Bradley Bryant, *POH Financial Wellness Workshop, 2019-2022*
- Teresa Joiner, *POH Parenting Class Workshop, 2021-2022*
- Stephanie Mintz, *Briya Public Charter School*
- Georgette Saad, *Senior Early Childhood Manager, Mary's Center*
- Jamila White, *POH Racial Equity Workshop, 2022*

## POH Partners - "POH Beginnings"

- Dee Dee Parker Wright, *Executive Director of Jubilee JumpStart*
- Maureen Dwyer, *Executive Director of Sitar Arts Center*
- Jim Knight, *Executive Director of Jubilee Housing*

## About Us

[Building For Mission](#) served as Platform of Hope's partner throughout their Phase II Vision, five-year strategic plan.

Building for Mission (BFM) is a small, minority, and woman-owned business enterprise talent consulting firm that partners with organizations across multiple sectors that seek to **build thriving, multicultural teams at every level** of their organization. BFM was founded in 2017 by our Founder and CEO, Tamika Mason. The Building For Mission team is spread out across the country, allowing us to be responsive to the needs of our clients, wherever they are. The BFM team possesses over 100 years of expertise in REDI (race/equity/diversity/inclusion), Talent, and Organizational Development. We have worked with clients across industries and sectors, including school districts, nonprofit organizations, private companies, philanthropic foundations, and Major League Baseball. BFM offers custom-developed REDI Assessments and Analytics and the ability to utilize our trademarked DiversityEQ™ & RaceEQ™ models to leverage and integrate diverse and equitable perspectives in day-to-day work and set goals with effective systems of accountability.

We partner with organizations on critical people and organization development challenges with a REDI-Centered (Race, Diversity, Equity, Inclusiveness) approach.

## Resources for Report

- This report contains slides developed by [Slidesgo](#) and includes icons by [Flaticon](#).