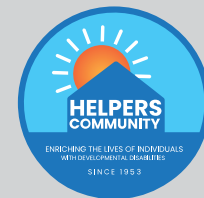




HELPERS COMMUNITY

HELPERS STRATEGIC DEVELOPMENT PLAN 2019-2021



AT A GLANCE

01

Vision+ Mission

To develop the infrastructure and resource support required

- **ENRICH** the lives of Individuals with Developmental Disabilities
- **ENGAGE** with the community
- **ENGAGE** with our constituents

Strategic Objective:

Develop an integrated development plan, with clearly defined and achievable measures, that fulfills our Mission, improves brand perception, increases awareness, and targets sustainable revenue growth for the next 3 years

- **Re-position**
- **Re-Brand**
- **Re-Name organization**

This initiative will facilitate the Helpers brand to ensure we are favorably and positively shaping the perspective and narrative of what we do, who we are and who we represent

02

Organizational Management

Dedicated to complete organizational transparency to **ENSURE** trust within our community.

Develop and adhere to sound business, fiscal and ethical management processes.

- In 2019, Received **Guidestar Platinum Seal Award** for transparency
- Completion of an **annual budget**. Create a link of Helpers annual financials on the Helpers website
- **Adhere** to monthly fiscal policies and practices
- Identify and vet 1-2 new members to current Board of Directors
- Begin the process of creating a **formalized succession plan** for the organization

03

Program Development

Helpers Artisan Boutique:

Optimize and Enhance the Helpers Artisan Boutique Store experience:

- Develop sales strategy to increase traffic and ensure break even revenue by Sept '20
- **Enhance in-store imagery** and marketing 2x / year, and store windows monthly to raise awareness and increase store traffic
- Continue to promote our "Artists in Residence" program Bi monthly and cultivation events/evenings Qtrly
- Develop, design and implement an Online retail store presence by Year End 2020

Helpers Resident Homes:

The renovations are complete. Helper's opened both homes as residential care homes through a collaboration with the Janet Pomeroy Recreation and Rehabilitation Center

Helpers Grant Program:

Helpers is dedicated to supporting nonprofit agencies and individuals that support the Helpers Mission. Helpers grants funds to 501c3 organizations that **serve individuals with developmental disabilities**

04

Marketing Development

Build and Increase Brand Awareness, through effective brand marketing and consumer outreach:

- Investment in new Branding components, new logo and possible name change by YE 2019
- Effectively **utilize our NEON CRM** data base to Re Connect with former donors, Re Engage former supporters and to build a solid, clean consumer outreach base of 1000 names
- **Strengthen and Update** our website and social media content with "new" public interest stories, posts or client profiles each quarter
- Continue to implement a quarterly newsletter for purpose of sharing key milestones at Helpers Community
- **Reposition the perception** of and Re Shape the narrative of the Helpers Community "story"
- **Develop integrated communication plan** that ensures/ maximizes community outreach through effective social media and PR
- **Design and create an Online retail store presence** that reinforces the Helpers Community and Helpers Artisan Boutique brand image

05

Fund Raising Development

Develop and Expand new and additional Revenue streams via an effective and sustainable Fund Raising Strategy:

- Follow up on Holiday Greeting letter and New Store announcement letter with 2 additional targeted fund raising messages for balance of 2019
- **Identify and Cultivate 1-2 potential** "angel donor" individuals or organizations by YE 2020
- **100% Board commitment** financially contributing to the organization by end of 2020
- Utilizing new NEON data Mgmt system, identify and **cultivate the top 50 donors** / "friends of Helpers" patrons to a sustainable donor program by YE 2019
- Achieve a goal of raising \$10,000 by YE 2019
- **Future goal of raising \$100,000 annually**

VISION + MISSION



To develop the infrastructure and resource support required

- **ENRICH** the lives of Individuals with Developmental Disabilities
- **ENGAGE** with the community
- **ENGAGE** with our constituents

Strategic Objective:

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ORGANIZATIONAL MANAGEMENT



(C)-completed
(P)-in progress
(F)- future

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to ENSURE trust within our community.**

**Develop and adhere to sound business, fiscal and ethical
management processes.**

- In 2019, Received Guidestar Platinum Seal Award for transparency
- Completion of an annual budget. Create a link of Helpers annual financials on the Helpers website. (C)
- Adhere to monthly fiscal policies and practices. (C)
- Identify and vet 1-2 new members to current
- Board of Directors. (P)
- Begin the process of creating a formalized succession
- plan for the organization. (P)

ORGANIZATIONAL MANAGEMENT

PAST

- Embroiled in 18 month PR controversy with press and State of CA

Despite the challenges and hurdles to overcome, board decided to place all focus and priority on continuing to operate the organization.

Helpers board with support of interim Consultant/ ED reprioritized it's Mission, and established new governance and fiscal procedures .

Present

- In August 2018, Helpers hired a new Executive Director.
- Board and ED prioritized transparency, accountability and responsibility to the developmentally disabled community.

Monthly business and fiscal procedures implemented monthly.

Adoption of strategic development plan to serve as a roadmap for all aspects of the organization.

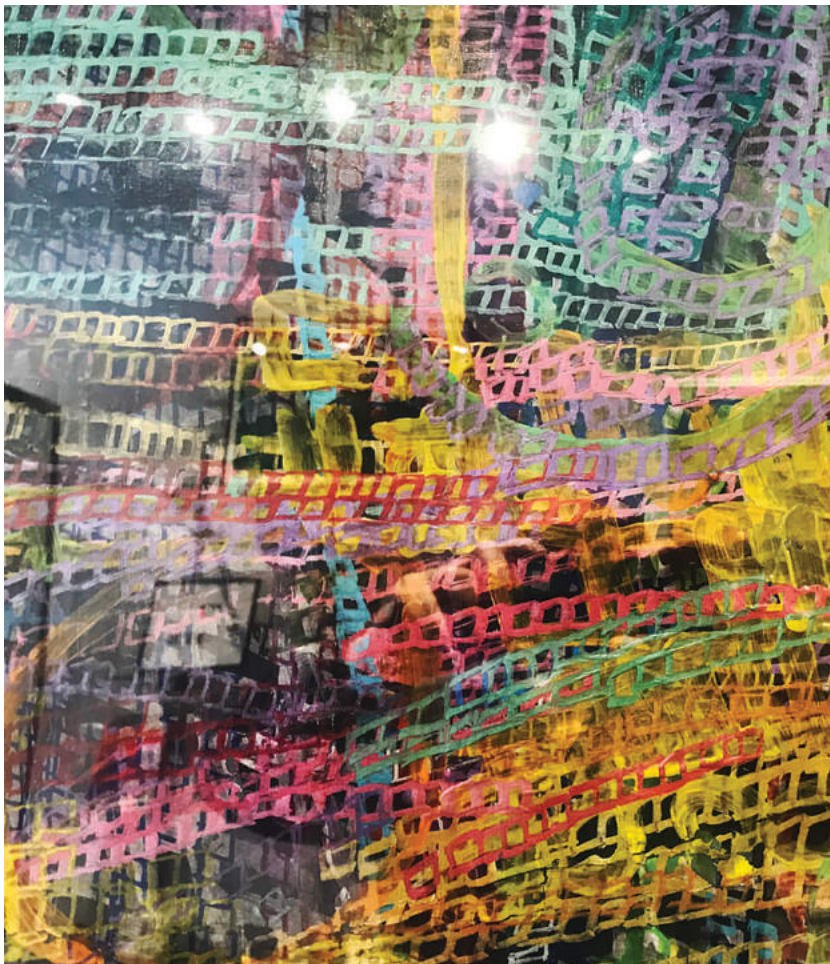
FUTURE

- A highly functioning board and administration committed to enhancing the lives of the developmentally disabled.

Recognized and respected as a much valued resource for other organizations who serve the developmentally disabled community.

Become the non profit charity of choice for future board members and potential donors

PROGRAM DEVELOPMENT



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PROGRAM DEVELOPMENT

HELPERS ARTISAN BOUTIQUE

PAST

- In 2018, after 25 years at **Ghirardelli Square**, Helpers Bazaar, a retail store committed to mentoring and training individuals with developmental disabilities, loses its rent free lease
- Helpers Bazaar **accepted product donations**
- Store “strategy” was not **limited** to products created by individuals with developmental disabilities.
- Little to **no in- store signage or imagery**; no merchandising of product categories
- **Inconsistent pricing** on most products offered

Present

- In March 2019, the board of Directors of Helpers **makes the financial investment to Re Open a new HAB**
- **100% of all products** in our store are made by, designed by or supplied by companies that support individuals with developmental disabilities
- Helpers Artisan Boutique **remains committed to further mentoring** and training a core group of dedicated worker clients from the Arc SF and Pomeroy Rehabilitation and Recreation Center
- **Add 5 new artists/ vendors** to merchandise mix and 2 new categories by YE

FUTURE

- **By year end 2019, promote 1 worker client to a full time position and part time onsite job coach.**
- Having a former client and worker colleague perform in the role of job coach ideally will **serve as motivation** and incentive for additional full-time employees.
- **Identify 1-2** additional worker clients as potential full-time employees
- Longer term goal; **become a sought after employment resource** for the Arc SF, PRRC and other SF Bay Area organizations seeking work opportunities for their adult population.
- **Recognize, reward and retain** our best trained clients for potential Full-time job opportunities.

PROGRAM DEVELOPMENT

HELPERS RESIDENT HOMES

PAST

- **After nearly two decades of being unoccupied...**

In 2018, at our own expense, Helpers **invests \$400,000** to refurbish and reconstruct its two former group home residences

In 2019, Helpers **reopens 2626 Fulton and 2750 Fulton** to provide a home for 6 and 4 residents respectively with developmental disabilities.

Present

Continue to **provide dedicated service**, commitment and resources to the residents at both of our group homes

ENSURE daily that each resident enjoys the comfort, support and benefit of living in a warm, friendly, safe and **supportive “home” environment.**

FUTURE

Research and seek opportunities to expand our current number of group homes.

Commit to adding 1 additional residential home to provide a residence for up to 6 individuals with developmental disabilities.

PROGRAM DEVELOPMENT

HELPERS GRANT PROGRAM

PAST

- In 2017, **Helpers Community recommitted** to re launching its annual grant disbursement program
- **Disbursed \$1.0M** in grants to 4 Bay Area organizations who support individuals with developmental disabilities.
- In 2018, the Board of Directors of Helpers Community **approved grant disbursements of \$260,000** to 6 worthy Bay Area nonprofit organizations, two of whom are first time recipients

Present

Committed to identifying a minimum of 1 new grant recipient each year.

ED and board member **will visit** all organizations seeking support prior to making final grant decisions

In 2019, Board approves **\$250,000 + in grant support** to 6 Bay Area nonprofits including 2 new first time recipients

In 2020, in effort to proactively address the financial impact caused by COVID-19, the Helpers board approves \$375,000 in grant support to 8 Bay Area nonprofits, including 5 first time recipients.

FUTURE

In 2020, committed **to increasing our grant program budget by a minimum of 10% annually.**

Add a minimum of **2 new worthy nonprofits** to our growing list of organizations that support individuals with developmental disabilities by 2020

MARKETING DEVELOPMENT



Build and Increase Brand Awareness, through effective brand marketing and consumer outreach:

Investment in new Branding components, new logo and possible name change by YE 2019.

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- Strengthen and Update our website and social media content with "new "public interest stories, posts or client profiles each quarter.
- Continue to **implement a quarterly newsletter** for purpose of informing and sharing key events and milestones at Helpers Community.
- Reposition the perception of, and Reshape the narrative of the Helpers Community "story"
- To ensure and to **maximize effective community outreach**, develop an integrated communication plan that utilizes social media and PR

MARKETING DEVELOPMENT

PAST

- No brand marketing
- No consistent brand messaging
- No In-store or product strategy

Present

- **Created** a new and enhanced web site
- **Investment** in new NEON CRM data management system
- **New** branding and **logo** initiative
- **Development** of an integrated Mktg strategy
- Development of a **clear retail store strategy**
- Implementation of Qtrly news letter to community
- **Design and create an Online retail store** presence that reinforces the Helpers Community and helps Artisan Boutique brand image

FUTURE

- Consideration of new corporate name
- Singular, **consistent brand marketing message** across all programs
- Become an **organization of choice** for potential board members and product vendors
- Recognized as a **market leader** and premier resource supporter for individuals with developmental disabilities
- Implement integrated communication plan that utilizes social **media/PR by 2020**

FUND RAISING DEVELOPMENT



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- Commit to **100% Board commitment** to financially contributing to the organization by end of 2020.
- Utilizing new NEON data Mgmt system, identify and cultivate the top 50 donors / “friends of Helpers” patrons to a **sustainable donor program by YE 2019.**
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