



Advocate for the hungry,  
homeless, needy  
and vulnerable

*Sharing Bread  
Distributing Clothing  
Providing Shelter  
Doing Justice*

Assisting the homeless  
and the housing insecure  
to obtain housing  
and supportive service

# Isaiah 58 New Hampshire **Strategic Plan 2020-2023**

Version 1.0  
March 1, 2020

*"Providing Shelter, Food and  
Clothing to those in need and  
Doing Justice"*



Assisting the homeless and the housing insecure to  
obtain adequate housing and supportive services

|                           |  |
|---------------------------|--|
| Vision                    | Isaiah 58 New Hampshire seeks to alleviate hunger and homelessness in New Hampshire beginning with Western Rockingham County.  |
| Our Mission               | Isaiah 58 NH will help families and individuals who are homeless or housing insecure (at immediate risk for eviction/foreclosure) successfully transition to sustainable housing and self-sufficiency by providing access to subsidized housing, food, support services, and life skills training.   |
| Who We Serve              | <p>Depending on the data source, at any given time about 190 individuals or families are homeless in Western Rockingham County, including many children. About 65 additional families or individuals live in area motels. Our clients are drawn from this growing population. The need for our support and services is a direct result of a shortage of available, affordable housing in the western portion of the county where we are located.</p> <p>Our client base includes those in danger of eviction or foreclosure. Through support services and case management, we work to prevent homelessness with this population. This is an especially important aspect of our work, given the current shortage of housing units.</p>  |
| Our Programs and Services | <p><b>Isaiah 58 NH accomplishes its mission in these ways:</b></p> <ul style="list-style-type: none"> <li>• Acquisition and renovation of low-cost, housing units (mobile or fixed) which are made available to pre-screened applicants for below market value, subsidized rent for periods ranging from 6-24 months as they transition to sustainable housing</li> <li>• Case management for clients including clinical support, life skills training, educational needs, or childcare referrals for working parents</li> <li>• Providing food for clients by collaborating with a food cooperative</li> <li>• Advocates for justice in matters relating to hunger and homelessness</li> <li>• Mentors and assists individuals in navigating welfare and other social service programs</li> </ul>   |
| Our Goals: 2020-2023      | <ol style="list-style-type: none"> <li>1. Reduce the homeless population in New Hampshire by at least one family or individual per year for each year in our plan.</li> <li>2. Develop the infrastructure, organization, and service capabilities required to address the unmet needs of our target clients by the end of the plan period.</li> <li>3. Grow our financial resources by expanding Isaiah 58 NH's access to private and foundation funding, through collaboration with complementary organizations or agencies and the use of effective grant writing.</li> <li>4. Fully integrate Isaiah 58 NH into the Continuum of Care for the state of NH and achieve access to public funding aligned with our mission.</li> <li>5. To take full advantage of resources for direct client support and limiting administrative costs, we must add to our volunteer base by raising awareness of homelessness in New Hampshire.</li> </ol> |

## History of Isaiah 58 NH

Isaiah 58 NH is the vision of our founder, retired Lutheran minister, Rev. David E. Yasenka of Hampstead, NH. Reverend Yasenka's ministry of over 30 years included extensive efforts to combat the largely hidden, but persistent problem of homelessness in New Hampshire. Upon his retirement in 2014 he turned his attention to this problem on a full time basis and founded our organization.

Reverend Yasenka has directed Isaiah 58's mission as a full time, pro bono endeavor for six years. He has also recruited an all-volunteer board of directors, 100% of whom contribute financially to Isaiah 58 NH and actively participate in pursuing our vision and mission. He has also effectively sought the support of community leaders and elected officials including NH's US Senators and State Senators. A number of businesses, charitable organizations, foundations, as well as federal, state, county and town governments have provided generous support to Isaiah 58 and allowed us to exceed our fund raising goals during our five years of operation.



## Isaiah 58 NH Strategic Direction

Our strategic direction and goals for the next three years reflect our desire to set rational expectations that focus first on support services while building housing capacity and expanding our organizational capabilities. By using a disciplined process for acquiring and renovating rental properties we not only expand the housing inventory available to our target population, but we build a modest revenue stream of below-market rental fees that fund ongoing maintenance and frees other funds to support our services or acquire new housing.

There are currently numerous other non-profit organizations serving various geographic regions in the state of New Hampshire, but the Western Rockingham County region represents a significantly under-served area within the state. This factor was important in helping Reverend Yasenka decide where to focus the initial efforts of our organization.

If along with other organizations dedicated to ending homelessness, sometimes in direct collaboration, we are to achieve that goal, it is strategically sound to bring capabilities to the state that are not simply redundant to those already in place. Asking strategic investors or government agencies to add more service suppliers for them to manage in regions where sufficient coverage already exists is not helpful. This is why we have focused first on a specific population in an underserved area.



# Isaiah's Place

## Fundraising

We know that one of the most important considerations of potential investors relates not just to the organization's mission, but also to its sustainability and financial viability. The problem of homelessness will likely persist beyond the window of our initial plan, but we know that not every organization will have a life cycle that is permanent.

We intend to adhere to a disciplined growth plan that increases the possibility for us to fill coverage voids, as they become known. By having sufficient resources and expansion capabilities to step in and partner with strategic investors we add the value of a timely potential solution. For this reason, we will not take on service challenges for which we cannot demonstrate the immediate capability to manage.

The community has responded to our mission with enthusiasm we had not forecasted. Our first Annual Benefit generated about \$15,000 in donations. Previous benefits raised between \$40,000 to \$60,000 and signaled us that others recognize the value in our service and want to support Isaiah 58. This unexpected level of success helps us move faster than we had initially expected to be able to do.

## Collaboration in Future Initiatives

We view our strong beginning as proof that the problem of homelessness in New Hampshire is perceived as real, our operating model is valid and sustainable, and our leadership is credible. But we are now, and will continue to be part of a statewide, interconnected system of organizations, agencies, and programs dedicated to addressing both the symptoms and root causes of homelessness.

This interconnectedness demands collaboration between organizations whose operating models have some degree of overlap, but otherwise present opportunities to feed each other's sustainability by referring clients better served by a partner's capability or resources. This can apply not only to infrastructure, but also to services.

We know that strategic investors, whether they are charitable foundations, individuals, or other funders, expect to see collaboration, especially at a local level. This dynamic allows better targeting of resources, which in turn produces better results. Isaiah 58 actively seeks and depends upon collaboration to best serve the homeless or housing insecure population.

Isaiah 58 NH will operate with the understanding that forecasted results that are demonstrably achievable will be key to attracting funders. We also recognize that in order to secure funding renewals where available, we must demonstrate an ability to consistently meet performance objectives established with investors.



## **Our Goals: 2020-2023**

### **Goal 1: Reduce the homeless population in New Hampshire by at least one family or individual per year for each year in our plan.**

Isaiah 58 NH completed renovation of our first housing unit in June of 2015 and welcomed our first family (referred by Family Promise of Rockingham County), thus keeping our commitment to end homelessness for at least one family in our first full year of operation. That unit is located in a “Resident Owned Community” on Route 28 in Salem. Since then we have acquired five additional mobile/manufactured home in that community and manage five apartments in Salem, NH.

#### **Strategies:**

- a) Secure funding for at least one housing unit per year as our first priority.
- b) Utilize our relationships with other organizations, local governmental agencies, or other mainstream entities to identify families or individuals who may not qualify for other housing in state or federal emergency shelters, but could be served by Isaiah 58 NH.
- c) As the number of housing units we operate grows, use the income from subsidized rental payments to maintain those units and ultimately make them self-sustaining. The objective is to allocate new funding to the acquisition of additional units and case management services.
- d) Maintain active and ongoing efforts to identify potential new housing units that align with our current financial capacity and meet all applicable regulatory requirements.



### **Goal 2: Develop the infrastructure, organization, and service capabilities required to address the unmet needs of our target clients by the end of the plan period.**

Isaiah 58 NH currently operates with only one part-time paid staff member who came to our attention as a program client. Through collaboration with NH Works, we received the initial funding to support his first 6 months of employment in an administrative role. He has been a welcome addition to the extensive volunteer hours we currently count upon from board members and other supporters. As we grow and continue to acquire housing units and expand our service capabilities, including case management, we'll need to add some paid staff to properly serve our clients and execute our mission.

### **Strategies:**

- a) Maintain a primary focus on the acquisition and operation of new housing units in order to add to the state's available inventory for housing homeless families/individuals who cannot be served by other facilities.
- b) Acquire unrestricted funding to support administrative, management, and personnel costs.
- c) Maintain an active Board of Directors that includes individuals with management skills, community leadership roles, and specialized knowledge that is specific to our mission.
- d) Expand our volunteer network and seek specific skills that best align with our mission and operational model.
- e) Present the leanest organization possible to the public and potential donors who want to see our resources going directly to the delivery of housing and support services to our clients.

### **Goal 3: Grow our financial resources by expanding Isaiah 58 NH's access to private and foundation funding, through collaboration with complementary organizations or agencies and the use of effective grant writing.**

Isaiah 58 NH plans to use private funding as a primary resource during the plan years. The requirements of these funders are often more readily tailored to align with specific local needs, instead of the one-size-fits-all approach usually associated with public funding awards. Though our plans call for the development of our ability to qualify for public funding, we expect private funding to be more accessible during the early stages of our plan.

### **Strategies:**

- a) Increase our name identification by actively seeking opportunities to explain our mission to potential funders or opinion-influencers in the donor community.
- b) Build relationships with the major private funders and foundations in New Hampshire and develop an understanding of their criteria for selecting partners and awarding grants to qualified applicants.
- c) Develop a professional level of grant writing skills within our organization.
- d) Actively seek to collaborate with other organizations serving similar clients, and where there is an opportunity for both parties to benefit from that collaboration as we seek grant funding.



## **Goal 4: Fully integrate Isaiah 58 NH into the Continuum of Care for the state of NH and achieve access to public funding aligned with our mission.**

Isaiah 58 NH recognizes that in order to implement our long-term vision, we must be able to secure some level of public funding that supports our mission. Given the highly restrictive nature of grants associated with the acquisition of infrastructure, we believe that the public funding most beneficial to us will be in the form of operating grants. These funds can be used to fund support services (including rent support) and case management. In most cases those funds will be accessed as a sub-contractor to a regional coordinating entity, but will still require us to become known and our mission to be understood by primary grant recipients.

### ***Strategies:***

- a) Build and maintain relationships with all federal, state, and local entities that supply funding or services to the homeless and housing insecure.
- b) Attend all regular state, regional, and local meetings with governmental agencies that provide public funding for the homeless or housing insecure.
- c) Seek, as appropriate, to align our operating model, data collection, and information reporting capabilities to the requirements of public funding entities.
- d) Earn a “seat at the table” with other organizations qualified to receive funding and have a voice as part of the New Hampshire Continuum of Care.

## **Goal 5: Raise awareness of homelessness in New Hampshire and increase our network of volunteers who enable us to maximize the use of our resources for direct client support, while limiting administrative costs.**

Isaiah 58 NH is doing its work mainly through the efforts of a hands-on board of directors, dedicated volunteers, and a single part-time, paid staff member. This is by any definition, a grassroots driven organization with a model that is transferable to almost any community in the state. That makes our story very compelling to those who see local efforts as the most effective at addressing big issues without losing the connection between an organization and those it serves.

### ***Strategies:***

- a) Effectively leverage the power of “word of mouth” in promoting our success, both in delivering service to clients and in raising funds.
- b) Build our name identification by differentiating Isaiah 58 NH as an organization with solutions that address both the problem of homelessness and the underlying root causes.
- c) Use our established local identity to attract the type of volunteers who will value having a key role in the growth of a new community effort.
- d) Emphasize our strong support from respected state and local leaders to reinforce our credibility within the service community and with funders.

## About Isaiah 58 NH's Strategic Planning Process

During much of the first years of our existence, President Yasenka and the Board of Directors have focused on making the transition from a big idea to action. We all believe that action, in the form of client service, is the number one priority for Isaiah 58 and we are sure that our clients (and funders) agree with that sentiment.

But even as we scrambled to make things happen, we recognized that the road to achieving our main goal—the alleviation of homelessness and housing insecurity in NH—was a long one. No one who has such a challenging objective in mind begins the journey without a roadmap or without thinking about the stops that may be necessary along the way.

Several members of the Board of Directors have experience with strategic planning, mainly in for-profit organizations. Others are expert in the needs of the clients we serve. Many are community leaders. Their collective insight has been very helpful in crafting this document and making sure that we focus on having measurable, challenging, and attainable goals.

It is no longer possible to secure any meaningful level of funding simply by having an interesting idea. You have to be able to produce results, especially if you intend to seek renewals of grants. That kind of thinking is central to this plan. We have defined our goals clearly and articulated the key strategies for achieving them. Those strategies lend themselves to specific metrics that will make it easy to tell success from failure. If we execute this plan well, we will expect success.



***“Providing Shelter, Food and Clothing to those in need  
and Doing Justice”***

**Isaiah 58 New Hampshire  
List of Officers/Directors  
2020**

| <b>Name and Address</b>   | <b>Position and Phone</b>                | <b>Start Date</b> | <b>End Date</b> |
|---|--|-------------------|-----------------|
| David Yasenka<br>79 Buttrick Road<br>Hampstead, NH 03841              | President/Chair<br>603-275-6382          | 2014              | Present         |
| Suzanne Finocchiaro<br>P.O. 253<br>Hampstead, NH 03841                | Treasurer<br>(603) 205-4711              | 2019              | Present         |
| Kristin Yasenka<br>50 Pheasant Lane<br>Hampstead, NH 03841            | Secretary<br>603-401-2728                | 2014              | Present         |
| Lawrence Disenhof<br>31 Hawkins Glenn Drive<br>Salem, NH 03079        | Director<br>603-339-1154                 | 2014              | Present         |
| Geoffrey Dowd<br>270 Wash Pond Road<br>Hampstead, NH 03841            | Director<br>603-205-0088                 | 2016              | Present         |
| Jennifer Fitzsimons<br>4 Wildwood Dr<br>Derry, NH 03838               | Director<br>603-818-8395                 | 2020              | Present         |
| Satish Maripuri<br>9 Golfview Road<br>Windham, NH 03087               | Director<br>781-526-3925                 | 2014              | Present         |
| Robert McDonald<br>49 Forest Street<br>Londonderry, NH 03053          | Director/ Past Treasurer<br>603-434-9519 | 2014              | Present         |
| James Smith<br>33 Woodmeadow Dr.<br>Salem, NH 03079                   | Director<br>603-858-6566                 | 2019              | Present         |
| Victoria McKinney-Vareschi<br>10 Bennington Street<br>Salem, NH 03841 | Director<br>603-893-1042                 | 2017              | Present         |
| Carrie Wieland<br>49a Sandy Beach Road<br>Salem, NH 03079             | Director<br>603-234-1982                 | 2014              | Present         |