



Hello Neighbor Strategic Plan

**Big Dreams and a Bright Future
for Hello Neighbor**

2020-2023



MISSION

Hello Neighbor works to improve the lives of recently resettled refugee and immigrant families by matching them with dedicated neighbors to guide and support them in their new lives.

VISION

Hello Neighbor envisions a welcoming, inclusive, and vibrant Pittsburgh and America, whose newest neighbors can realize their dreams of success and prosperity.

We aspire to see communities where everyone is valued for their diverse perspectives and are empowered to rebuild their lives with dignity and respect.

VALUES

REFUGEE-FIRST MINDSET

We believe that all of our work should start with the best interests of the refugees that we serve as voiced by them.

CROSS-CULTURAL SENSITIVITY

We believe in having a thoughtful approach toward the refugee families we support. We know the best answers come from really listening to the needs of the community and that trauma-informed care impacts programmatic support.

DIGNIFIED STORYTELLING

We believe in protecting the privacy and dignity of refugee families by sharing their stories in a respectful way. We strive to be mindful of and sensitive to the journeys and trauma these stories may represent.

CULTIVATING COMMUNITY

We believe the most important aspect of our program is the human connection and trust that comes from mentor/mentee relationships. Listening and connecting over shared experiences helps to foster a community that transcends cultures.

INCLUSIVE SUPPORT

We believe in welcoming and standing beside all refugees and immigrants—regardless of race, religion, age, national origin, citizenship status or sexual orientation—and honoring their experiences and voices with a spirit of acceptance and belonging.



Hello Neighbor's Bright Future

Hello Neighbor's Staff and Board of Directors convened in 2019 to discuss the strategic direction and priorities for the organization over the next three years. Recognizing that Hello Neighbor is a startup within three years of its inception in 2017, the Board recommended setting a near-term strategic plan that outlines Hello Neighbor's long-term vision and expansion. Hello Neighbor's staff will create measurable indicators to activate and execute on this plan.

The launch of this plan in spring 2020 coincided with the onset of financial, health and economic impacts of the COVID-19 virus. Hello Neighbor expects to prioritize COVID-19 response for refugee families during 2020 while continuing to advance the goals of this plan.



ORGANIZATIONAL GOALS

BUILD A SUSTAINABLE ORGANIZATION

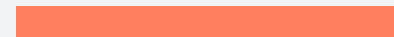
Recognizing the increasing needs of refugee communities, and aiming to position Hello Neighbor as a national leader among refugee and immigrant-serving organizations, we must attend to our own sustainability. This includes prioritizing financial stability by growing a strong network of supporters, recruiting skilled staff and board members to occupy key roles, and formalizing necessary policies and procedures.

SHAPE POSITIVE PERCEPTIONS OF REFUGEES IN THE U.S.

Using both data and storytelling, Hello Neighbor works to build a pro-refugee and immigrant movement in the United States through media strategies, programmatic activities, sector leadership, and national engagement efforts.

IDENTIFY AND CREATE OPPORTUNITIES FOR REFUGEES TO THRIVE

Building on the core strength of its mentorship programming, Hello Neighbor will continue to identify key areas that empower refugee and immigrant families to thrive in the United States. This includes testing new programs, interpreting data and research, and focusing on key constituents (women and families).



STRATEGIES



FOCUS ON FAMILY-CENTERED PROGRAMMING

Design and execute programs that allow each member of a family to thrive.

1



CONCENTRATE EFFORT ON MEDIA STRATEGY AND BRAND-BUILDING OPPORTUNITIES

Activate communities to champion refugee success stories, cultivate an appreciation of the refugee experience, and reinforce the positive impact refugees have on this country.

2



EXPAND AND INVEST IN SOCIAL ENTERPRISE REVENUE GENERATION

Pair social enterprise revenue-generating opportunities with opportunities for families to earn income and share their talents and culture with the broader community.

3



LAUNCH AND ITERATE NATIONAL EXPANSION WORK

Grow Hello Neighbor's footprint and thought leadership role nationally by engaging partners, learning from peers, and acting as a convening and teaching resource in the refugee conversation.

4



EMPHASIZE FUND AND RESOURCE DEVELOPMENT ORGANIZATION-WIDE

Cultivate and establish sustainable and reliable sources of funding to enable Hello Neighbor to increase focus on refugee engagement, program development, and expansion. Build organizational capacity to seek and sustain these sources of funding.

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