



Strategic Plan

2026 - 2030

Mission

To uplift and empower our neighbors north of the river.

Vision

We envision a thriving community working together to facilitate cross-generational stability, empowerment, and elimination of barriers for our neighbors.

Strategic Intentions

Leverage Our Proximity

Expand our impact in the Hixson area as a central place of most potential.

Leverage Our Retail

Expand and enhance retail operations to drive both revenue and impact.

Leverage Our Programs

Expand and enhance our Community Schools strategy and long-term stability programming.

Leverage Our Impact

Elevate the measurement and communication of our outcomes and impact.

Leverage Our Volunteerism

Elevate the capabilities, engagement, and fulfillment of our many volunteers.

Facilitated and compiled by



Proximity



Objective

- Evaluate potential of moving NNH main agency to Hixson.
- Leverage new location to expand impact in Hixson.

4-Year Success

- We are established in a new or updated agency facility (near or along the bus line) that positions us closer to our impact potential.
 - We are debt free.
 - We are more accessible to neighbors.
 - We have increased in-person attendance to programming activities/service.

Strategic Path

- Sell or Develop/Remodel current property.
- Develop a 25-year growth plan for facility use.
- Ensure property is conducive to the long-term growth plan.
- Establish satellite programming presence in Hixson and other areas of high need within our footprint.
- Strategically nurture key donor and influencer relationships in Hixson.
- Explore and test Hixson market feasibility for a 4th thrift store.
- Assess/identify opportunities to increase ease of access for neighbors (transportation, satellite programming, technology, etc.)

Retail



Objective

- Enhance existing stores.
- Add a 4th thrift shop.

4-Year Success

- Our thrift enterprise is on track to generating \$3 million in revenue and over \$1 million in profit.

Strategic Path

- Rebuild Store One in current location.
- Make moderate enhancements to curb appeal and shopping experience in Stores Two and Three.
- Establish a 4th store.
- Evaluate necessary staffing structure for retail growth.
- Enhance store advertising.



Community Schools

Objective

- Enhance current structure in existing schools.
- Expand Community Schools footprint.

4-Year Success

- We have 12 effective Community Schools.
- We have improved our 2-year Community School staff retention rate.
- We have increased stability service referrals.



Strategic Path

- Improve our training program for Community School staff.
- Pursue 2 additional Community Schools in strategically located, high-potential schools.
- Ensure competitive talent acquisition strategy CS staff.
- Strengthen outcomes measurement (see Outcome Measurement section).
- Establish a second case manager position to support stability service access/connections.
- Ensure appropriate operations/HR staffing for growth of Community Schools.
- Assess opportunities for dedicated funding streams for sustainability.

Outcomes



Objective

- Establish agency-wide program outcome measurement frameworks and systems.
- Develop stability programming that achieves longer-term outcomes for neighbors.

Strategic Path

- **Establish a new cohort-based program designed to promote long-term, measured outcomes in self-sufficiency.**
 - Assess neighbor demand/interest, and build strategy for incentivizing and recruiting cohorts.
 - Pilot four 6-month cohorts of 10-12 neighbors in path to self-sufficiency (stability) program, based on AZ. Self Sufficiency Matrix.
 - Establish strategic funding partnerships to support staff capacity for additional cohorts and incentive sourcing for cohort participants.
 - Identify the key indicators (from the AZ. Matrix) we will focus on, and establish data tracking system to inform program effectiveness.
- **Establish/strengthen outcome measurement and communication across the following program areas:**
 - Community Schools - Student success and family impact.
 - Empowerment Classes - Quantify short-term outcomes, and increase follow-up timeline for intermediate-term outcomes.
 - Direct Financial Assistance - Quantify qualitative and anecdotal outcome data.

4-Year Success

- We have established outcome framework and data management system based on AZ. Self-Sufficiency Matrix.
- Fewer neighbors need us repeatedly (chronic need).
- More neighbors move from needing NNH support to supporting NNH need.
- All of our neighbor-focused programs have measured outcomes.
- Key external stakeholder and funders are knowledgeable of our achieved program outcomes.

Volunteerism

Objective

- Enhance our volunteer system to create a greater sense of education, purpose and connection to mission objectives and increase staff capacity.

4-Year Success

- We have a recurring, consistent volunteer base in Community Schools.
- Our volunteerism elevates our human capacity, community engagement, and visibility.
- We convert volunteers to donors.



Strategic Path

- Develop comprehensive volunteer framework for codifying policies, procedures, operations, and recognition.
- Enhance orientation, onboarding, and training.
- Create tiered structure of volunteer levels, opportunities, types.
- Integrate/increase volunteer management competencies across the organization.
- Leverage automation and/or technology where appropriate for activities such as marketing/recruiting, intake/orientation, managing, tracking, etc.
- Establish an annual portfolio/menu of volunteer opportunities/needs to help groups proactively plan engagement with us.
- Make volunteerism a gateway to financial contribution.