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# THE HOPEWELL CENTER STRATEGIC FRAMEWORK

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IMPACT STRATEGIES

*“The essence of strategy is deciding what **not** to do.”*  
(Michael Porter)

## Introduction

The aim of nonprofit strategy is to position your organization to achieve the greatest possible mission impact in the most financially-viable manner. Defining the appropriate strategic position requires looking *inward* before looking *outward* to ensure that the strategic position is built on the values, ambitions, and capabilities of your organization. Only then are you able to position yourselves in a way that is both responsive and responsible. This process of discernment is built around three key questions:

1. What do we aspire to be?
2. What do we have the ability to be?
3. What does our community need us to be?

The year 2016 marks the 50<sup>th</sup> anniversary of the founding of the Hopewell Center. Much has changed since the opening the Peter Pan Preschool in the basement of the First United Methodist Church. Today, the Hopewell Center is a comprehensive provider of services to individuals with developmental disabilities, offering support in the areas of children’s services, employment, independent living, and recreation.

Though some programs have come and gone since its founding, what has remained constant at the Hopewell Center is its commitment to respond to the changing needs of individuals with developmental disabilities. It is in this spirit that the Hopewell Center has developed a strategic vision to guide its decisions and activities so that it can remain relevant, impactful, and sustainable for the next 50 years and beyond.

The process of strategic positioning is built around the clarification and affirmation of the key components of nonprofit strategy. The remainder of the strategic framework document is organized around those key components.

## The Hopewell Center Strategy

### The Vision and Mission

The first task in the development of the strategic position is to set the context by clarifying and affirming the *vision* and *mission*. The Hopewell Center affirms its statements of vision and mission as presented below.

*Vision:* “We see ourselves as an organization that creates the opportunity for persons with disabilities to be productive, participating citizens who have choices and supports that enable them to be a part of the community.”

*Mission:* The mission of Hopewell Center, Inc. is to help adults, children and families experience independent and meaningful lives by:

- Providing individualized training and education to residents of Madison County and surrounding areas, who have disabilities or other needs, and to help each one reach their potential.
- Educating our community and encourage an environment that acknowledges the value and contributions of all people.

### The Organizational Core

The *organizational core* is a description of the essential elements that allow an organization to create its desired mission impact. The four elements of the Hopewell Center organizational core are presented below.

**Target Population** (*Who needs us most?*): People with intellectual and developmental disabilities.

**Priority Needs** (*What do they need most from us?*): Community-based support system that provides opportunities for inclusion.

**Domain** (*Where do we operate?*): Primarily Madison County.

**Defining Qualities** (*What differentiates us from others in our domain?*): Continuum of support from childhood through adulthood.

# The Hopewell Center Strategic Framework

## The Strategic Position

As stated, the aim of nonprofit strategy is to position the organization to achieve the greatest mission impact in the most financially-viable manner. The *strategic position* consists of three separate position statements, as defined below.

- The **Program Position** describes what you will do, to/for whom, and to what end.
- The **Market Position** describes how you will relate to and differentiate yourself from others operating within your domain.
- The **Resource Position** describes how you will obtain and allocate the financial resources to support the work of the organization.

Page | 3

The Hopewell Center identified the following as its desired strategic position moving forward.

**Program Position:** We affirm our focus on meeting the priority needs of our current target population and will seek to broaden the reach of our services to individuals with developmental disabilities in Madison County who are currently not served or are underserved.

**Market Position:** We affirm our position as the sole provider of comprehensive services to individuals with disabilities in Madison County. Where appropriate, we will seek partnerships with other providers in the region to enhance the depth of services to its target population.

**Resource Position:** We affirm our reliance on user fees and third-party reimbursements as our primary source of operating revenue. In addition, we will continue to seek efficiency in our service delivery and will exercise responsible stewardship over our operating reserves to ensure long-term viability.

## The Strategic Priorities

*Strategic priorities* are defined as areas of emphasis that will move the organization toward its desired strategic position. The Hopewell Center has identified three themes that it believes will enhance the consumer experience. Those themes are:

- Greater independence
- Greater empowerment
- Greater responsibility

To this end, the Hopewell Center will focus on two specific areas of the consumer experience. The first is *community integration* and the second is *consumer aspirations*. In each case, a schema for enhancing consumer satisfaction in those two areas, presented below, followed by a series of implementation steps.

## The Hopewell Center Strategic Framework

	Community Integration	Consumer Aspirations
Objective	Provide a range of opportunities for consumers to engage with the community.	Provide a range of opportunities that allow consumers to have experiences that match their preferences and desires.
Level I	<i>Passive Participation</i> – Consumer attends community event or activity with Hopewell staff.	<i>Familiar Experiences</i> – Consumers satisfy current preferences and desires in a safe, non-threatening environment.
Level II	<i>Active Facilitation</i> – Hopewell staff works with consumer to identify community event or activity that is of interest to the consumer.	<i>Introduction to New Experiences</i> – Consumers are introduced to experiences that are unfamiliar but address their stated preferences and desires.
Level III	<i>Independent Engagement</i> – Consumer forms relationships in the community, which leads to more frequent engagement without Hopewell staff.	<i>Higher Risk Challenges</i> – Consumers are encouraged to develop additional preferences and desires through unfamiliar experiences.

### Implementation Framework

Priority	Program/Division	Focus
Additional structured partnerships sites	Children’s Services, Day Services, Group Homes	Enhance the consumer experience
Increased variety of unstructured opportunities	All programs	Enhance the consumer experience
Staff development and training	All programs	Consumer plans with more community engagement
Family education and support	All programs	Involve families in elevating consumer aspirations
Communication to families	All programs	Program-specific services; consumer success stories

# The Hopewell Center Strategic Framework

## The Strategy Boundaries

Strategy boundaries ensure that the organization maintains progress toward its desired strategic position and can take the form of *mandates* (“what we will always do”), *limitations* (“what we will never do”), or *criteria* (“how we will decide”). The Hopewell Center has identified the following criteria that it will use to make future program decisions.

Page | 5

- Do we have the staff capacity and passion to provide the service in a quality manner?
- Is the program sustainable and, if not, what is the plan to subsidize it?
- Is the program in response to a demonstrated need among our target population?
- Are there others in our domain who share our passion for the program?
- Are there others in our domain already providing the service of a similar service?
- What do we expect the impact of the program to be and how will we measure it?