

Strategic Plan

2021 - 2024


Hamilton Families
HOUSING FIRST. COMMUNITY STRONG.

hamiltonfamilies.org



Dear HamFam,

I am delighted to share Hamilton Families' new strategic plan with you. The plan is the result of over six months of dedicated collaborative work by staff at all levels of the agency, Board members, external service providers, philanthropic partners, and other stakeholders. I believe it represents the best of our collective thinking about how to substantively move the needle on our mission of ending family homelessness in the Bay Area.

Without a doubt, the single biggest influence on families experiencing homelessness over the last year and a half has been the global COVID 19 pandemic. For our participants, the economic effects of the pandemic were devastating — almost all our families lost at least some of their income during shelter-in-place and many are still struggling to make ends meet.

Hamilton Families and our dedicated group of philanthropic partners were able to meet part of the need by extending rental subsidies, providing some level of direct cash assistance for food and utilities, and providing technology to support the distance learning efforts of school-aged children.

Despite those herculean efforts, we were not able to stem the tide entirely and have grave concerns about the ability of the families we serve to recover from this prolonged period of economic uncertainty. Our strategic plan represents Hamilton Families' attempt to help the families we serve to quickly recover from the cruel effects of the pandemic — on their livelihoods, their quality of life, and their children's educations. We know that after the Great Recession of 2008, it took Black and Brown women nearly a decade to recover economically, and we want to help our families close that gap much more quickly.

I hope that you will join us as we double down on our original commitment to help families experiencing homelessness find safe, stable housing, have the means to maintain it, and provide an environment in which both parents and children stabilize and thrive.

Kyriell Noon

CEO Hamilton Families



Hamilton Families **mission is ending family** **homelessness in the** **San Francisco Bay Area.**

Our Vision

The San Francisco Bay Area is at its best when people from all backgrounds can start a life here, raise a family here, and thrive here. **Hamilton Families** envisions a Bay Area where housing is accessible and affordable, where homelessness is rare, brief, and nonrecurring, and where all people and families have a safe and stable place to live.

Core Values

Resourceful

We are relentless in our pursuit of resources in support of our mission. We leave no stone unturned and no door unopened in pursuit of solving family homelessness.

Helpful/“Yes, And”

We are responsive, approachable team players. We embrace – in spirit and in action – a “YES” mentality in service of accommodating the needs of our participants and our colleagues. When possible, we LEAD with yes – a positive problem-solving approach. The “AND” culture allows us to communicate directly about what is needed to get to YES.

Growth Mindset

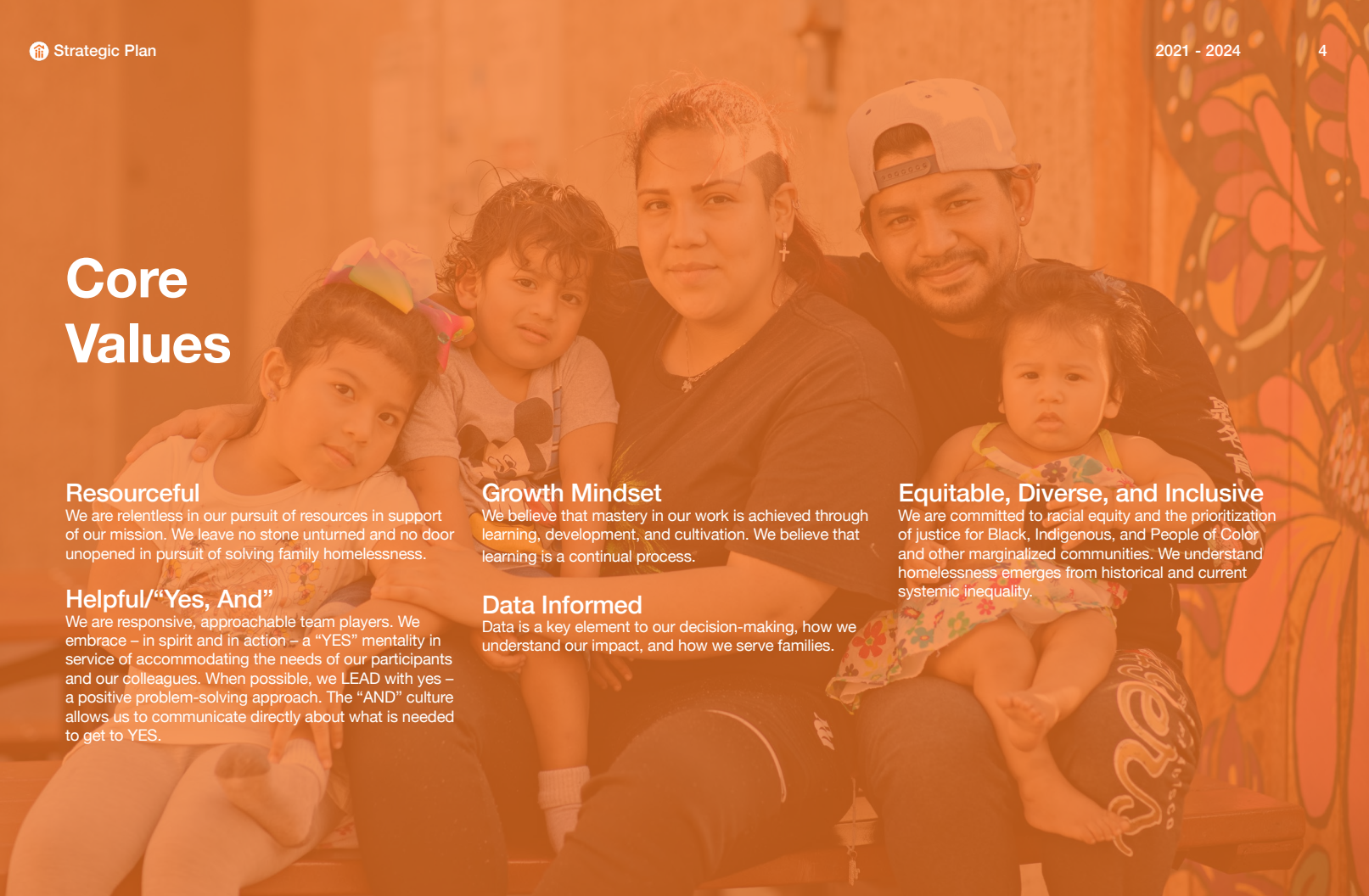
We believe that mastery in our work is achieved through learning, development, and cultivation. We believe that learning is a continual process.

Data Informed

Data is a key element to our decision-making, how we understand our impact, and how we serve families.

Equitable, Diverse, and Inclusive

We are committed to racial equity and the prioritization of justice for Black, Indigenous, and People of Color and other marginalized communities. We understand homelessness emerges from historical and current systemic inequality.



“Our mission, vision and core values fuel our belief that all families and children in San Francisco can and should be safely housed – it inspires our focus and ambition and attracts likeminded organizations to help make this a reality.”

— Kyriell Noon, CEO Hamilton Families



Core Strategies

Hamilton Families has three core strategies for our work over the next three years.

1

Cultivating Organizational Excellence

We believe in a culture that supports staff by communicating transparently and engaging in work that is meaningful. This means promoting accountability and ownership and continuous assurance that women, staff of color and LGBTQIA+ staff, are seen, heard, and understood. We believe these investments strengthens Hamilton Families' ability to best support low income and families of color in our community.

2

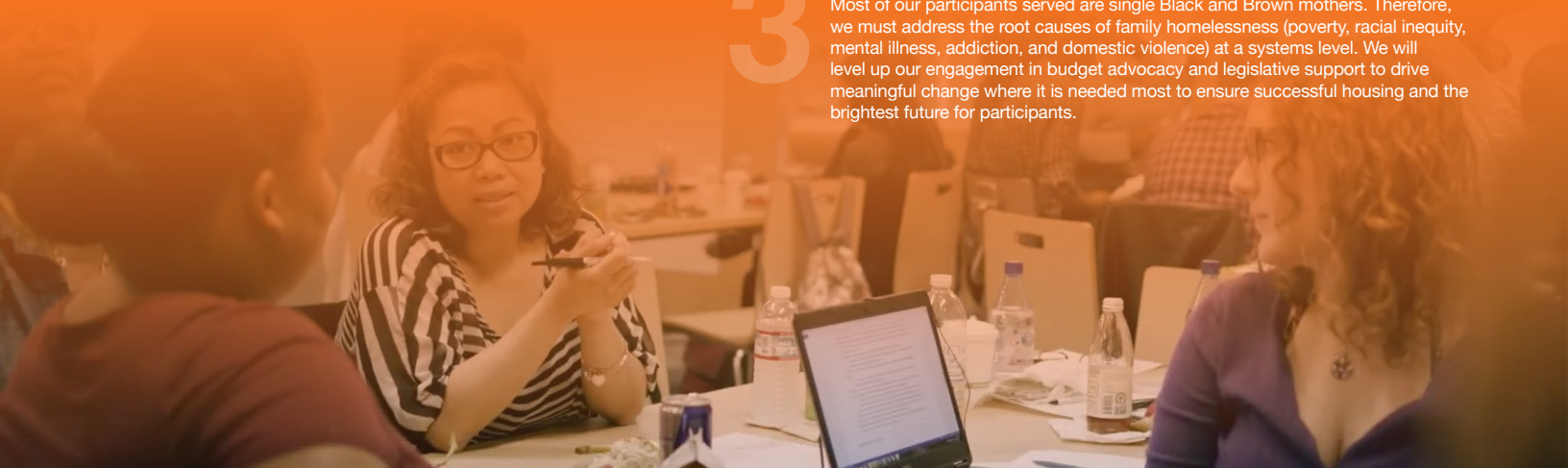
Strengthening High Impact Family Services

We strive to deepen the scope of existing programs to serve our participants and their children better so stability and growth can be a reality, continue to expand our geographic reach to the families to improve our quality-of-service delivery, and facilitate relationships with housing developers and landlords regionally.

3

Designing Advocacy to Drive Systemic Change

Most of our participants served are single Black and Brown mothers. Therefore, we must address the root causes of family homelessness (poverty, racial inequity, mental illness, addiction, and domestic violence) at a systems level. We will level up our engagement in budget advocacy and legislative support to drive meaningful change where it is needed most to ensure successful housing and the brightest future for participants.



Key Initiatives and Strategic Priorities

Core Strategy 1: Cultivating Organizational Excellence

Our Goal

We are dedicated to making Hamilton Families a great place to work because we believe in a culture that supports staff by communicating transparently and engaging in work that is meaningful. This means promoting accountability and ownership and continuous assurance that women, staff of color and LGBTQIA+ staff, feel seen, heard, and understood. We believe these investments strengthens Hamilton Families' ability to best support low income and families of color in our community.

What Success Looks Like

Staff Experience

- Communication is transparent, clear, timely, and inclusive of everyone affected by the topic of the communication.
- Experiences of BIPOC staff are respected and understood.
- All staff and programs are treated with the same values that apply to participants.
- Staff are equipped with the necessary training, professional development opportunities, and resources to plan, implement, and evaluate service provision models to improve efficiency and maximize accountability.
- There is a shared sense of organizational purpose among staff, which drives unity across programs.
- Differences are discussed and addressed through a trauma-informed lens that promotes listening, understanding, and collaboration.
- Hamilton Families' resources are equitably distributed across staff, programs, and sites.
- Staff feel energized, supported, and not overburdened, and the workplace culture supports reportioning of staff workload, especially for case managers and specialists.

Staff Hiring and Retention

- Staff at all levels (including the Board) reflect the populations being served, in terms of race/ethnicity, gender, economic status, and ability.
- BIPOC staff make up >50% of staff, management, leadership, and Board of Directors positions.
- All staff compensation is fair based on current market benchmarking, reasonably competitive, and commensurate with staff skills, training, and experience.
- There is reduced staff turnover. Most staff stay with Hamilton Families for at least five years, and there are ample opportunities for professional development and upward mobility. All staff are clear on the process and requirements for promotion.
- Hamilton Families attracts diverse external talent who are excited about the opportunity to join our organization.
- Hamilton Families frequently selects from multiple highly qualified internal applicants for available jobs.

Key Initiatives and Strategic Priorities

1.1 Enhance offerings to strengthen employee skill development, provide opportunities for growth, help retain and engage staff, and increase candidate recruitment effectiveness.

Year 1

- Develop a comprehensive learning and development program that addresses career growth and provides support for promotion opportunities by identifying criteria and requirements as well as learning and training.
- Build professional development growth plans into the lifecycle of every employee.
- Develop specific management support for new managers or those who have not had previous supervisory experience.
- Offer more opportunities in the future for staff at all levels to deepen their feedback giving and receiving skills.
- Establish an organizational practice for employees and supervisors to annually review and update job descriptions to ensure performance, engagement, and accountability.
- Reevaluate job requirements to realign needs and qualifications for optimal performance.
- Perform a comprehensive compensation project including a pay equity analysis to validate equitable salaries across job grades, and present to all staff.

Years 2 and 3

- Strengthen skills for all staff to engage in conflict resolution and problem-solving techniques to strengthen organizational cohesion.
- Further expand and strengthen all plans for performance feedback as well as professional development, promotion criteria transparency, training, and leadership development.

1.2 Improve the experience of staff from marginalized groups across all departments

Year 1

- Engage in ongoing learning and education with all staff to deepen understanding of how ableism, racism, gender inequity and other forms of oppression compound the lived and work experiences of people of color.
- Teach mindfulness and emotional intelligence as tools to pause before reacting, consider how allyship and bystander Interventions could play a role, and implement these tools into meeting agendas and other regular organizational routines.

Years 2 and 3

- Fundraise and allocate resources specifically to support ongoing internal equity work.
- Review staffing data and make recommendations for shifts to increase diversity, equity, and inclusion within the organization.
- Invest in training a core group of staff on conflict resolution, mediation, restorative justice, and alternatives to policing.
- Conduct an accessibility audit to determine how accessibility issues may be negatively impacting work manageability.

1.3 Identify, establish, implement, and strengthen foundational structures, systems, and strategies across the organization related to communication, workflow, workload, and resources.

Year 1

- Saturate the agency's newly adopted strategic plan, along with developing and communicating organizational and departmental goals.
- Finalize our draft internal communications plan and re-saturate our decision-making framework to establish agreed upon practices for agency teamwork, collaboration, and information exchange.
- Initiate a workflow analysis to strengthen and enhance operations, improve the utilization of tools and systems, and identify any outdated, overly bureaucratic steps in program work and in functions (HR, fiscal, administration, etc.).
- Begin intentional conversations about employee, management, and leadership workloads. Develop processes to track and manage employee workloads to maintain reasonable expectations for performance.
- Shore up Hamilton Families capacity to raise funds and foster agency financial health.

Years 2 and 3

- Develop a structure for ongoing oversight and continued implementation of the agency's 3-year strategic plan along with annual organizational and departmental goals.
- Implement solutions and structures to improve operations based on the outcomes of the workflow analysis.
- Continue to implement changes and assess employee and supervisor workload via newly developed tracking system.
- Continue to increase fundraising capacity to further support organizational goals and vision.

Core Strategy 2:

Strengthening High Impact Family Services

Our Goal

We strive to deepen the scope of existing programs to serve our participants and their children better so stability and growth can be a reality, continue to expand our geographic reach to the families to improve our quality-of-service delivery, and facilitate relationships with housing developers and landlords regionally.

What Success Looks Like

Addressing Homelessness Issues

- Hamilton Families core program work is aligned, complementary, and collectively contributing to decreasing barriers to permanent housing, increasing families' income capacity, and reversing the rates of family homelessness.
- There is an appropriate case management delivery framework that utilizes a strengths-based model to meet the needs of all participants and their children.
- Participant centered approach and commitment to mental health support underpins all service delivery.
- Improved access to essential services for Hamilton Families participants who do not reside in San Francisco.
- Participants get what they need, when and where they need it, because services are integrated, easily accessible at sites and out in the community and culturally responsive.
- Improve access to workforce development and income sustainability for participants in our programs.

High Quality Service Delivery

- Core program service staff are trained in strength-based case management to ensure intake specialists, stability specialists, and navigation case managers are versed in high-level intervention strategies.
- There is an appropriate case management delivery framework that utilizes a participant centered approach and strengths-based model to meet the needs of all participants and their children.
- Our commitment to a trauma informed and harm reduction approach improves participants health and wellness.
- Participants are engaged in case management, linked to high quality services through referrals when necessary and achieving their goals in reasonable timeframes.

Regional Impact

- Successful program models and best practices developed at Hamilton Families are being implemented throughout the Bay Area, California, and regionally.
- Improved access to essential services including, entitlement services, medical and mental health resources, for Hamilton Families participants who do not reside in San Francisco.
- Streamline and strengthen Children Services across all program's areas and geographical regions to ensure access to appropriate educational resources.
- Locate affordable satellite offices throughout the greater bay area to serve families better throughout 21+ counties.

The strengthening of high impact family services that help families thrive will go on to affect the delivery of all programs and services offered by **Hamilton Families**.

Housing

Onsite resources:

- Information on housing market conditions and regulations
- Pre-move-in unit inspection and feedback landlord/participant dispute mediation
- Lease renewal and lease closure support
- Coaching on housing needs and tenancy rights/responsibilities
- Private living accommodations
- Low-cost laundry
- Re-housing navigation/financial support

Connect families to:

- Re-housing support services

Agency capacity:

- HUD certified inspector status for all staff
- Relationship building with landlords and developers

Expanding the transitional housing model:

- Case management in English and Spanish (housing assistance and broader support services)
- Computer lab
- Basic move-in supplies and support
- Crisis management/de-escalation and staff training on these topics
- 24-hour staffing
- Donations and development support

Income & Employment

Onsite resources:

- Job readiness assessment and coaching on job sustainability
- Family budgeting, debt reduction, and financial coaching

Connect families to:

- Additional resources for financial coaching
- Available jobs and educational opportunities/tools
- Subsidy/benefit programs and services to support benefits transfer

Agency capacity:

- Staff training on financial literacy
- Partnerships with education and workforce development agencies

Health

Onsite resources:

- Health needs assessment
- Behavior health clinician

Connect families to:

- Health networks and physical and mental health providers
- Health insurance enrollment support

Child Well-Being

Onsite resources:

- Child-centered family needs assessment
- Childcare and cash assistance or childcare and enrichment
- Learning loss and digital literacy supports
- School enrollment guide

Connect families to:

- Childcare, support services (i.e., school enrollment, health, behavior, enrichment activities, parenting skills)
- Safety planning and crisis support
- Resources and benefits (i.e., food pantry, WIC, SNAP)

Agency capacity:

- Staff training on subsidized childcare, McKinney-Vento rights, mandating reporting, domestic violence, substance use/harm reduction, cultural competency, conflict resolution

Life Skills

Onsite resources:

- Community resource map
- Family needs assessment
- Peer coaching

Connect families to:

- Housing stability resources
- A network of providers offering life skills support

Agency capacity:

- Staff training on life skills and SMART goal coaching
- Regular update of referral resources based on need



Key Initiatives and Strategic Priorities

2.1 Design a strengths-based case management framework to boost participant success

Year 1

- Hold discussions within case management and supportive teams to determine the best type of case management for Hamilton Families participants across all programs.
- Building on our analysis, decide the optimal framework and structure for an enhanced, strengths-based case management program within the agency, including whether satellite offices or other methods of geographic expansion are warranted.
- Develop a prioritized action plan for years 2 and 3 based on the new framework, taking into account any shifting requirements for caseload and/or case management travel needs.
- Determine likely impact of program shifts and resulting training needs for roll-out of the new program for both case management and supportive teams.

Years 2 and 3

- Implement the strengths-based case management framework accordingly.
- Prioritize ongoing, concrete methods for staff and participant input and feedback regarding the new case management program.

2.2 Develop system for direct cash assistance to alleviate financial challenges that pose a danger to housing stability

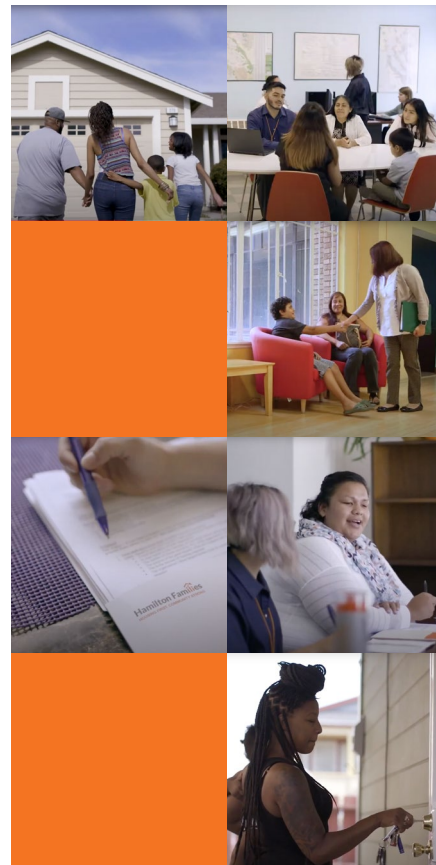
Year 1

- Secure funding to support an unrestricted direct cash assistance program.
- Create cash assistance eligibility criteria to prioritize participants who are most in need.
- Modify and enhance existing staffing and infrastructure to distribute and track direct cash assistance.
- Design programming focused on financial literacy for participants.
- Implement the direct cash assistance program.

Years 2 and 3

- Continue to evaluate and improve the unrestricted direct cash assistance program as needed.

*Key initiatives 2.1 (case management), 2.2 (direct cash assistance) to be achieved sequentially.



Key Initiatives and Strategic Priorities

2.3 Develop deep and meaningful relationships with landlords and developers to enable geographic expansion of housing placements

Year 1

- Identify major developers, property owners and property management companies in counties where we expect to house our participants.
- Hold open “meet and greet” events for unit developers to support participants in housing and the acquisition of new units.
- Develop a system for tracking relationship building to monitor progress.

Years 2 and 3

- Continue to reinforce the steps in year 1 and maintain relationships built to facilitate regional expansion.
- Develop a plan for landlords to receive actionable trainings and feedback on how to bring unit into compliance.

2.4 Strengthen critical eviction prevention services to reduce the probability of returning to homelessness

Year 1

- Partner with debt reduction company to provide financial literacy services.
- Develop internal funding project to assist families who may need a shallow subsidy for 3-6 months after 1 time eviction prevention support.
- Reestablish connections to educational/vocational opportunities to further workforce development.
- Identify a plan to respond to the unique needs of immigrant families.
- Strengthen landlord/participant dispute mediation services.

Years 2 and 3

- Assess the effectiveness of services implemented in year 1.
- Continue to reinforce the services from year 1 to meet participant needs in San Francisco and regionally.

2.5 Further develop our suite of supportive services to support the needs of our families

Year 1

- Determine the next steps for development of a program to prevent or mitigate learning loss among our families' children.
- Determine infrastructure and facilities capital needs to match the size and scope of the newly strengthened services.
- Prioritize steps for further development of the remaining interventions/services to be added to complete our comprehensive suite of high impact, supportive services (see Figure 1 on page 15 for the complete suite of services).

Years 2 and 3

- Additional services to be implemented may include more robust mental health services, deeper connections with county Education departments, and additional services to support the social emotional wellbeing of children.

Core Strategy 3:

Designing Advocacy to Drive Systemic Change

Our Goal

Most of our participants served are single Black and Brown mothers. Therefore, we must address the root causes of family homelessness (poverty, racial inequity, mental illness, addiction, and domestic violence) at a systems level. We will level up our engagement in budget advocacy and legislative support to drive meaningful change where it is needed most to ensure successful housing and the brightest future for participants.

What Success Looks Like

Championing the Cause

- All Hamilton Families staff and board are clear about Hamilton Families' public policy and advocacy agenda, what our core issue areas are, why it matters, how it will help the organization deliver on its mission, and help families break inter-generational cycles of poverty.
- Clear and bold articulation of the real needs to deliver on programs that work for families experiencing homelessness, sufficiently compensate the staff who deliver this work, and foster collaboration and trust with cross-sector partners.
- All our donors, partners and supporters understand what Hamilton Families advocates for and how to get involved. Hamilton Families will cultivate advocacy champions in the community who will be vocal about and advocate for what is needed to create a Bay Area where housing is accessible and affordable, and all children and families belong.

- All our families feel empowered to advocate for themselves alongside us for what they need.
- A strong housing services system with limited structural barriers.
- Maintain a culture at Hamilton Families where no good idea dies, all staff are trained on approaches to advocacy, and there is a strong infrastructure that supports thought leadership and innovation. A strong leadership team that cultivates this culture by advocating for the time, resources, and investments needed to implement those solutions.

Key Initiatives and Strategic Priorities

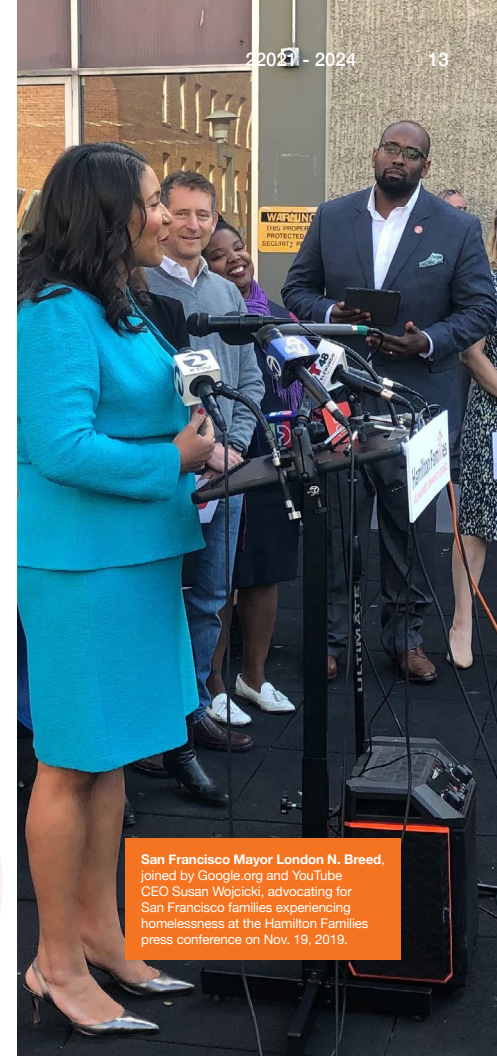
3.1 Formalize and saturate Hamilton Families Public Policy and Advocacy Agenda

Year 1

- Formalize and ratify Hamilton Families policy and advocacy agenda.
- Leverage the staff and participant advisory councils to help Hamilton Families identify focus area(s) for Policy and Advocacy priorities.
- Understanding that Hamilton Families occupies a unique space in between the issues of “housing” and the issues of “homelessness”, determine the best framing, approach, scope, and staffing model for Hamilton Families’ policy and advocacy work in future years.
- Continue budget advocacy support within San Francisco for homeless families and housing-focused organizations.
- Build connections with housing advocacy groups to broaden partnerships.

Years 2 and 3

- Develop a concrete plan to implement an expanded Policy and Advocacy arm based on Year 1 discussions, including specific policy and advocacy strategies, focus areas, and staffing.
- Leverage private partners to enhance policy and advocacy work.
- Further build staff and participant capacity for increased activism to promote systems change.



San Francisco Mayor London N. Breed, joined by Google.org and YouTube CEO Susan Wojcicki, advocating for San Francisco families experiencing homelessness at the Hamilton Families press conference on Nov. 19, 2019.



END FAMILY HOMELESSNESS

#EndFamilyHomelessness

A plan developed in collaboration
with **Hamilton Families** by

**FACENTE
CONSULTING**
UNDERSTAND • IMPLEMENT • TELL YOUR STORY