

**HOME**

**OF PROSPERITY**

**AND EMPOWERMENT**

**The HOPE Program Five-Year Strategic Plan**



**THE  
HOPE  
PROGRAM**

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# EXECUTIVE DIRECTOR'S LETTER

For over forty years, The HOPE Program has pioneered workforce development, equipping individuals from marginalized areas with the tools, self-assurance, and support needed to secure meaningful employment. Our focus has been steadfast in creating opportunities, lowering recidivism, and disrupting cycles of poverty through holistic services that address the multifaceted challenges faced by New Yorkers.

As we embark on our five-year strategic plan, we build on HOPE's solid foundation while expanding our efforts to drive lasting economic mobility and strengthen community resilience. Centered around the vision of creating a **Home Of Prosperity and Empowerment**, this strategy goes beyond traditional job placement. It is designed to prepare participants for sustainable careers and address systemic challenges in underserved neighborhoods.

Central to this plan is a commitment to measurable impact, fostering financial security, and advancing environmental well-being. Embracing the green economy, HOPE creates opportunities for meaningful careers that promote justice and resilience, while addressing the challenges faced by areas burdened by poverty and environmental harm. In short, our efforts will touch tens of thousands through the students and alumni who have the means to care for themselves, their families who can look to the future with greater HOPE, and their communities who reap the benefits of healthier homes and neighborhoods.

Together, we can cultivate a future where every New Yorker flourishes and contributes to equitable and thriving communities.



**Tracey Capers**  
Executive Director  
January 2025



# ABOUT THE HOPE PROGRAM

## MISSION STATEMENT:

HOPE empowers New Yorkers to build sustainable futures through comprehensive training, jobs, advancement and lifelong career support.



## WHO WE SERVE:

The communities we serve face disproportionately higher unemployment rates than the average New Yorker. 90% of our participants identify as Black, Indigenous, and People of Color (BIPOC), and 100% are low-income at the time of enrollment. In addition to systemic issues of racism and environmental injustice, HOPE participants and graduates navigate significant obstacles which can limit access to jobs and careers. These include:

- Histories of Incarceration
- Substance Use Disorder
- Lack of a High School Diploma or Equivalent
- Housing Insecurity
- Limited Digital Literacy
- Gaps in Soft Skills
- Scarce Professional Networks

## A NEW CHAPTER:

Today, we're building on HOPE's rich history, growth, and success and adjusting to meet the urgent and evolving needs of the communities that need us the most. By broadening and deepening our impact, our vision is to be a **Home Of Prosperity and Empowerment.**

In this new chapter, we will:

- Underscore our commitment to lifelong and life-changing career mobility for our participants
- Capitalize on the growing opportunities in green jobs to meet the climate crisis
- Recognize post-pandemic trends and shifts in technology and the economy
- Achieve environmental justice in our neighborhoods and built environment
- Leverage increased support from the philanthropic community



# OUR VALUES

As we look to the future of HOPE, we have established values that serve as the foundation of our organization, guiding how we work and partner with our staff, board, participants, graduates, employers, and contractors.



## The foundation of HOPE is:

### HEART

At HOPE, we always lead with love. We bring empathy to all of our interactions. We create a sense of belonging by encouraging teamwork, promoting open communication, and appreciating each person's contributions to our goals, culture, and impact.

### OPPORTUNITY

We seek out and advocate for meaningful, sustainable opportunities. We work together to solve problems and provide the highest quality services. We are committed to unlocking opportunities and pathways for those who may not have otherwise had access, optimistically working with all our stakeholders to unleash new possibilities and prosperity.

### PURPOSE-DRIVEN

We create conditions where all of our stakeholders can thrive and succeed. We ensure that everyone has the resources and opportunities needed for growth and advancement. We are committed to equity, transparency, and open communication, to achieve our full potential.

### EXCELLENCE

We pursue the highest standards in everything we do. We are committed to continuous improvement to enhance our programs, services, and organizational culture. We measure success through impactful outcomes, rigorous data analysis, and feedback from our community. Excellence is our daily practice that guides our professional conduct and strategic decisions.

# OUR CURRENT PROGRAMS

## HOPEworks

Our signature program builds transferable, essential skills—including digital literacy, introductory math, financial planning, communication, conflict management, job interview prep, resume building, and job application support. HOPEworks includes a weekly stipend and access to industry-recognized certifications.

## Green focus

Many of our programs are focused on opportunities in the green economy, exposing participants to environmental justice concerns and solutions. Participants build skills and gain certifications that address these concerns. Every program we offer gives participants access to the HOPEworks core curriculum and the HOPE support system.

- **NYC CoolRoofs** trains and pays participants to coat rooftops with a reflective material that decreases buildings' energy consumption and mitigates the urban heat island effect
- Our **Green and Clean HVAC program** trains participants for careers in the expanding heating, ventilation, air conditioning, and heat pump industry, with a focus on the installation and maintenance of high efficiency technologies
- The **Sustainable South Bronx (SSBx) program** trains participants for careers in green construction and maintenance
- Our **Intervine program** provides foundational training for green infrastructure and horticulture projects intended to mitigate flooding and improve air quality



## The HOPE Support System

No matter which program individuals participate in, they have access to the HOPE support system. Launching a career requires more than just new skills—which is why mental health support, financial education, professional clothing, transportation, food security, and access to housing resources are all available to maximize success.

# **BUILDING A CONTINUUM OF HOPE: OUR PILLARS**

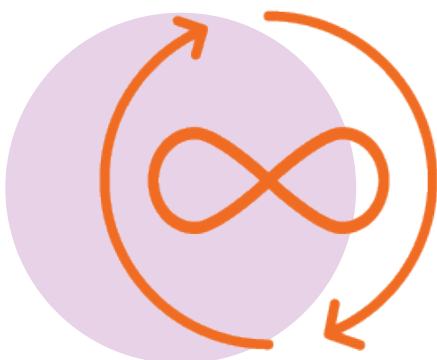
As The HOPE Program moves forward, we will deepen our investment in existing programs, innovate new initiatives and approaches, and expand our impact across the continuum of HOPE, centering our work in four pillars:

**BRIDGE TO HOPE**  
Remove Barriers to Access  
+ Keep People Engaged



**HOPE ON THE ROAD**  
Expand Reach + Deepen Presence  
in Key Neighborhoods

**RAISING HOPE**  
Increase Long-Term Impact  
with Higher Wages



**HOPE FOR LIFE**  
Expand Post-Graduation Support

## PILLAR 1

# BRIDGE TO HOPE

**Remove Barriers to Access  
+ Keep People Engaged**



Time constraints and pressing challenges, such as housing and financial insecurity, may prevent some potential participants from engaging with or fully committing to The HOPE Program. These barriers hinder a person's ability to follow through and understand the benefits of our services. Our goal is to enhance the readiness of applicants and enrolled participants, ensuring they are prepared to take full advantage of the opportunities we offer.

### **We will implement the following strategies:**

- Offer in-person and virtual sessions, including environmental literacy and career pathways workshops, that provide an introduction to HOPE, helping to build pipelines into future programs
- Provide pre-program educational services—i.e. GED and tutoring—to increase readiness for programs and reduce barriers to engagement
- Engage alumni as ambassadors to facilitate peer outreach and lead information and orientation sessions

## PILLAR 2

# HOPE ON THE ROAD

### Expand Reach + Deepen Presence in Key Neighborhoods



Many individuals in the most underserved neighborhoods of New York City lack the resources or access to fully engage with HOPE's programs. Additionally, these communities are often impacted by overlapping factors of economic, health, and environmental disparities—further hindering access to opportunities.

#### **To broaden our impact, we will implement a two-pronged strategy:**

- First, meet New Yorkers where they are by bringing our signature program, HOPEworks, to neighborhoods across the city
- Second, deepen our work in neighborhoods in which we already have a footprint by maintaining more green spaces, coating more roofs, and providing educational opportunities for local residents, which will have a measurable improvement on entire communities
  - Starting in our backyard of Hunts Point, we will pilot a concentrated effort. This could look like:
    - A park stewardship project that involves program participants stewarding and gaining job skills while making a living wage, benefiting thousands of park visitors every year and measurably lowering air temperature
    - A CoolRoofs rooftop coating project that involves program participants painting a roof for a living wage, benefiting hundreds of building residents and measurably reducing the urban heat island effect
    - A rain garden installation project that involves program participants installing a rain garden in a park for a living wage, impacting thousands of park visitors every year and millions of New York City residents benefiting from flood mitigation
  - We will also measure our impact on families and communities, i.e households and residents reached, utility cost savings, reducing ambient temperature, supporting decarbonization, improving air quality

## PILLAR 3

# RAISING HOPE

**Increase Long-Term Impact with Higher Wages**



We are committed to supporting our graduates in advancing their economic mobility and achieving living wages. With the green sector rapidly expanding in New York City, we want to ensure that individuals most affected by environmental injustice have the opportunity to contribute to the city's sustainability through green jobs.

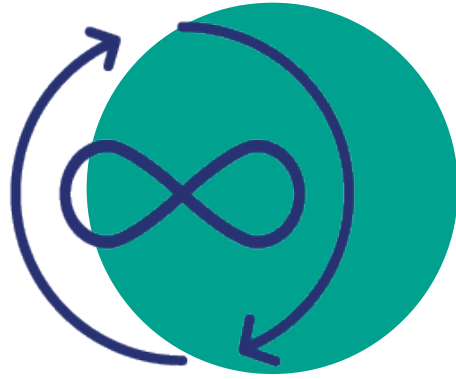
**To create meaningful economic opportunities, we will implement the following strategies:**

- Launch new training programs for in-demand green jobs, such as solar energy, building analysis (to optimize a building's environmental performance by identifying ways to minimize its carbon footprint), and other roles that require a lower level of formal education
- Bolster financial well-being of participants by helping them improve their credit scores and pay off debt
- Prioritize sectoral partnerships with employers who offer job placements and internships that lead to living wages and career advancement over time
- Provide post-training support, including apprenticeship opportunities to ensure long-term career growth

## PILLAR 4

# HOPE FOR LIFE

### Expand Post-Graduate Support



Our HOPE for Life model currently provides career and wraparound services to our graduates. To truly deliver prosperity and empowerment, we are reimagining HOPE for Life to be a lifeline for advancement and development by providing our alumni more opportunities for networking, ongoing education, and additional training and certification options well after they secure a job.

**To meet these needs and enhance alumni support, we will implement the following strategies:**

- Provide training and certifications based on alumni feedback and the evolving needs of our industry partners
- Facilitate career networks through events and virtual platforms
- Host job fairs and career panels with industry leaders and successful HOPE alumni
- Offer professional career coaching and mentorship for long-term career development, including legal clinics, employee rights workshops, and financial planning resources

# IMPACT & GOALS

## BRIDGE TO HOPE

**GOAL:** Grow to directly serve over 1,000 New Yorkers annually.

## HOPE ON THE ROAD

**GOAL:** Reach tens of thousands of New Yorkers—either directly or indirectly—through our programs and initiatives, improving environmental, financial, and health conditions.

## RAISING HOPE

**GOAL:** Ensure placement for program graduates in living wage jobs, generating over \$27 million annually for New York City's economy.

## HOPE FOR LIFE

**GOAL:** Increase support for our alumni cultivating long-term benefits, including stronger job retention, sustained career growth, and improved financial and personal well-being.



# JOIN US

We can't do this alone. At HOPE, we are actively seeking new partners, employers and organizations to collaborate with and build a better, brighter future.

Join us at [www.thehopeprogram.org](http://www.thehopeprogram.org)



# THE HOPE PROGRAM

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