

2025 ANNUAL REPORT

“Helping Hands Building Homes For
The Unsheltered”

CHIPPEWA
FALLS



Director's Report

Another year has passed – it was a bit crazy, but like always, it was productive. There were challenges, steady work, and real progress. I remain thankful for the volunteers and board members who give their time and energy to Hope Village. It's humbling to work alongside people who care this much and have so much talent. Hope Village is still a bit of a crazy puzzle, and somehow it keeps coming together.

Tiny House Impact – 2025

- 11 houses in operation
- 25 households served
- 48 individuals sheltered
- 3,045 nights of housing provided
- 73% housing success rate (up from 70% last year)
- \$243,600 motel voucher equivalency for 2025

Annual Retreat Focus – 2026 Priorities

At our January retreat, we reaffirmed our mission and identified three priorities:

- Succession Planning – Updating job descriptions, centralizing key processes, and preparing for leadership transitions responsibly.
- Volunteer Management – Strengthening team lead roles, improving scheduling systems, and continuing to engage both new and long-time volunteers.
- Strategic Partnerships – Reviewing and strengthening relationships so Hope Village remains sustainable beyond any one individual.

None of this is flashy work – but it's necessary, and it will make Hope Village stronger for years to come.

Board Updates

Peggy Olevson and Jasmine Larkowski are stepping off the board in 2026. Both brought valuable lived experience, and we are grateful for their service. Katie Warner will step into the role of Board President. Dave Schaller, who served faithfully as 2025 President, will move into the Past President role. We will announce our President-Elect at the Annual Board Meeting. We will continue to look for dedicated and talented board members.

Affordable Housing

Our ten affordable housing rental units (1–3 bedrooms) are now fully integrated into operations. The tiny homes remain transitional by nature. The affordable rental units provide the longer runway some families need. Our property manager Tina has been a blessing to work with. These units strengthen what we do and how we do it.

Looking Ahead – 2026

We are hoping to receive another ARP HOME RHD grant to build two additional six-plex units and two more duplex buildings on Hope Village Way, adding 16 affordable housing units. If awarded, construction would begin in early summer, with leasing by year-end 2026.

We also began converting the Indianhead property on February 23, 2026, with leasing targeted for the end of June, adding 26 income-producing affordable housing units there. Our goal is to have the Resale Store there organized and operating around that same time.

There is a lot in motion. It will require patience, funding, volunteers, and flexibility. It is important to stay committed to our mission. Thank you to our board, volunteers, donors, and partners.

Whatever it takes – we'll figure it out together.

Respectfully,

Mike Cochoon



Executive Committee

TEAM MEMBERS

Mike Cohoon, Executive Director; Dave Schaller, Board President; Dick Hebert, Past President; Ruth Rosenow, Board Secretary; Katie Warner, President-Elect; Greg Misfeldt, Board Treasurer

WHAT DOES YOUR TEAM DO?

The Executive Committee meets monthly, one week prior to the board meeting. The meetings mostly involved discussing pertinent issues so that accurate and concise information could be presented to the full Hope Village Board to assist in their discussions and decision making. The Executive Committee once again provided advice and support to the Executive Director. As in past years, the Executive Committee provided leadership, guidance, and oversight to Hope Village and played a key role in driving the organization's success and ensured decisions that were made by the board and staff aligned with the mission, vision, and goals. The Executive Committee members included the Board President, President Elect, Past President, Secretary, Treasurer, and Executive Director.

2025 ACCOMPLISHMENTS

2025 was another productive, successful, and BUSY year. The Executive Committee, along with the rest of the Hope Village Board, staff, and volunteers continued to prioritize the Hope Village mission of supporting individuals and families who are experiencing homelessness through sheltering, mentoring and educating. In addition, adding to the available affordable housing options in our community moved from a goal to a reality as a six-plex and two duplexes were completed on the Hope Village property. The income stream from the affordable housing units will help Hope Village remain sustainable into the future and allow the organization to continue its mission. Below are some of the major accomplishments from 2025.

- Opened our first 10 units of affordable housing.
- Contracted with Theisen Realty to manage our rental units.
- Purchased the Indianhead Motel with a plan of converting it to affordable housing units.
- Secured a grant to renovate the Indianhead Motel and chose a Contractor.
- Pauline Spiegel completed her 1st full year in the new Assistant to the Director position.
- Hired Vicky Loeffelholz as the Hope Village Navigator.
- Hosted a number of fundraisers - Quarter Auction, Golf Scramble and Clothing Collection
- Reached the milestone of housing 172 households since our inception which included 324 individuals since inception.
- The number we use to show the cost of motel vouchers equivalent to our tiny house stays surpassed \$1.5 million.
- Submitted a second ARP HOME RHD grant application in the hopes of using the grant funds to build the remaining affordable housing units at Hope Village.
- Opened the Resale Store at the Indianhead property.

Capital Campaign Report

The Welcome Home Capital Campaign is nearing the completion phase. We continue to interact with donors with pledge reminders and donor acknowledgement letters. There are approximately \$175,000 of unreceived pledge commitments. This figure includes a \$150,000 contribution we will receive later this year from our largest donor, Rutledge Charities/Casper Foundation.

We have formulated a plan to complete a donor wall and amenity naming rights recognition. The implementation of that plan is currently underway. The donor wall and some of the amenity naming right signage should be produced and installed later this year.

As in the past, a huge thank you and kudos to all the volunteers and staff who have provided their expertise and support. The incredible success of the Welcome Home Capital Campaign was due to the generous contributions of so many businesses, organizations and individuals.

Promotion and Outreach Team

PROMOTION TEAM

Team Lead: Tiffany Wogahn

Team Members: Mark Birrittella, Mike Cohoon, Melinda Derks, Ashley Anderson, Doug Mattson, Kaila Anne, Sylvia Neumann, Alaine Sonnenberg, Jasmine Larkowski, Pauline Spiegel

WHAT DOES YOUR TEAM DO?

Our team handles photographing and videoing events and fundraisers, interviews with guests or others, and marketing for the resale shop. We will also man tables at various events if needed.

2025 ACCOMPLISHMENTS

We had another busy and exciting year. Things are growing and changing so quickly for Hope Village, and it's exciting to share with our community members. We promoted several events such as the Saver's Clothing Drive, a "Quarters For A Cause" fundraiser, and the Golf Scramble fundraiser. We also promote the many sales and the Indianhead Resale Shop that is held through the volunteer work of the Donations, Collections and Resale team.

In 2025, we purchased polo shirts and hats to differentiate Hope Village marketing team members from regular event volunteers. That way, when people see us taking photos and videos, they will understand that we are part of Hope Village.

From January to May, Chris, Doug, and Tiffany worked with students from UWEC who put together a comprehensive marketing plan. The students did an awesome job and we were thrilled with their work. They also toured Hope Village and attended a city council meeting with us for a bit more perspective. We plan to integrate bits of their plan slowly moving forward.

We really worked at getting the community excited to come see our affordable housing at the ribbon cutting. People got to tour one apartment building and all were very impressed. We pushed the event ahead of time and had Doug shooting video and other team members taking photos. It was truly a team effort to make that event a success.

Kaila and Sylvia joined the team. They teamed up with Doug, Tiff, and Melinda to have a social media subcommittee. This group would take photos at the resale shop and create enticing posts for social media to draw in shoppers. They attended the Golf Outing and Quarters For A Cause events to capture video and images there. Our social media presence is very important in keeping people engaged in Hope Village.

Alaine continues to work with mentors and guests to get interviews about how Hope Village has helped them and what it means to see people's lives change as a mentor.

We had some in-person meetings that many of us really like. It's much easier to toss around ideas and get things accomplished when in person. We still have our monthly virtual meetings, but plan to hold in-person meetings when there's a lot going on.

2026 GOALS

Last year we really focused on raising awareness for the need of affordable housing and the fact that Hope Village would be building some. This year we'll be continuing that narrative with the Indianhead Motel remodel. We'll have 27 efficiency spaces open for rent in 2026!

I'm not sure any of us planned for Hope Village to grow this quickly, but we're so excited for it to be happening! The marketing team has a lot of work to do and we're always looking for help. Expanding, growing, thriving, and loving it!

Team Story – Making a difference in the Lives of our Guests

By promoting Hope Village events and fundraisers, we raise awareness, funding, and volunteerism that supports the Hope Village guests, community, and programs.



Fundraising Team

Team Lead: Mike Cohoon

Team Members: Sara Bratanich, Ashley Anderson, Amanda Schmidt, Scott Greenseth, Jack Rokser, Dick Hebert, Roger Liddell, Sandi McClausland, Bonnie Gullickson, Mark Dundore, Katie Warner

WHAT DOES YOUR TEAM DO?

The Fundraising Team organizes two major annual fundraisers: the Quarter Auction took place in February 2025 and again February 2026. The Golf Scramble has taken place on the last Monday of July each of the past two summers and will again in 2026.

Beyond these, we coordinate beneficiary fundraisers and the End-of-Year (EOY) Fund Drive. Beneficiary fundraisers are hosted by outside organizations to support Hope Village - like Hope Village Night with the Chippewa Steel hockey team. The End of Year Fund Drive, held each fall, includes a mailed appeal to approximately 1,500 past contributors. Each event has its own dedicated volunteer group.

2025 ACCOMPLISHMENTS

In 2025, we welcomed new volunteers, with event leads bringing in friends to support our efforts.

During 2025 these two events, other special events and our End Of The Year Letter raised just under \$62,000.00.

2026 GOALS

In 2026, we aim to recruit more volunteers to distribute the workload and bring fresh ideas. We plan to build on last year's success by holding the Quarter Auction, Golf Scramble, and End of Year Fund and Clothing Drive again - each team is eager to surpass last year's results. There is talk of adding another event to the mix; stay tuned for more information.



Cleaning and Restocking Team

Team Lead: Lynn Musser

Team Members: TJ Atkins, Andrew Belter, Des Blair, Dina Brennan, Sara Bratanich, Denise Brockel, Kim Broses, Julie Burgess, Lola Burmeister, Donna Davison, Jen Davis, Tina Dreger, Heidi Eustice, Ethan Faschingbauer, Dan and Nancy Frank, Chery Furst, Anna Goebel, Becky Grivette, Mary Hodowanic, Mary Hutchinson, Caden Joergens, Mary Kaiser, Marcia Kyes, Carrie Leis, Jennifer Luther, Jan Melberg, Lisa Merrell, Eric Olson, Sheridan Pabst, Evie Passow, Wanda Patrie, Elizabeth Pukrop, Rolanda Rada, Autumn Renner, Ruth Rihn, Bethany Rhodes, Kari Roshell, Linda Rosin, Beth Rowan, Michelle Russell, Sharon Schmid, Traci Schoonover, Shirlee Smith, Barb Stevens, Andrea Strand, Marki and Kirra Struensee, Nancy Walker, Laura Warrick, Jessica Wojcik, Daniel Woodward

WHAT DOES YOUR TEAM DO?

Our team cleans and restocks the tiny homes as needed. That cleaning includes washing the bedding and linens, as well as cleaning the dishes, appliances, etc., that are removed when a guest departs. A separate arm of our team, the Inventory team, led by Megan Ryba, sorts and cleans donations and puts them into stock, as well as tracks which items need replenishing. The items are then added to the Amazon Wishlist and/or purchased when necessary.

CLEANING AND RESTOCKING TEAM 2025 ACCOMPLISHMENTS

Our team cleaned and restocked the tiny homes 20 times in 2025, utilizing 19 different volunteers. We continue to have a solid, dependable pool of volunteers. We held our annual training meeting on June 4 to welcome and train new volunteers and as a refresher for our experienced volunteers. With the help of the maintenance team, some additional hooks and shelves were added to a few of the tiny homes to aid with storage issues. We also added welcome signs that our volunteers can sign and leave in the tiny home after cleaning it.

CLEANING AND RESTOCKING TEAM 2026 GOALS

- Coordinate with Vicky (Hope Village Navigator) whenever possible on who is moving into a tiny home so that we can stock it and personalize it accordingly.
- Keep a list of volunteers who are willing to be on the schedule for cleaning the six-plex.
- Get more new volunteers involved more consistently.
- Keep the volunteer list up-to-date.
- Hold our annual meeting in the spring for training and communication purposes.

CLEANING AND RESTOCKING TEAM STORY – Making a Difference in the Lives of Our Guests

One of our guests was a mother of five kids who had some kind of infestation in her tiny house. She was washing all of their clothes at a laundromat and bringing them back in large plastic bags and leaving them out on the deck of her house. Evie was worried about condensation forming in those bags so she emptied several totes downstairs and gave them to her to use to make the task easier. She admired the mom so much because she worked, took care of her kids, and the kids were very well behaved. Evie tried to help her however she could. The guest still stops by Hope Village from time to time and Evie is happy to be able to chat with her and see how she's doing. Our team would not function as well as it does without the hard work and dedication of Evie Passow – she is to be commended.

Housing Search Team

TEAM MEMBERS

Katie Warner, Peggy Olevson, Ember Sammon, Margo Grambling, Vicky Loeffelholz, Mike Cohoon

WHAT DOES YOUR TEAM DO?

Initially meet and interview guests. Research the parameters of guest housing vouchers. Utilize landlord lists to call and research online for rentals. Teach guests communication/professional skills to build relationships with other (e.g. Housing Authority and other supportive community programs).

2025 ACCOMPLISHMENTS

- Of the 19 tiny home households, 14 achieved permanent housing = 74 percent. Our team assisted in obtaining permanent housing with some of these households.
- Updated and reorganized the binder that contains information for Chippewa County landlords and property management companies.
- The average amount of days housed at Hope Village for the 14 households achieving permanent housing was 144, lower than the 2024 amount of 155.

2026 GOALS

- Utilize Google Drive to house documents for access by all team members.
- Update the housing landlord binder to have current rental information.
- Continue communicating and assisting Hope Village guests in achieving their goal of permanent housing.
- Update the housing search process.
- Hold monthly team meetings. Invite tiny home guests quarterly to the meetings to connect and provide housing search information.
- Recruit new team members.

TEAM STORY – Making a Difference in the Lives of Our Guests

The Housing Team worked closely with a Hope Village family, reached out to multiple landlords and property managers, and successfully secured an affordable apartment for them.

Donation Collection & Resale Team

Team Leads: Tami Bowe, Lynette Hupfer,

Team Members: Richard & Ruth Olson, Diane Bertram, Chuck Nagle, Denise Arneson, Sue Cassellius, Scott Buckholz, Donna Davidson, Sue Delaney, Chuck Nagel, Rhonda White-Wedemeyer, Sherrie Tiller

What does your team do?

- Collect donations from estate sales, Mason shoes and other individuals.
- Occasionally hold a large outdoor sale or shed sales.
- Take items to Gauger Ventures Auctions in Loyal WI which requires photo taking, sorting, downloading as well as transporting items & organizing them in Loyal.
- Sell the donations in our resale shop and in Tami's shed or yard and at Gauger Auctions in Loyal.
- Remove unsold items and take them to Hope Gospel Mission or other places.
- Gather, transport, sort, & organize resale items as well as setup displays, schedule volunteers to clean areas and merchandise.
- Total up proceeds from the sale and drop off the deposit to Mike/Pauline.
- Set out signs around town and then pick them up again for each sale.

2025 Accomplishments:

- \$25,022 in sales
- Established a resale shop at Indianhead Motel holding sales weekly.
- Set up Signup Genius for scheduling volunteers.
- Added 8 new volunteers to the resale team.
- Sold Indianhead Motel room furniture.
- Purchased our own enclosed/cargo trailer for estate pick-ups.

2026 Goals:

- Increase sales.
- Establish a pricing team to determine fair but sellable prices for our merchandise.
- Incorporate the saying "Let us know if there is anything you are looking for" when checking people out and keep a list of these things with their contact info.
- Attempt to grow our team so that we can hold sales several days a week.
- Invite vendors to set up booths one day a month May - September.
- Find a volunteer to manage the booth sales.
- Spruce up the resale shop to increase display areas with shelving etc. made from lumber on hand, install new flooring, possibly add a sales counter, and make the shop more attractive overall.
- Have our new trailer logoed and tie downs installed.
- Get WIFI/internet in our shop so we can process electronic payments and research values of merchandise.

Mentor Team

Team Leads: Gayle Klitzke, Shirley Froelich, Mike Cohoon, Patty Frederick, and Vicky Loeffelholz

Team Members: 32 mentors and 3 people waiting to be trained

WHAT DOES YOUR TEAM DO?

A Hope Village mentor is a trained volunteer who provides guidance, accountability, and encouragement to guests, supporting their progress toward stable housing and self-sufficiency through consistent communication, goal support, and connection to resources.

2025 ACCOMPLISHMENTS

- Mentor team met 5 times throughout the year.
- Helped to plan two Rent Smart classes for Hope Village guests.
- Organized four mentor gatherings to help mentors collaborate and give additional resources.
- Acknowledged mentors in April during National Volunteer Week.
- Planned and hosted an “End of Summer” picnic for Tiny House guests and their mentors.
- Conducted a survey, sent to all mentors, and used the information to compile an accurate mentor list.

2026 GOALS

- The mentor team will meet five times.
- Schedule four mentor gatherings.
- Plan an “End of Summer Picnic” for Tiny House guests and their mentors.
- Help to facilitate Rent Smart Classes for Tiny House guests and encourage mentors to attend.

TEAM STORY - Making a Difference in the Lives of Our Guests

The guests rated mentors as “The Best” and wrote the following statements on the Guest Exit Surveys:

- They were angels!!
- Always available when needed.
- They always helped steer me in the right direction.
- One or the other was available.
- I really like XXXX – strong man vibe – respectable.
- Mentors play a powerful role in the guests’ lives and their steps to finding stable housing.

Community Center Staffing Team

Team Leads: Theresa Meinen and Pauline Spiegel

Team Members: We currently have a team of approximately 140 Community Center staffing volunteers (We'd love to list all of them, but that would take up too much space!)

WHAT DOES YOUR TEAM DO?

Community Center staffing allows the Community Center to be open for our guests to use when paid staff are not in the office.

2025 ACCOMPLISHMENTS

- A total of 83 volunteers staffed the Community Center throughout 2025 during the hours when the Center can be open for the guests, but outside of the normal office hours (includes holidays), with this equaling an average of 85 percent – AWESOME! DEEP appreciation extended to our CCS volunteers!

2026 GOALS

- Continue promoting our Community Center Staffing (CCS) as a positive, welcoming, and accessible way to support the Hope Village community.
- Continue expressing appreciation to CCS volunteers in recognition of their generous gift of time.
- Continue engaging CCS volunteers through a weekly email that shares current staffing needs and encourages signups.
- Continue providing additional, targeted outreach to select CCS volunteers as needed to help fill staffing gaps and maintain continuity so the Community Center remains open as consistently as possible for our guests.

TEAM STORY - Making a Difference in the Lives of Our Guests

By keeping the Community Center open more often, guests have reliable access to essential resources that support their daily lives. They are able to use the showers before and after school and work, prepare meals using the kitchen facilities, and meet basic needs with dignity. Extended access also provides children with a safe, welcoming space where they can play, watch television, and complete homework, helping create a sense of stability and normalcy for families.

Maintenance

Team Leads:

Ken Froelich leads construction projects, while Markus Fasel organizes the maintenance using our team of around 15 volunteers or works with external volunteer teams.

Bruce Pecor, Andrew Belter, and Markus Fasel are the rapid response team for urgent fixes. Peter Adams maintains our bicycles, and Chad Rihn keeps the mowers and blowers running.

What Does Your Team Do

We mostly maintain the tiny homes and the community center and do small construction projects.

2025 Accomplishments:

The two biggest projects were building porches for tiny homes and clearing the Indianhead motel rooms to get them ready for renovation. Floors in tiny homes were spray foamed and provided with metal skirting.

2026 Goals:

Replace wooden walkways with concrete sidewalks.

TEAM STORY - Making a Difference in the Lives of Our Guests

Insulating the tiny homes with spray foam and metal skirting kept the tiny home guests warm and cozy during the cold winter months.



Volunteer Team

WHAT DOES YOUR TEAM DO?

Our team of four volunteers (Theresa, Mary, Terri and Chris) manage and support the 279 Hope Village Volunteers and our Volunteer Groups. Our responsibilities include maintaining the volunteer database, completing background checks for both volunteers and sheltered guests, welcoming new volunteers into the Hope Village community, and generating reports that help our Team Leads coordinate their work effectively.

TEAM IMPACT

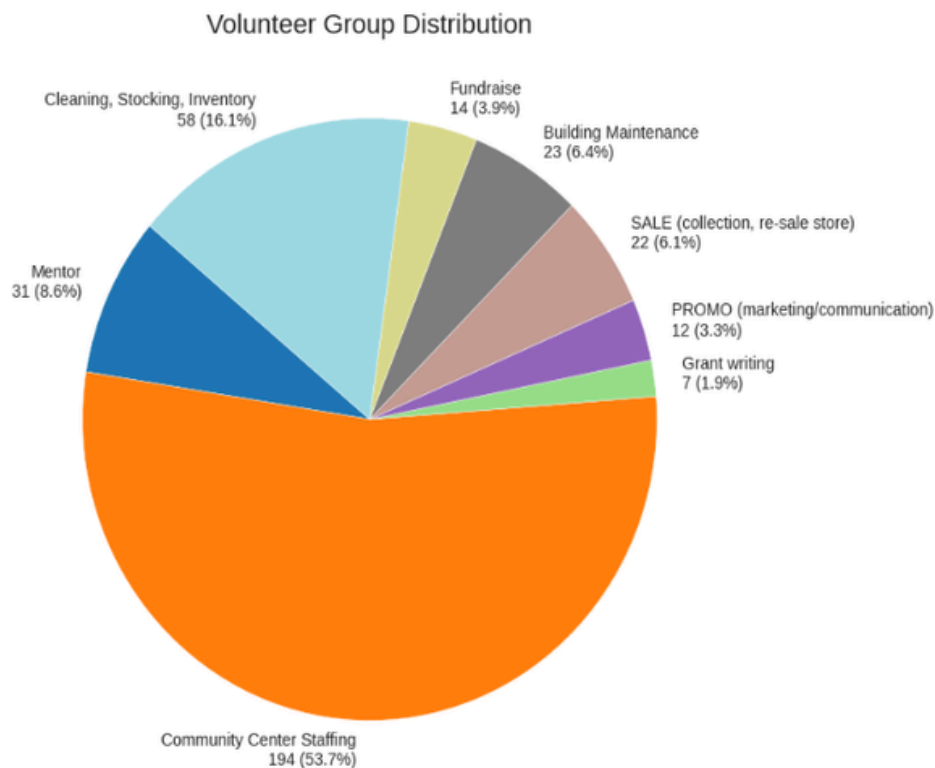
Working behind the scenes, our team strategically align the skills and talents of our volunteers with the evolving needs of Hope Village and the guests we serve.

2025 ACCOMPLISHMENTS

We implemented a standardized process to engage our Volunteer Groups in Hope Village tasks. This improvement strengthened communication with groups seeking to serve and created new efficiencies in how we match volunteers with organizational needs.

2026 GOALS

In 2026, we aim to deepen volunteer engagement by connecting even more individuals with meaningful service opportunities, leveraging the strong partnerships we have already established within our community.



GRANT WRITING TEAM

WHAT DOES YOUR TEAM DO

Our team of seven writers and reviewers—Elizabeth, Anna, Gail, Ruth, Linda, Jennifer, and Chris—successfully completed 16 grant applications to local foundations, businesses, the United Way of the Greater Chippewa Valley, and state and federal agencies.

2025 ACCOMPLISHMENTS

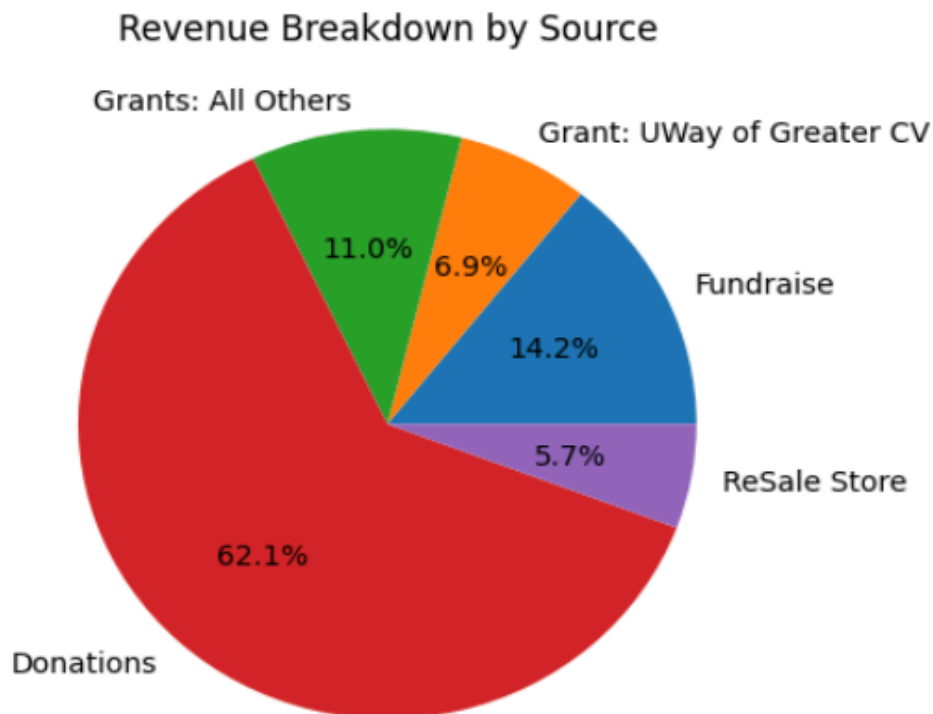
In 2025, we secured \$78,800 in grant awards from nine funders (excluding ARP government funding source).

TEAM IMPACT

Working largely behind the scenes, the Grant Writing Team secures essential funding that sustains services for our sheltered guests and expands Hope Village’s reach within the community.

2026 GOALS

In 2026, our goal is to increase grant revenue by 10 percent. In addition, in partnership with the UW–Eau Claire Leadership Program, we also plan to develop a searchable, cloud-based grant-writing repository designed to bring greater consistency, efficiency, and accessibility to our grant development process.



Tiny House Guest Story

ALLISON'S STORY

After being in a ten-year relationship with her significant other, Allison found herself homeless. One day, after returning home, she discovered that everything she owned had been moved to storage and that her car had been sold.

Allison says that day one door closed, but another one opened when she was able to come to Hope Village and move into a Tiny House. Allison found out about Hope Village through the church she attends. They were so supportive and helped me fill out an application. Later, I had an interview with Hope Village staff, and about two weeks after that, I was able to move in.

Allison's health has been declining over time. Ankylosing spondylitis is a chronic, autoimmune inflammatory disease that causes stiffness, inflammation, and severe pain. As it turns out, in her case, it is a hereditary family trait. Her grandfather, dad, brother, and cousin all have this disease.

Allison works part-time and is looking for another part-time job that accommodates her health and helps her achieve her goal of getting a place of her own. Her 15-year-old daughter is active in sports and says she is really looking forward to her visits during the holiday breaks.

Allison says she wants others to realize that everyone has mountains and valleys they go through, but to keep faith through it all. It is wonderful knowing that Hope Village is here to help people find the 'feeling of hope' again. The staff here are so supportive; the people who live here are friendly. The Hope Village director Mike is so caring and thoughtful in explaining everything and the volunteers are so compassionate.

Tiny House Guest Story

CRYSTAL'S STORY

Crystal was nine years old when the abuse began in her life, which brought years of hurt, sadness, and suffering. The hard times of trauma later turned into many years of doing drugs to try to escape the pain. After losing her family, a boyfriend who attempted to kill her, and being kicked out with no place to go, she was all alone and ended up sleeping in her car.

Crystal knew she was in trouble and needed help, and she found a caseworker who could provide her with assistance. The caseworker had given Crystal a stack of resources, so she began calling around, which led her to Hope Village Tiny Housing Alternatives, Inc.

Crystal spoke with the intake coordinator Jenn and waited for the opening at a Tiny House at Hope Village. In the meantime, arrangements were made for her to stay at a hotel.

It had now been four months since she moved in. "It was just the push I needed," says Crystal. "When I first moved into the Tiny House, I got a job immediately, started rebuilding my relationship with my daughter, and now I am so happy."

"Everyone here is terrific. They are so easy to talk with. I have made many friends and received a great deal of support. I now feel safe and comfortable.

"By sharing my story, it will be worth it if I can help just one other person. "I want others to know there is hope, and God answers prayers!"

Crystal's goal is to continue saving money to afford an apartment eventually, get her license back, and purchase a car.

From Vision to Action: 2026 Strategic Goals for Hope Village

On the Saturday, January 10, Hope Village leadership and stakeholders engaged in a series of grounding exercises and strategic analyses. The group reaffirmed the organization's core mission while identifying a clear shift toward three key operational priorities: Succession Planning, Volunteer Management, and Strategic Partnerships.

1. Mission and Vision Affirmation

The session opened with a reflection on the organization's purpose. There was a strong consensus among participants that Hope Village must remain sustainable while carefully growing its impact.

- The Core Focus:** Providing shelter through a model of robust case management and mentorship.
- Secondary Focus:** Expanding the availability of affordable housing.
- The Goal:** To serve people experiencing homelessness without losing the "human touch" that defines the organization's current success.

2. SWOT Analysis: Current Standing

Participants conducted a SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis to identify internal and external factors affecting the organization.

Strengths	Weaknesses
<p>People: Strong commitment from the Board, staff, and leadership.</p> <p>Services: High-quality mentorship, case management, and housing support.</p> <p>Community Support: A solid reputation and steady financial backing.</p>	<p>Volunteer Gaps: A "passive" volunteer base and a lack of younger participants.</p> <p>Capacity: Paid staff are at maximum capacity; lack of physical space for new hires.</p> <p>Operational Limits: Long waitlists and restricted operating hours.</p>
Opportunities	Threats
<p>Expansion: Scaling up through tiny houses, vouchers, or new sites.</p> <p>Growth: Formalizing succession plans for the Board and Directors.</p> <p>Education: Increasing community awareness and helping other communities..</p>	<p>Funding Risks: Uncertainty regarding federal/state regulations and oversight.</p> <p>Leadership Risks: High reliance on a few key individuals rather than broad teams.</p> <p>External Complexity: Navigating complex grant reporting and government red tape.</p>

3. Strategic Priorities

Through a TOWS analysis (matching strengths to opportunities and weaknesses to threats), the group established three primary goals for the coming year:



Priority I: Succession Planning

To protect the organization's future, Hope Village will make sure the organization is ready for this change and any other staff or leader transitions that might happen.

- **Role Definition:** The organization will rewrite job descriptions to reflect what the roles actually look like today.
- **Search Committee:** The Board will lead the search for the new Executive Director, which includes identifying the specific leadership traits required and forming a dedicated hiring committee.
- **Logistics Planning:** A clear hiring timeline and budget will be established to ensure a smooth recruitment process and transition period.
- **Organizational Resilience:** To protect against unexpected changes, the organization will develop a "sudden loss" plan for all key positions. All vital institutional knowledge and processes will be stored in a centralized, accessible location.



Priority II: Volunteer Management

Hope Village aims to strengthen its volunteer program.

- **Technology Integration:** Train team leaders on new software to better manage schedules and update volunteer data.
- **Leadership Development:** Define clear job descriptions for "Team Leads" and provide them with coaching and assessments.



Priority III: Strategic Partnerships

Hope Village will focus on strengthening its network of support :

- **Audit of Connections:** Categorize all current partnerships to identify which are strong and where new connections are needed.
- **Intentional Networking:** Ensure that multiple Hope Village representatives—not just the Director—are introduced to partners to ensure continuity during any leadership transitions.

Parking Lot & Technical Notes

During the session, the group highlighted the need for ongoing education regarding housing economics. Specifically, the Board noted the importance of understanding 30% of Area Median Income (AMI) and the standard that housing is considered "affordable" when it consumes no more than 30% of a household's income.

