

## CEO Report

September 15, 2021

As the fiscal year came to a close in June, I realized we did so much in the past year. We focused on gaining clarity, co-creating our environment, and exploring the impact of our program; both on our participants and external stakeholders alike. At HEARTH, we believe that our newly created strategic priorities will aid in our achievement of success in transitional housing programming. We have identified 3 outcomes we would like to achieve as an organization; **1) We will create access to living wage career opportunities for our moms. 2) We will continue to provide access to permanent affordable housing solutions. 3) We will develop a dynamic team who has an intentional focus on keeping people first.**

## People

### *Alignment*

We have reviewed and assessed the organization and our goals. In May we determined that a full time communications director was not essential to the business. We also realigned our organizational chart to assist in the achievement of both personal development for the staff and the growth of the organization. As the year continues, we will continue to assess what is the optimal FTE for the business.

### *Compensation*

A new structure was created based on market for all staff positions at Hearth. The proposed structure was developed with the philosophy of matching the market for all positions. The new structure will provide a foundation and consistency in compensation administration as well as a system that is easily administered and communicated. The structure accommodates the Federal minimum wage of \$7.25 per hour and the state of Pennsylvania minimum. As of June 11<sup>th</sup> all full times staff received a pay increase; bringing them all to at least the minimum pay rate within their range.

### *HR Consultant*

In June, the Executive Committee made the recommendation that I hire an HR consultant. As of September, I have identified a local consultant who is able to provide onsite and virtual support as needed.

### *Annual Reviews*

Reviews will take place in October for all staff. This review is not connected to an immediate merit increase for this fiscal year; the next merit will occur in July 2022.

### *Deloitte Personnel Project- Personnel Committee Project*

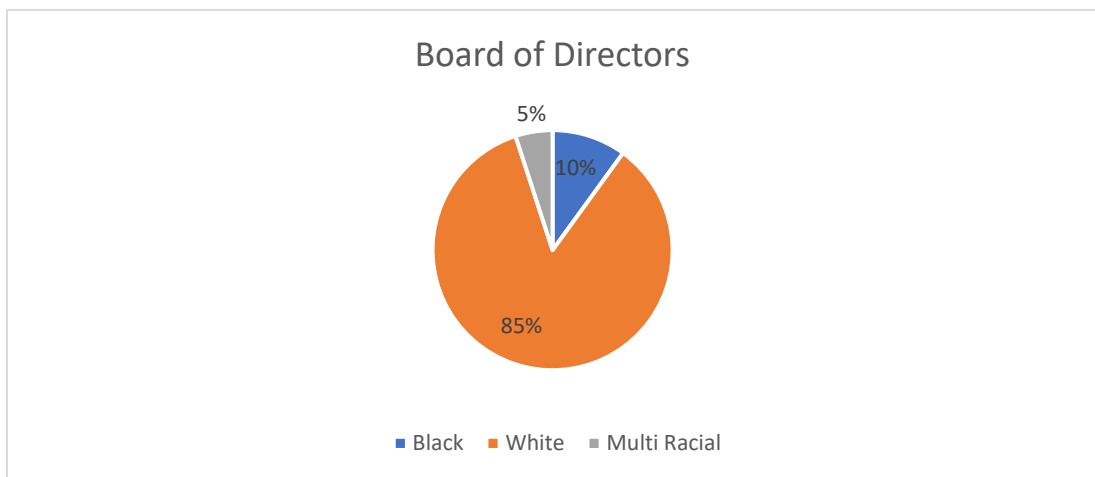
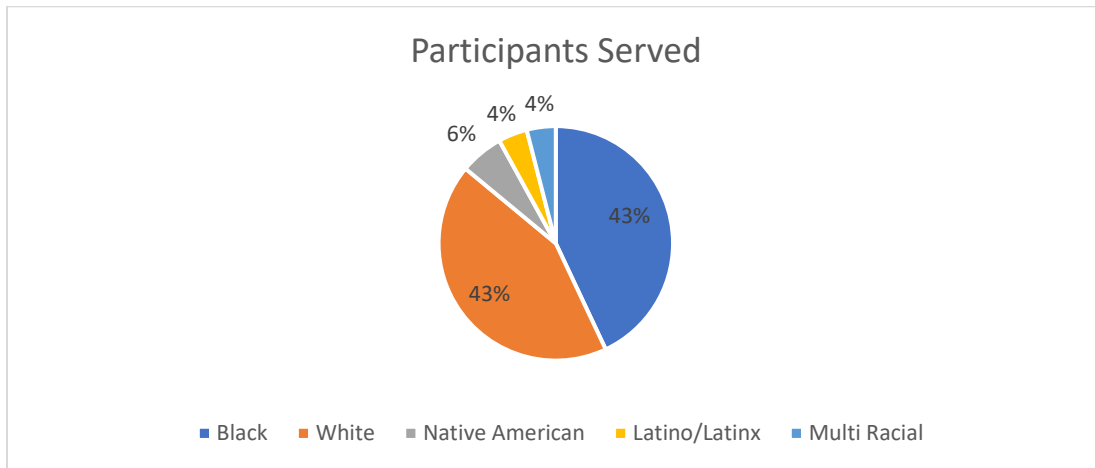
1. Staff the engagement with practitioners (project lead and members) – Target: September 24th
2. Conduct one more session with Hearth to finalize scope – Target: Week of September 27th
3. Develop State of Work (SoW) which will have signoff from project sponsor and Hearth – Target: Week of October 4th
4. Project kick off – Starts immediately once SoW signed

### *Workman's Comp*

Wayne fell in the Boiler Building on August 24th and was taken to the hospital by ambulance. We have submitted all necessary paperwork, and he is on restricted duty through the 15<sup>th</sup> of September. This

situation elevated a concern that I shared with our Executive Committee; HEARTH's insurance broker, Cindy, is Wayne's wife. Regrettably, on the day that he fell, she was shown video footage of him falling in the Boiler Building. I did alert our personnel committee chair and requested that Cindy assign the HEARTH account to another broker for the protection of all parties involved. I assured her that we appreciated her service over the years, and that we wanted to ensure we were doing what is best for the organization, her company and her family.

### Demographics



## Program

### Staff Support

We have confirmed a former human services professional will serve as a coach to our programmatic staff beginning October 2020. Megan Lange is excited to get back to serving HEARTH in a meaningful way that will assist in the elevation of our program delivery model.

### *Program Committee Shift*

Since our last board meeting, we have transitioned leadership in several committees. Joan and Betsy have graciously agreed to co-chair the Program Committee. They hosted two sessions, one for our staff to walk through a logic model, as a means to identify the HEARTH program process. The other, for our participants, to provide candid feedback about their experiences at HEARTH (this meeting was conducted without staff present). We are currently in the process of re-tooling our program to fit both the needs of our participants, while also keeping humanity at the heart of what we do.

### *Moms Night In*

Celebrating the 1-year HEARTH anniversary, by hosting a dinner party for our Moms on 9/21 at HEARTH. Huntington Bank will sponsor this dinner party.

### *Managing the Narrative*

In June, Harriet and I have received feedback from a volunteer who felt that HEARTH has changed and needed prayer. We quickly reached out to address her concerns. To ensure this is not a wide spread negative narrative, I am committed to increasing both our internal and external communication. Specifically, our strategy regarding messaging of the program and the treatment of our participants. There has been a lot of change that has occurred this year and it's impossible to tell the full story to every group of stakeholders, while managing the business. However, it is critical to ensure our ambassadors (YOU) are equipped with the appropriate tools and resources to share the good news with your networks. We will continue to prioritize the needs of our Moms in the program, being mindful that what has always been done may no longer serve our current participants.

## Policy

### *Participants*

We have been in a posture of reviewing our program requirements and standards. Who do we exist to serve? What qualifies a Mom to be served at HEARTH? We have determined that we exist to serve the most vulnerable population of individuals experiencing homelessness. As such, the Executive Committee has met and agreed that the inclusion of transgender individuals into our definition of qualified participants is the right thing to do.

### *COVID Practices*

The CRT met on 9/3 to discuss updates on our CDC guidelines. We have adopted a mask mandate for all participants, visitors and staff, regardless of vaccination status. Masks are optional in office space when a door is able to be closed or if you are in the office alone. We have engaged with our cleaning company to increase cleaning of the facility to once per week. We will continue to monitor the CDC guidelines for any potential changes to our work environment or events.

### *Training*

*Our staff will be engaging in several trainings over the next 4-6 months; De-escalation, Diversity, Equity and Inclusion, CPR, Crisis Management, Mandated Reporter, and High Performing Culture Program.*

### *New Construction/Benet Woods*

The BW board has expressed continued interest in building more affordable housing. I have had exploratory conversations with an architect and a developer. We have a prospective financial partner, who has expressed interest in supporting this project. Currently we are in the discovery phase. In addition, the BW board has several board members who are ready to term out of service. We are creating a list of prospective candidates from the following industries: Law, Development, Real Estate, Social Services, and Finance.

## Upcoming Events

The Art of Wine & Food- September 30<sup>th</sup>

Fall Festival -October 11<sup>th</sup>

BOARD VOLUNTEER DAY- October 14th

PPG Painting Day at HEARTH- October 26<sup>th</sup>

Halloween Fundraiser w/ YPB-October 28th

Cultivation Tour- November 9<sup>th</sup>

Ending the Stigma of Homelessness Virtual Event- November 10th

Purses with a Purpose- December 5th

## Happy Birthday!!!

Jen Hoerster- August 2nd

Marcia- September 1<sup>st</sup>

Kate- September 2nd