



*Healthy Families &  
Communities*



# **HFC Strategic Plan**

**2026 - 2028**



*Healthy Families &  
Communities*

# ABOUT US

## Mission

### **Dedicated to fostering lasting change.**

*We set out to empower individuals and families by providing comprehensive support and services that promote stability, self-sufficiency, and well-being. Dedicated to fostering lasting change, we address the diverse needs of our community with compassion, inclusivity, and a commitment to excellence. Together, we build brighter futures by advocating for equitable opportunities, nurturing resilience, and creating pathways to success for all who find us.*

## Vision

### **Hope and opportunity for every family.**

*We envision a future where every individual and family, regardless of origin or circumstance, feels safe, valued, and equipped to build a life of dignity, stability, and purpose.*

## Values

### **United by Purpose. Empowered by Diversity.**

*We are dedicated to fostering a culture of empowerment, inclusivity, and compassion. We believe in the inherent worth and potential of every individual and family. By embracing diversity, upholding the rights of all people, and providing access to critical services, we create opportunities for growth, self-sufficiency, and well-being. We are committed to honesty, collaboration, and trust in all that we do, as we work together to build healthier families and stronger communities.*

# OUR GOALS

## Brand + Social Impact

Healthy Families and Communities is recognized as an innovative leader with measurable community impact, setting a new standard for social service practices and fostering lasting change.

## Fund Diversification

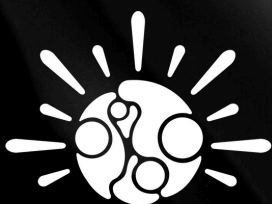
Reflecting the same stability, self-sufficiency, and resilience we nurture for every family we serve, Healthy Families and Communities has developed and is implementing a fund diversification strategy to strengthen the long-term financial health of our organization.

## Staff Support

All staff have manageable workloads paired with the support and tools needed to fulfill their roles effectively, fostering a culture of empowerment, inclusivity, and compassion that advances the mission of Healthy Families and Communities.

## Programming + Space

To remain adaptable to evolving needs, Healthy Families and Communities has evaluated its facilities, developed a plan, and begun implementation to ensure every individual continues to feel safe, healthy, valued, and equipped to thrive.



*Healthy Families &  
Communities*

Healthy Families & Communities | [hfcnj.org](http://hfcnj.org) | [info@hfnj.org](mailto:info@hfnj.org) | (856) 541-6985

# GOAL

## Brand + Social Impact

Healthy Families and Communities is recognized as an innovative leader with measurable community impact, setting a new standard for social service practices and fostering lasting change.

Lead	Progress Indicators
<p><b>Michel Acevedo-Zmuda</b> Chief Executive Officer &amp; Interim Chief Operations Officer</p>	<p>By Year Three:</p> <ol style="list-style-type: none"> <li><b>1. Positive client experience</b> demonstrated through client surveys:               <ul style="list-style-type: none"> <li>• 75% participation rate</li> <li>• 75% report feeling supported, heard, and safe</li> </ul> </li> <li><b>2. Increase clients</b> receiving and accessing services</li> <li><b>3. New brand</b> contributes to <b>stronger fundraising outcomes</b> consistent with Fund Diversification Goal:               <ul style="list-style-type: none"> <li>• Major funding retention, LOI denial reduction (Year 1)</li> <li>• Increase eligibility for new funding opportunities (Year 2)</li> <li>• Grow diversified funding sources (Year 3)</li> </ul> </li> <li><b>4. Clients, funders, and community partners</b> report <b>positive response to new branding</b></li> </ol>

Action Steps		YR1	YR2	YR3
<b>1</b>	<b>Outreach and Brand Awareness:</b> Build a new brand strategy to increase outreach and brand awareness.	<b>X</b>		
<b>2</b>	<b>Brand Rollout:</b> Launch new brand strategy, including social media activation, events, and promotions.	<b>X</b>		
<b>3</b>	<b>Progress Indicators:</b> Establish baseline for metrics and add measurable outcomes for Progress Indicators 2-4.	<b>X</b>		
<b>4</b>	<b>Client Experience:</b> Increase client awareness and engagement; survey to measure client impact (longterm connections and relationships).	<b>X</b>	<b>X</b>	<b>X</b>
<b>5</b>	<b>Board Engagement:</b> Increase board recruitment and participation in outreach activities.	<b>X</b>	<b>X</b>	<b>X</b>
<b>6</b>	<b>Funding:</b> Secure grants for marketing, and utilize new brand outreach to engage new funding sources.	<b>X</b>	<b>X</b>	<b>X</b>

# GOAL

## Fund Diversification

Reflecting the same stability, self-sufficiency, and resilience we nurture for every family we serve, Healthy Families and Communities has developed and is implementing a fund diversification strategy to strengthen the long-term financial health of our organization.

Lead	Progress Indicators
<p><b>Todd Silverstein</b> Director of Finance</p>	<p>By Year Three:</p> <ol style="list-style-type: none"> <li><b>Corporate contributions</b> total \$75,000</li> <li><b>Board giving</b> reaches \$33,000 (\$1,200 annually per member)</li> <li><b>Nongovernmental grants</b> account for 20% of total revenue</li> <li><b>Halloween Event</b> generates \$15,000: <ul style="list-style-type: none"> <li>• Break even (Year 1)</li> <li>• \$5,000 (Year 2)</li> <li>• \$10,000 (Year 3)</li> </ul> </li> <li><b>Gala generates</b> \$25,000: <ul style="list-style-type: none"> <li>• Plan event (Year 1)</li> <li>• Break even (Year 2)</li> <li>• \$25,000 (Year 3)</li> <li>• \$50,000 (Year 4, projected)</li> </ul> </li> </ol>

Action Steps	YR1	YR2	YR3
<b>1 Fund Diversification Strategy:</b> Build a strategy to increase fundraising.	X		
<b>2 Board:</b> Engage Board to participate in fundraising efforts with personal gifts and committee work.	X	X	X
<b>3 Events:</b> Develop and cultivate attendance, sponsorship, and donations for two signature, annual events (Halloween and Gala).	X	X	X
<b>4 Implementation:</b> Activate Fund Diversification Strategy to steward corporate and nongovernmental grants, in addition to events and board contributions.		X	X

# GOAL

## Staff Support

All staff have manageable workloads paired with the support and tools needed to fulfill their roles effectively, fostering a culture of empowerment, inclusivity, and compassion that advances the mission of Healthy Families and Communities.

Lead	Progress Indicators
<p><b>Karla Santana-Santiago</b> HR Coordinator</p>	<p>By Year Three:</p> <ol style="list-style-type: none"> <li>90% of staff do not exceed allotted <b>time off</b></li> <li>Annual <b>staff turnover</b> remains at or below 10%</li> <li><b>Team morale</b> improves as demonstrated through staff surveys: <ul style="list-style-type: none"> <li>100% response rate</li> <li>80% report feeling supported by supervisors and equipped with tools/resources</li> </ul> </li> </ol>

Action Steps	YR1	YR2	YR3
<p><b>1 Staff Strategy + Survey:</b> Develop strategy to increase employee attendance and morale; create survey to track success.</p>	X		
<p><b>2 Implementation:</b> Implement strategy and track survey data; adapt strategy, as needed, to ensure retention.</p>		X	X
<p><b>3 Morale Activities:</b> Taylor monthly morale activities in response to survey data for employees.</p>		X	X
<p><b>4 Therapy Sessions:</b> Facilitate Friday Group Therapy Sessions for staff.</p>	X	X	X
<p><b>5 Recognition and Celebrations:</b> Recognize exemplary work (Employee of the Month) and celebrate work anniversaries and birthdays.</p>	X	X	X
<p><b>6 Attendance and Schedules:</b> Incentivize staff attendance, continue addressing childcare difficulties, and maintain "summer Fridays."</p>	X	X	X

# GOAL

## Programming + Space

To remain adaptable to evolving needs, Healthy Families and Communities has evaluated its facilities, developed a plan, and begun implementation to ensure every individual continues to feel safe, healthy, valued, and equipped to thrive.

Lead	Progress Indicators
Lori Delgado Board Member	By Year Three: <ol style="list-style-type: none"> <li><b>Facilities Assessment</b> completed (Year 1)</li> <li><b>Facilities Plan</b> created, approved, and aligned with organizational priorities (Year 1)</li> <li><b>Trauma-informed design</b> principles incorporated into facilities planning (Year 2)</li> <li><b>Initial facilities improvements</b> implemented according to plan (Year 2)</li> <li><b>Schematic and concept design</b> for long-term facilities development completed (Year 3)</li> </ol>

Action Steps	YR1	YR2	YR3
<b>1 Facilities Assessment:</b> Evaluate current facilities to understand condition, usage, and suitability for current and anticipated future organizational needs.	X		
<b>2 Facilities Plan:</b> Develop a comprehensive plan that outlines priorities, timelines, and resource needs for facilities improvements.	X		
<b>3 Trauma-Informed Design Integration:</b> Provide training and incorporate trauma-informed principles into facilities planning and improvements.		X	
<b>4 Plan Implementation:</b> Begin carrying out facility updates and improvements outlined in the plan.		X	X
<b>5 Concept &amp; Schematic Design:</b> Develop schematic and concept design to guide finishes and longer-term facilities work.			X