



**TOWARD A  
RADICAL  
FUTURE**



# **THE HIVE**

**2024-2026 Strategic Plan**



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The image features a teal background with a subtle, textured pattern of overlapping, irregular shapes. A horizontal band with a white geometric pattern of repeating 'V' or 'W' shapes runs across the middle. In the center, there is a circular inset showing a textured, teal-colored globe of the Earth. The text 'WHO WE ARE' is centered within this globe in a bold, white, sans-serif font.

**WHO  
WE ARE**



## Building new models and new pathways

**Building a radical new future requires strategy and our strategy is rooted in community.**

Resiliency and our ability to thrive are directly linked to the strength of the ecosystem that surrounds any one of us. The Hive is an emerging ecosystem dedicated to ensuring all young people thrive.

### MISSION

**The Hive helps young people and emerging adults successfully transition into adulthood.**

We are a community-based solution seeking to transition our reliance away from the parts of the legal and child welfare systems that have been proven ineffective, replacing them with holistic systems of care and support strengthened by an ecosystem of partners.

We want to ensure young people stay out of the legal system and, ultimately, we want to end practices that further replicate harm, like incarceration, policing, and family separation.

### VISION

We believe in a world where all young people feel like they belong and have the resources they need to become independent, healthy, and thriving adults.

Investing in the tangible and diverse needs of young people and their families can reverse the intergenerational trauma caused by systemic racism and solve our community's most pressing issues.

## LEADERSHIP

Those who are closest to the issues are the most equipped to solve them. We are a Black-led nonprofit led by people with lived experience in the legal and child welfare systems.

Our staff and board leadership have more than 55 years of experience in equity and inclusion, the juvenile legal system, nonprofit management, architecture, and community development financing. We are recognized locally and nationally and are eager to build new, innovative models that drive sustainable change. Each person comes to this work committed to the idea that a new world is possible.



### Staff and Board Leadership

(top to bottom; left to right) Gina Lyles, Founder & Executive Director; Trey Hartt, Cofounder & Managing Director (middle) Kim Young, Program Director; Becca Richardson, Finance Director (bottom) Taekia Glass, Board President; Gloria Gravlín, Board Treasurer; Abu Ngauja, Board Secretary

## OUR COMMUNITY

In today's crowded nonprofit sector, the definition of community can be elusive. At The Hive, our community is made up of young people who are making their transition into adulthood but have been impacted by the legal or child welfare systems and the family members, caregivers, and community members who are committed to their success.

Everyone benefits from a village of support. But that village of support for young people navigating the legal system or aging out of foster care is often strained by financial and social pressures that impact health and wellness.

We help young people ages 15-17 and emerging adults ages 18-24 gain the skills, connections, and resources they need to enter their adulthood confidently. Often, they are navigating a variety of stressors.



## Desire's story

The story of a young woman who dreams of being a nurse and raising a family in the city she grew up in based on a handful of true stories

Desire grew up in one of Richmond, Virginia's public housing projects, the largest concentration of public housing on the East Coast outside of New York City. Her mom did her best, tirelessly working multiple low-wage jobs to ensure they could stay in public housing and keep food on the table. Desire's father wasn't in the picture. Her mom was known to be a "ride or die chick" and fell in love with a guy who loved to be "in the streets," which ultimately handed him a lengthy prison sentence and left Desire's mom with only a couple of family members to support her—many of whom struggled to stay afloat themselves.

Sometimes Desire and her little brother Tywon were left alone for days at a time. School began to notice and after a counselor failed to get in touch with Desire's mom, Child Protective Services was called. Though they found the house in good condition, the absence of Desire's mother warranted her and Tywon's placement into a

foster home where they experienced physical, emotional, and mental abuse. This is when Desire began running away and, in a fit of rage and revenge, beat her foster brother with a bat until he was close to death.

At 14, Desire was sentenced to 5 years at the state youth prison. During her incarceration, she received her G.E.D., participated in multiple extracurricular programs, and demonstrated near-perfect behavior.

### **This is where her story diverges from the traditional.**

At 19, Desire would typically be released and assigned a parole officer with electronic home monitoring. She'd be left alone to start her life as an adult and navigate the maze of public and private support while navigating strained family relationships.

But in this story, Desire's parole officer referred her to The Hive where she

received help from a Culture Worker, Ms. Siana. Together, they identified Desire's adult transition goals and connected her with an ecosystem of healing-centered partners. Desire began therapy to process her childhood trauma and reconnect with her mother. With the right help, she fulfilled her parole requirements, was employed at the local hospital while she figured out her pathway into nursing, earned her driver's license, purchased a car, and moved into her first apartment.

Because of The Hive and its network of community-based partners working collaboratively together, Desire was diverted away from a path that would have maintained the cycle of intergenerational poverty and maybe led to adult incarceration. Rather, she found a community of support and lifelong connections.

**Imagine if this ecosystem replaced our current system.**



The image features a vibrant red background with a fine, grainy texture. A central circular graphic, resembling a stylized globe or a lens, is positioned in the middle. This circle has concentric, slightly irregular rings and a bright, glowing center. A horizontal decorative line, composed of a repeating geometric pattern of white and light red shapes, extends from the left edge of the frame towards the center, ending just before the circular graphic. The text "OUR WORK" is prominently displayed in the center of the circular graphic in a bold, white, sans-serif font.

**OUR  
WORK**



# Creating healthy ecosystems

The truth is, we have to start doing things differently if we want things to change.

The social issues of our time are complex, but when faced together, we can build new systems rooted in the holistic well-being of everyone.

## PROBLEM

The negative impacts of the legal and child welfare systems exist because for too long those systems have been scapegoats for the root causes of behaviors and environments impacting young people. Rather than seek to understand a young person and systemically uproot the underlying conditions, we separate families and remove young people from our community. Moving beyond highlighting problems that have been proven over and over again,

we are focused on building newer, more successful models. There are many issues to address, but these are our top four.



### Lack of infrastructure

Few physical spaces exist to bring the community together in support of young people



### Few models

Very few models point to a pathway toward total legal system transformation



### Workforce crisis

The moral injury embedded in social work is causing a retention and recruitment crisis



### Lack of integrated supports

More healing-centered and holistic support systems are needed for this age group

## SOLUTION

At its core, The Hive's solution is simple: build new infrastructure rooted in the community. Our ultimate vision is to create a physical village where emerging adults can thrive (The Hive Campus), but we recognize this requires a multi-pronged approach.

Over the next three years, we will be focused on four main areas of work in preparation to break ground on the campus. As we work through the human-centered design process for the campus, we will sustain new direct service models, build a more cohesive ecosystem of partners, and lay the foundation for establishing new best practices.



### **The Hive Campus**

A pioneering model that seeks to transform the way we are able to meet the needs of young people in our community and transition our reliance on the legal and child welfare systems



### **Direct Services**

New models for case management and service delivery that support the holistic needs of young people, their families and caregivers, and the social workers on the frontlines



### **Capacity Building**

Supporting and strengthening a community and systems-based ecosystem of partners all working in relationship with each other toward the health and well-being of the next generation



### **Research**

Documenting our processes and establishing a foundation to research and prove the effectiveness of our work so that the models can be understood and shared across communities

## Values-driven leadership

How we do our work is crucial to the work we produce. Process and product are symbiotic.



### **Sawubona**

"I see you." We see you. We value people in all our different aspects of the human experience.

### **Ubuntu**

"I am because we are." We value our ancestors and pathmakers of the past and present while nurturing our young. We understand that the health of the individual is related to the health of the community.

### **Integrity**

We do what we say we are going to do. We uphold all our values, at all times, and stand firm in doing what's right.

### **Truth**

We value the truth of all lived experiences.

### **Legacy**

We value long-lasting, transformative change instead of restoring and sustaining inequitable, unjust systems that were not made to support the people most affected.

### **Healing**

We center the process of healing on our journey for liberation.

### **Collective Liberation**

We nurture a holistic path and create tools and resources to set oneself free.



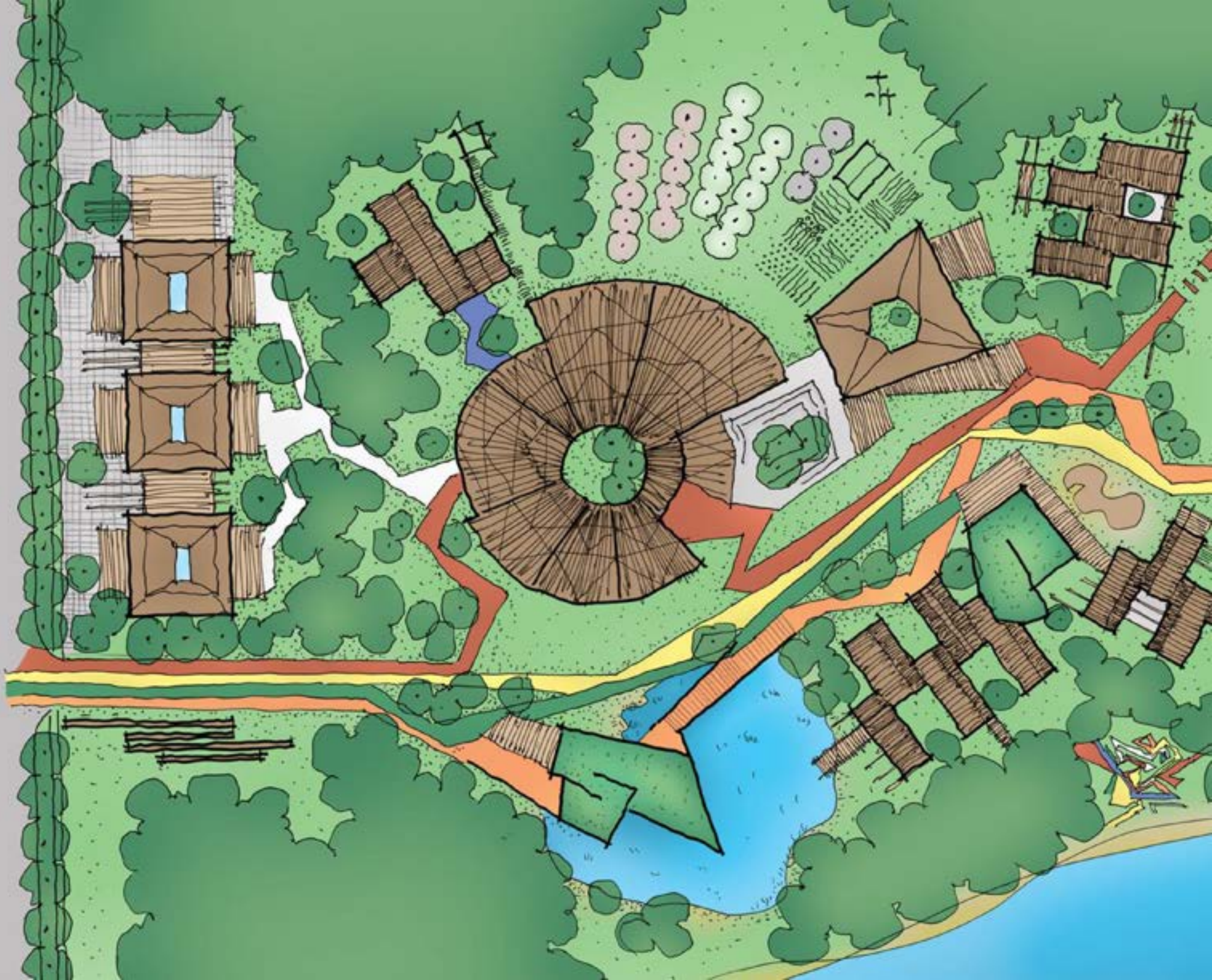
# A more radical future

**Problems are only obstacles when left unaddressed.**

Our community's problems are not insurmountable, the solutions require the right balance of bold visioning and tangible investments in that vision. There is an opportunity embedded in every problem, and we are

committed to an emergent approach that maintains a strong focus on the resilience and health of our collective impact. The following table charts how we move from problem to solution.

	<b>Problem</b>	<b>Solution</b>
<b>1</b>	No infrastructure	A multi-acre campus with a village mindset
<b>2</b>	Few models	Documenting, researching, and sharing our work locally and nationally
<b>3</b>	Workforce crisis	New holistic, healing-centered models for service delivery and organizational culture
<b>4</b>	Lack of integrated supports	Capacity building for an ecosystem of partners and the field, in general





# The Hive Campus

## INTENTION

**To model human-centered community development as a pathway to transform the legal system**

The Hive campus is a village where emerging adults can thrive. This will be a multi-acre site in the Richmond, Virginia region where young people and emerging adults receive a holistic set of support from an ecosystem of partners. The campus will be a combination of supportive housing, residential treatment, and community services.



### The Hive Campus

Initial rendering of The Hive campus completed by Quinn Evans, in partnership with Storefront for Community Design, Richmond, VA, Summer 2023



## HOW WE GET THERE

In 2021 and 2022 The Hive worked with Oakland-based firm Designing Justice + Designing Spaces and in 2023 with Richmond-based firm Quinn Evans to develop the foundation for the campus vision. This led to the first visual sitemap of the campus.

Over the next three years, we expect the following:

2024	Site Planning Partner Cultivation
2025	Site Control Architectural Rendering Financial Modeling
2026	Capital Campaign Phased Ground-breaking



# Direct Services



## INTENTION

**To provide holistic, healing-centered services for young people 15-17 and emerging adults 18-24 that focus on six key investments: housing, restoration, financial sustainability, good living, education, and creativity**

Our roots are in direct services and our staff have decades of experience working in all levels of service delivery. We have seen the gaps firsthand and are modeling a holistic, healing-centered approach. Over the next three years, we will scale up our inaugural Young Innovator Squad program and expand our services to include family/caregiver engagement.

## HOW WE GET THERE

	Young Innovator Squad	Family / Caregiver Engagement
Age	18-24 years old	15-17 years old
Focus	12-16 month, incentivized program that enhances their confidence to transition into adulthood	A suite of short-term services with a primary focus on family and caregiver engagement
Timeline	Currently active	2023 - Plan in part 2024 - Launch 2025 - Refine



# Capacity Building



## INTENTION

**To serve a key role in the community as a hub for the growth, development, and healing of our sector**

Embracing the value of Ubuntu, this work cannot happen alone. Transformative change happens when we work together. Collective impact allows our region to leverage power in more meaningful and sustainable ways. This is why we are dedicating a portion of our work to building a healthy ecosystem, from the relationships we enter and the process of working together to how we collectively leverage resources for our region.

## HOW WE GET THERE

Strategy	Goal
<b>Network Membership</b>	Participate and take leadership in community-wide networks such as the Trauma Healing Response Network
<b>Partner Engagement</b>	Make space for networking and healing among partners, such as the Breathe. Eat. Be. dinners
<b>Training and Development</b>	Provide resources that build the capacity for community organizations and individuals to engage in this work



# Research



## INTENTION

**To play a leadership role regionally and nationally in documenting and sharing research that advances new models for community-based services**

One of the biggest challenges for system transformation is our ability to imagine new possibilities. Our field is rooted in “evidence-based” “best practice” models. How do we evolve those models and how are communities who are most impacted included in the design of new models? We are dedicated to documenting and evaluating our work that advances innovation in our field.

## HOW WE GET THERE

Strategy	Goal
Program Evaluation	Remain committed to evaluating The Hive's impact
Documentation	Lift up research that supports our work and helps to refine The Hive's Holistic, Healing-Centered Approach
Partnerships	Partner with leading researchers and practitioners, like Catalyze Justice and Aya Research Team, to document and share our model

## Focusing on impact

Alchemy occurs at the intersection of intention and impact.

Solution	Intention	Impact
The Hive Campus	To model human-centered community development as a pathway to transform the legal system	New infrastructure built
Direct Services	To provide holistic, healing-centered services for young people 15-17 and emerging adults 18-24 that focus on six key investments	A new community-based pathway into adulthood is sustained
Capacity Building	To serve a key role in the community as a hub for the growth, development, and healing of our sector	A robust ecosystem of partners are collaborating effectively to support our target population
Research	To play a leadership role regionally and nationally in documenting and sharing research that advances new models for community-based services	New models are being documented and shared





**IMPACT**



## A more just future for the next generation

**The foundation laid in The Hive's early years is crucial to our long-term success.**

The Hive's long-term vision is bold. It requires the courage and perseverance to imagine and build something completely new and to believe in the possibility of a world that currently does not exist.

### THE FUTURE

When The Hive was founded in October 2021, our founders Gina Lyles and Trey Hartt set out to build the world we all have been waiting for, one that sustains itself far beyond their leadership and impacts many generations to come.

We are in the earliest stages of community and system transformation. How thrilling is that?!

Some argue that it takes a startup business 7-10 years to be successful. Of course, success in those terms means profitability. The National Center on Charitable Statistics shows that thirty percent of nonprofits close their doors within 10 years. Candid, the premiere resource for data and insight into the social sector, claims that "most experts agree that less than half of nonprofit startups survive beyond five years." Layer on the racial inequity that exists within our sector for BIPOC-founded and led nonprofits like The Hive—let alone the exceptionally small percentage that are led by system-impacted people—we plan to be vigilant so we can buck those odds. But it will take stakeholders

from across our entire community and at the local, state, and national levels to reach our goal.

This only invigorates us, though. We were born out of a cultural organizing project that asked, “How can we build a world without youth prisons?” We are culture-bearers and revolutionaries dedicated to the possibility of liberation for everyone.

The Hive will turn 5 at the end of this plan. When we complete the plan’s milestones, we will a) have built a sustainable organization, b) be well-positioned to begin the capital raise for the campus, and c) begin our transition onto the campus.

We cannot accomplish this plan alone. We have identified three specific areas where support is most crucial.



**Sustained Financial Support**

We need sustainable, multi-year funding. We are looking for investors excited about new models and understand the flexibility needed with early-stage concepts.



**Community Development Expertise**

We need experts in community development—developers, financial analysts, and designers—to help us build The Hive campus.



**Strategic Partners**

We need trusted partners with the knowledge, networks, and resources to advance us towards healing-centered impact across our four areas of focus.



# Marking milestones

Solution	2024	2025	2026
The Hive Campus	<ul style="list-style-type: none"> <li>Establish contract with Quinn Evans to finalize architectural and site programming</li> <li>Organize Campus Planning &amp; Design committee</li> <li>Confirm core campus partners</li> </ul>	<ul style="list-style-type: none"> <li>Site control</li> <li>Develop financial model and sustainability plan</li> <li>Complete pro forma</li> <li>Confirm general contractor</li> </ul>	<ul style="list-style-type: none"> <li>Launch capital campaign</li> <li>Draft plan to transition the organization onto the campus</li> </ul>
Direct Services	<ul style="list-style-type: none"> <li>Grow Young Innovator Squad to support 12 annually</li> <li>Develop curriculum for family/caregiver engagement</li> <li>Establish formal referral partnership with DJJ</li> </ul>	<ul style="list-style-type: none"> <li>Grow Young Innovator Squad to support 18 annually</li> <li>Launch 15-17 yr old programs</li> <li>Launch day reporting program</li> </ul>	<ul style="list-style-type: none"> <li>Develop transition plan for Young Innovator Squad into campus</li> <li>Refine 15-17 yr old programs</li> </ul>
Capacity Building	<ul style="list-style-type: none"> <li>Establish network of core partners</li> <li>Continue healing-centered programming</li> <li>Develop curricula for technical assistance (TA) workshops</li> </ul>	<ul style="list-style-type: none"> <li>Launch formal capacity building series for practitioners</li> <li>Partner with DCJS and OJJDP to be a formal TA provider</li> <li>Continue partner engagement</li> </ul>	<ul style="list-style-type: none"> <li>Develop partner transition plan for campus</li> <li>Refine TA partnership and capacity building series</li> </ul>
Research	<ul style="list-style-type: none"> <li>Establish evaluation plan</li> <li>Confirm contracts with Catalyze Justice (national) and Aya Research Team (local)</li> </ul>	<ul style="list-style-type: none"> <li>Document service delivery</li> <li>Document campus development</li> </ul>	<ul style="list-style-type: none"> <li>Publish report on the first 3 years of The Hive</li> <li>Launch series of national webinars</li> </ul>



# Acknowledgements and credits

Many hands make light work. We are grateful to our staff and board.

## THE HIVE STAFF

- Gina Lyles, Founder and Executive Director
- Trey Hartt, Cofounder and Managing Director
- Kim Young, Program Director
- Becca Richardson, Finance Director
- Anais Wyche, Program Manager

## THE HIVE BOARD OF DIRECTORS

- Taekia Glass, Mending Walls, President
- Gloria Gravlín, Capital One, Treasurer
- Abu Ngauja, Deliveroo, Secretary
- Gina Lyles, The Hive, at-large
- Trey Hartt, The Hive, at-large

## CREDITS

This plan was designed by Trey Hartt. The photos in the list to the right are located on the Table of Contents page and are used throughout the plan.

(listed left-to-right and top-to-bottom)

- Anais Wyche and partner, Lorraine Wright at the quarterly Breath, Eat, Be dinner hosted at The Hive's offices, 2023
- Tia leading a conversation on ways to better the community during the Youth Advisory Board bus tour, 2021
- Coach Ron posing with Gina Lyles during the Youth Advisory Board bus tour, 2021
- Taekia Glass at The Hive's launch week press conference, 2021
- Culture Worker Quoyah Wilson and Denise filming a documentary on The Hive, 2022
- Youth Advisory Board President Seth at The Hive's launch week press conference, 2021
- The Hive staff pose during their bi-annual advancement, 2023
- A young innovator shares their hopes and dreams, 2022
- Gina Lyles with Dr. Shawn Ginwright at the youth mental health summit, 2023



**THE HIVE**

[www.thehivemovement.org](http://www.thehivemovement.org)

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