



Leading Scripture: 2 Corinthians 1:4, “God comforts us in all of our troubles, so that we can comfort those in any trouble with the comfort we ourselves have received from God.”

Mission & Vision: Our Co-Founder, Marion Austin strongly believed in empowering our Haitian children with the tools that they need to succeed, knowing they could one day become Christian leaders and role models in the Haitian society.

Hope for the Children of Haiti, Inc.
Goals & Objectives Summary
March 2018

As part of our ongoing discussion of future plans, the items below are a current summary of the directions we would like to pursue as an organization in the short, medium, and long term. As with any plans, we respectfully place these ideas at the foot of God’s throne, humbly seeking his favor, wisdom, and blessing in the pursuit.

Improve the physical conditions of our existing building. Current deficiencies with our existing location include:

- no room to be physically active;
- small and poorly equipped / finished kitchen and food preparation areas
- cramped living conditions;
- poor internal ventilation and general airflow;
- substandard toilet and personal hygiene areas;
- substantial lack of affordable water supply;
- not enough solar panel coverage making power supply spotty and too low
- deficient power distribution and service inside the building;
- deficient school educational resources (computers, internet, better desks, books, etc.);
- classrooms too close to one another, creating significant noise which is distracting during school hours (see also Item 6).

We have operated successfully for 20 years with these conditions and in many ways, “this is Haiti,” meaning that what we have done is very comparable to (and in some cases may be better than) the industry standard there. However, making improvements in some or all of the above areas would improve overall quality of life for our children (while improving staff morale) and improve our school’s educational capabilities. Making progress in these basic areas would also greatly improve our brand as



an organization in Haiti. It is uncertain whether modest enhancement to our brand and reputation in Haiti would allow us to charge more for our outside educational service. While there will always be a higher demographic group, Bolosse is not known as being a part of that higher demographic. It is likely that we could not recoup much more in earnings from our paying education parents. We may prefer to not try to charge more as a way to expand our witness and service to this poor community. Improvements in staff morale would be well worth these investments as a way to help retain top staff longer (see also Item 2).

Regardless of these tangents, the most compelling reason to pursue these enhancements is to improve the quality of life of our children which would, in turn, better equip them to be more successful adolescents and, most importantly, more impactful (hopefully Christian) adults in the years ahead. It is this last point which deserves substantial emphasis. While our core service is the enhancement of the lives of incredibly poor children, our core mission is to send out and equip Christian adults in Haiti who can be leaders in their community, in their family, and potentially in their nation through their witness and by their deep and personal commitment to integrity and continued spiritual growth. Toward that end, having a better facility in the ways noted above will directly (and very significantly) improve our Christian witness to these kids by illustrating to them firsthand how serious we are about their current position in life and about their future. In many ways, our quality of life is not so noteworthy by Haiti standards and the “failure to launch” of most of our first generation is a constant reminder that organizationally we are not on the fast track.

Estimated Financial Need: \$100,000.

Improve the teaching capabilities of our staff through increased teacher training. Improve our management capabilities through deeper investments in management staff. Our first step in this important direction needs to be to increase funding for staff salaries across the board. We have not given raises for a few years now and we have lost some important key staff who we would have preferred to retain due to low salaries. Once salaries can be increased and sustained, the next immediate step would be to develop a teacher training program or to join one that exists in Haiti and seek ways to improve their capabilities.

Estimated Financial Need: \$30,000 annually.

Develop more off-site training and experiential learning for children of all ages. Due to current annual budgetary constraints, historically the children do not get out of the orphanage building much at all. Considering the facility inadequacies noted in Item 1, this makes for a rather dour everyday existence.



We are limited in this capability now because of a lack of proper funding for staff salaries. With the number of children we currently have, we could easily keep up to two (2) full time Youth Director type people fully engaged in the business of developing and executing off site activities. Initially these could be mainly focused on recreation and simple travel exposure. In short order, we would want these activities to become more educational minded. Ideally, each trip off site for small groups of children could be both fun and instructional in nature. The physical aspect of growing up is vital to proper development at all childhood ages. A key part of this direction should also be to develop a physical education, athletics, and training program for the children. See also Item 6c.

Estimated Financial Need: \$25,000 annually.

Increase quality and quantity of food. Arguably, this could be the number one most important short term pursuit. Due to current annual budgetary constraints, the weekly diet of our children consists mostly of rice, some beans, and very little protein. We possess decent food storage capabilities in-house and some modest improvement in this area would be short money (new freezer). Vegetables are also not a frequent menu item. More meat and a better variety of other foods would be a huge improvement over current conditions.

Estimated Financial Need: \$20,000 annually (\$385.00 more per week)

With the need to ensure a smooth eventual transition plan for Dr. Bernard (while still hoping he continues to contribute for many more years), it may be best to seek and retain a US missionary couple who the organization could partially support financially. This couple would need to have at least 7 years of actual field experience in overseas missions where they have successfully lived abroad for that time. Ideally the missionary couple would raise their own support and be captured by the vision of our program. They would live off site but work at the orphanage daily in a management capacity, assisting the Haitian Director and interacting more directly with the US based oversight. With the right people, this position could truly transform the ministry, allowing for continued receipt of short term teams (and more of them) which in turn directly impacts fund raising and grows our loyal base of support. It may be next to impossible to find another Haitian who possesses all the skills that we will lose when Dr. Bernard eventually can no longer actively participate. Since we are years away from successful trials of cloning and dna modification (the preferred option.....), we have no choice but to execute a gradual and measured transition that allows history, knowledge, and experience to be transferred. One of Dr. Bernard's greatest skills is his ability to interact and communicate easily and with similar US based cultural understandings with the US oversight group inside an envelope of full integrity. This may prove to be equally impossible to find once he is truly no longer available. This leaves the organization



strategically and operationally exposed. The missionary approach would allow this vital aspect to be fully covered while ensuring that the important need for a dynamic interaction with our short term team management interests is provided. Finding the right person or couple is vital and something that cannot be casually approached.

Estimated Financial Need: \$30,000 annually.

Create a family environment for our orphanage children. Convert our care from dormitory style to family style where we can pay a mother, preferably with one or two of her own children, to care for and help raise 2-4 of our children and by doing so, establish a more personal, home-style environment. This would require more space, potentially triple the size (or more) of the land and building footprint we currently use. To accomplish this, we could either:

Expand our physical footprint at the Bolosse facility by acquiring buildings or parcels that are directly adjacent to our current facility;

Estimated Financial Need: \$400,000

Move to a larger location somewhere within the same Bolosse area that has more space, allowing our impact in this community to remain in that community; or

Estimated Financial Need: \$500,000 - \$600,000

Move to a larger location in another city or to a rural location where the cost of land and/or buildings would not be so high. Under this scenario, our existing facility could either be retained and operated exclusively as the private school that we currently operate or we could sell our Bolosse facilities. Our existing land and buildings would make an excellent mid-size medical clinic or health center (to be owned and operated by someone else).

A significant benefit would be realized by moving out of Bolosse. The congestion and safety of this area is oppressive. Well water is non-existent at this location and water is one of our largest operational expenses. Lack of water also impacts personal hygiene and food quality which directly impact health. The severe lack of outdoor space is a substantial impediment to the quality of life of our children,



impacting mental, emotional, and academic progress. The cramped quarters of our facility is due exclusively to the hyper-densely developed neighborhood and the lack of interior space directly impacts all aspects of our operations and care. Much cheaper, safer, and more peaceful land is readily available not far outside the city limits. More land and better facilities / surroundings would enhance our short term team experience, growing our donor base. It would also allow us to create a far more effective family environment. The true estimated cost for this direction depends on location.

Estimated Financial Need: \$400,000 - \$500,000.

Develop for profit business associated with the Orphanage and School, targeted primarily at employing adults who we can verify are believers and are well established in a small collection of known churches. Haiti is wage competitive with China yet thousands of miles closer to the US mainland. Haiti has already been proven internationally to be a viable location for textile companies recently. Substantial import duty reductions are granted by the US government for textiles produced in Haiti and sold to the US. With the largest economy in the world in close proximity and a 20 year history of successfully operating in this country, HFC is well positioned to be a supplier of trustworthy, hardworking employees who are eager for an opportunity. Virtually any business or industry that is based in the US and relies on manpower production would benefit from the more affordable (yet fair) labor HFC could provide. We intimately know the target labor environment and can navigate the legal and regulatory requirements.

The most compelling reason to pursue this direction is the stewardship opportunity this provides for the ministry. Haiti's most dire need is jobs – a simply glaring deficiency that impacts every single aspect of human existence there. We have been given enormous opportunities based on the simple fact of our birth location and/or childhood position in this world. Helping children in need is noble – equipping and stabilizing a family surrounded by some of the world's worst poverty is a multi-generational shift that can ripple way beyond our mere lifetime.

Revenue generated by the business would be used to offset the operational budget of the orphanage and school, making our current operations vastly more sustainable and more holistic.

Mid to late teens living with us or some of those who attend our school could intern at the for profit company, earning a modest wage, if possible. If wages are not possible, the training earned through this internship type program would position them for future employment either at our business or elsewhere.

Some of the revenue generated by this business could also be used to create an entrepreneurship program. In this direction, we would hire staff who could coach young minds in the ways of starting viable businesses based solely on the development of their passion and skill set. If successful, this direction could result in multiple businesses being launched from our campus, each one multiplying employment. A token amount would be paid to HFC once each business became profitable.



The estimated financial need here is not based on any known business direction but is simply a figure that should be enough to start one or more small businesses in the beta phase.

Estimated Financial Need: \$100,000 annually.

Create a plan to help kids have a successful career when they leave HFC's direct care:

If we're building a "family" and not an orphanage then our children should always be welcome to our home but we need to decide what is appropriate "ageing out" of our facilities;

Create an IEP like plan for each individual child (the 99, not the whole school, yet);

Ask; are we hindering the potential of some of the kids by having everyone on the same learning track? Learn each child's capacity and create a two track system. But have them live with one another, eat, play, etc. Just isolate the kids that need extra attention from potential bright lights so that our teachers aren't "teaching down" in a classroom;

Within the two tracks, create a vocational path option and a academic path. After reading CAFO Findings and talking to local industry leaders about skilled needs, also invest in the critical infrastructure so that our kids and staff have access to internet so things like STEM/Coding are an option for some;

Look at UpStart.Com Each individual becomes a sole proprietor, with skills that are verified and can be "hired" online; such as translation, research, anything that can be done remotely. This could be a viable economic path for many of our kids;

Determine the percentage of True Orphans we have in our care. Haiti's is 20% nationwide to be "true orphans". Create a family counseling center, and where there can be intervention and reconciliation and opportunity to teach families how to survive/thrive, reunite the kids (now educated) with their families.

Estimated Financial Need: Varied, could use special skill set mission teams, hire outside consultants, be in an integration of Craigs suggested concepts above (Missionary Couple, etc). Could be part of a Comprehensive Capital Campaign we do as we convert to "Family Style" and demonstrate the Outputs that will happen when we make the conversion as well as the Outcomes.