



HOPE HAVEN

To our valued partners and community,

After 29 years of dedicated service to Hope Haven, Alice Harrison, CEO/President announced her retirement effective March 31st, 2019. Under her leadership, Hope Haven has saved thousands of lives in our community. Hope Haven will forever be grateful for her compassion and commitment to the residents, staff, community and board. In her absence, the Board of Directors has stepped in and is responsible for the financial decisions of the organization. As the board chair, I am working in partnership with Hope Haven's VP leaders to provide daily direction and oversight.

In addition, Hope Haven and many not-for-profit organizations in the Charlotte community have recently faced significant cuts in funding.

Unfortunately, the timing of these funding cuts came during a period in which we were pivoting to become more strategic in our operations. As an organization, we are transforming into a more client-centric and operationally efficient nonprofit that focuses on quality of care, metrics and outcomes. During this time, we have discovered a significant gap in which expenses exceed revenue- a trajectory that could not be sustained.

As part of the Hope Haven Recovery Plan we have developed a 4-step process to ensure quality and sustainability. This action plan includes deliverables at each 30, 60, 90 day and one-year checkpoint. During our 30-60-day phases we implemented some immediate expense reduction initiatives including a redistribution of our workforce with a focus on matching resources to need. The net result was a slight reduction in staff - primarily nonessential positions including front office or support departments. Our client care continues to be delivered at the same level you have come to expect at Hope Haven.

Our Recovery Plan also includes creating new sources of revenue (grants, partnerships, donations or contracts). We have already achieved several successes in the last 60 days, and we are hopeful that momentum will continue in the coming months.

Our commitment at Hope Haven has, and will always be, to the clients we serve. They are the number one focus in all we do. We are so very grateful for our community partners who have aligned themselves with our vision for recovery in our community. The board and staff at Hope Haven are committed to securing the financial solvency of Hope Haven for generations to come. It is our belief that failure is not an option because Hope Haven is important to the lives of so many. Every action taken during this time is a strategic and thoughtful step toward the future success of our organization.

On behalf of the entire board, I want to personally thank you for your commitment to Hope Haven. Together we can continue to fulfill our mission to restore hope... one person... one family... one day at a time.

Sincerely,

Chairman, Hope Haven Board of Directors