

Strategic Goal 1

Continue to expand housing, economic and community development opportunities for the West End and neighboring communities.

STRATEGIES:

- 1. Develop or rehabilitate 75 housing units over 3 years across the West End and adjacent communities.
- 2. Increase first-time homeownership by 25% through education and access to mortgage programs by 2028.
- 3. Provide housing counseling to at least 500 households over the next 3 years.
- 4. Attract \$5 million in new private/public development investment by 2028.
- 5. Launch 2 new entrepreneurs annually through the Sankofa Initiative by 2028.

Strategic Goal 2

Continue to strengthen Community Partnerships and advocacy network to promote a continuum of resident engagement services and involvement.

STRATEGIES:

- 1. Formalize 15 new strategic partnerships with community-based organizations by 2028.
- 2. Achieve 40% increase in community event participation by 2028.
- 3. Conduct quarterly resident forums or listening sessions, totaling 12 over 3 years.
- 4. Train 60 residents in leadership/advocacy roles through community academies by 2028.
- 5. Host annual advocacy summits to amplify community voices and policy priorities.

Strategic Goal 3

Build a development strategy that will help to identify and fill organizational funding gaps.

STRATEGIES:

- 1. Increase unrestricted operating revenue by 30% by FY2028.
- 2. Secure at least \$1.5 million in new multi-year grants to support core services.
- 3. Develop 3 new earned-income strategies (e.g., consulting, property management) by 2027.
- 4. Conduct annual funder/donor briefings and impact reports to maintain engagement.
- 5. Achieve 100% Board giving and fundraising participation annually.

Strategic Goal 4

Enhance data and management systems to inform decision making, reporting requirements, and optimizing all investments.

STRATEGIES:

- 1. Implement a centralized data management platform by Q4 2026.
- 2. Train 100% of staff in data collection, compliance, and reporting tools by Q2 2026.
- 3. Establish KPIs and dashboards for all core programs by mid-2026.
- 4. Reduce reporting delays by 100% by the end of 2027.
- 5. Conduct annual data quality audits and use results to refine processes.

Strategic Goal 5

Invest in an update of our lending software and process management systems for more efficient lending operation.

STRATEGIES:

- 1. Adopt and fully transition to new lending software by Q2 2026.
- 2. Reduce loan processing time by 35% by 2027 through automation and training.
- 3. Maintain a 90%+ customer satisfaction rating among loan applicants each year.
- 4. Increase loan origination volume by 25% over three years.
- 5. Host annual borrower feedback sessions to continuously improve service delivery.



Core Values & Beliefs:

West Elmwood aims to structure and facilitate **inclusive, high quality programming** that encourages **resident-led** community engagement and fosters **genuine relationships**. Through our **collaborative work** internally and with our **community partners**, we value **diverse** perspectives and **advocacy** for the **community by the community**, operationalizing our work with a **racial equity** lens.



Our Mission:

To amplify the voice of the community and bring opportunities that support **comprehensive community development** to the West End of Providence and neighboring communities.



Our Vision:

Everyone in the community is **self-sustaining, healthy, and thriving** in every area of their lives.

Key Learnings

Our 2025-2028 Strategic Plan was devised through a process of dynamic group discussions and activities with a broad range of stakeholders, including staff, Board, residents, and community partners. Our facilitator was Dr. Keith Clinkscales, a recognized Lean Six Sigma Black Belt & Operational Excellence executive known for establishing best-in-class strategic performance management programs. Our team reflected honestly on where we stand as an organization, gaining insights that will inform how we adapt, grow, and sustain our impact over time.

- What we do well:** We have a strong internal foundation. driven by dedicated people, a mission-focused culture, and deep community roots.
- What we can improve:** We face internal challenges that must be addressed to ensure our long-term sustainability and impact.
- What we can take advantage of:** We have a range of promising opportunities to expand our reach, strengthen our operations, and deepen our community impact.

Implementation

Cross-agency teams with outlined responsibilities will manage implementation for each of our five strategic goals. These teams will meet regularly to measure and evaluate our efforts against a set of key performance indicators. The Executive Director will provide quarterly updates, and year-end updates will report on progress toward expected outcomes.



Thank You to Our Planning Team

This strategic plan could not have come together without the enthusiastic engagement and insight provided by everyone who participated. We extend special thanks to Dr. Keith Clinkscales for his dynamic facilitation and for sharing his expertise in strategic planning and leadership.

Staff Members:

Rebecca Allen*	Jennifer Ramos
Daniel Blanco	Ben Ringel**
Jennifer Blunt	Maria Rodriguez
Candace Harper	Julius Searight
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Juldania Trinidad Lopez	Bruce Thompson
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*AmeriCorp Accessing Home America

**Intern from Brown University

Board of Directors:

Collin Bailey
Andrea Ray
Rawn Duncan
Michelle Rosa
Sean Fontes
Angela Bannerman
Sonia Thomas
Jose Monteiro

Community Partners:

Denise Greene, Executive Director
West End Community Center
Brenda Clement, Executive Director
HousingWorks RI

Resident: Georgina Sarpong

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Dear Colleagues:

I am pleased to share with you this proposed three-year Strategic Plan for West Elmwood Housing Development Corporation (WEHDC) for your review. The plan is a culmination of a daylong, facilitator-led strategic planning session, an organizational S.W.O.T. Analysis, several follow-up meetings and discussions, a review of our previous strategic plan, and a revision of that plan based upon where WEHDC is today. We had participation from staff, Board members, residents, and community partners, and that contributed to a robust process by which this document has been prepared.

Many of the goals from our Strategic Plan of 2021-2024, which are organizational pillars, were not realized. This was because of the pandemic, which resulted in a slight shift in our organizational priorities to address more pressing community needs. With that in mind, and in line with the outcome of our current process, we have made some slight adjustments to our past strategic plan and added a few critical components to guide us through the next three years.

This new strategic plan seeks to acknowledge the gains made in the past three years while recognizing the need to continue to promote the development of healthy, sustainable communities with a renewed, clarified, and consistent approach to moving our work forward.

The 2025-2028 Strategic Plan will reemphasize our goals in five major categories. We understand that this plan will be accomplished only with a keen understanding of our “why” and with the community support, partnerships, and resources for the “how” we will get it done. Together we will continue to build houses, communities, and lives!

Sincerely,

Candace Harper | Executive Director

Introducing our 2025-2028 Strategic Plan!

**TOGETHER,
we build houses,
we build
communities,
we build lives.**

Who We Are

West Elmwood Housing Development Corporation was founded in 1971 by a group of residents committed to improving housing conditions and creating home ownership opportunities in Providence’s West End. Using federal funds, this hard-working group built several new homes for first-time homeowners. After a sabbatical, the group reorganized in 1986 and has been moving forward as WEHDC ever since. WEHDC is a charter organization of NeighborWorks America and celebrated 55 years of service in 2025.