



*Haven House*  
*Helping Lansing Area Families Help Themselves*

# STRATEGIC PLAN

*ADOPTED: September 20, 2021*

**Haven House Strategic Plan  
Fiscal Years 2022-2026**

Purpose & Guiding Principles	
<b>Mission Statement</b>	Guide and support families who face homelessness on their paths to stable homes.
<b>Vision Statement</b>	All families thrive at home.
<b>Values</b>	<b>Integrity:</b> We serve the community in a way that is trustworthy, transparent, and consistent with our statements.
	<b>Accessibility:</b> We ensure participation, services, and resources are available and inclusive with minimal barriers.
	<b>Empowerment:</b> We support the resourcefulness, resilience, and self-reliance of families.
	<b>Compassion:</b> We welcome and treat all people with respect, understanding and patience.

Strategy	Goal	Measures of Success	Key Actions
<b>Program Innovation</b>	All families in Greater Lansing have access to affordable housing and emergency shelter.	All families achieve equitable outcomes.	<ul style="list-style-type: none"> <li>● Benchmark and reduce adverse disparities of outcomes among sub-populations of homeless families.</li> </ul>
		No family experiencing homelessness returns to homelessness within two (2) years.	<ul style="list-style-type: none"> <li>● Track and report returns to homelessness.</li> <li>● Benchmark outcomes and set annual targets to reduce recidivism.</li> </ul>
		Homeless episodes among families average fewer than ten (10) nights.	<ul style="list-style-type: none"> <li>● Create additional affordable housing opportunities.</li> <li>● Prevent homelessness whenever possible.</li> </ul>
		All families are permanently housed upon program exit.	<ul style="list-style-type: none"> <li>● Deliver consistent and resourceful housing-focused case management.</li> </ul>
		All families at imminent risk of, or experiencing, homelessness have immediate access to emergency shelter.	<ul style="list-style-type: none"> <li>● Identify and eliminate barriers to shelter entry.</li> <li>● Collaborate systemwide to implement coordinated shelter entry.</li> </ul>

Strategy	Goal	Measures of Success	Key Actions
<b>Facilities</b>	Haven House has sufficient and appropriate facilities to meet the changing and diverse needs of our clients, staff, programming, and community.	Facilities meet trauma-informed expectations.	<ul style="list-style-type: none"> <li>Benchmark and set targets by national standards for trauma-informed design.</li> </ul>
		All families at imminent risk of, or experiencing, homelessness have immediate access to emergency shelter.	<ul style="list-style-type: none"> <li>Identify and eliminate barriers to shelter entry and facility accessibility.</li> </ul>
		Facilities design is informed by clients, staff, and other stakeholders.	<ul style="list-style-type: none"> <li>Diverse voices are invited and included.</li> <li>Systems are evaluated and barriers are dismantled.</li> </ul>
		Facilities provide capacity for program innovation as well as employee productivity, wellness, and satisfaction.	<ul style="list-style-type: none"> <li>Explore innovative use of space to support client outcomes, staff experience, and functionality for all stakeholders.</li> </ul>

Strategy	Goal	Measures of Success	Key Actions
<b>Human Capital</b>	Diverse, highly trained, and capable experts (staff, board, and volunteers) are recruited, retained, and nurtured to be deeply engaged in the mission and vision of Haven House.	100% of employees report that they are not likely to leave Haven House in the next five years for any reason.	<ul style="list-style-type: none"> <li>Employee satisfaction measured as part of professional development and performance management efforts.</li> </ul>
		Voluntary employee separation (undesirable turnover) does not occur.	<ul style="list-style-type: none"> <li>Ensure the success of all employees through behavior aligned with values.</li> </ul>
		The number of applications for open paid and volunteer positions are more than sufficient with diverse and qualified candidates.	<ul style="list-style-type: none"> <li>Define diversity, equity, and inclusion expectations for the Board of Directors and strategies to meet expectations.</li> <li>Provide competitive performance-based compensation and benefits.</li> </ul>
		100% of staff meet or exceed performance expectations on specific objectives aligned with strategic goals.	<ul style="list-style-type: none"> <li>Employee performance objectives focused to meet the needs of our clients by positively impacting outcomes.</li> <li>Employees evaluated for behaviors aligned with strategic goals and values.</li> </ul>

Strategy	Goal	Measures of Success	Key Actions
<b>Financial Sustainability</b>	Haven House has and utilizes sufficient financial resources to advance strategic goals in alignment with its mission, vision, and values.	The organization has a rolling three-year budget that supports the strategic plan.	<ul style="list-style-type: none"> <li>Develop three-year budget reflecting operational plans and meeting expectations of auditor and finance committee.</li> </ul>
		Income meets or exceeds expenses.	<ul style="list-style-type: none"> <li>Invest in critical infrastructure and innovative programming.</li> </ul>
		The organization has six (6) months of reserves.	<ul style="list-style-type: none"> <li>Surplus is reinvested in mission and strategic priorities.</li> </ul>
		The organization allocates appropriate resources toward programs, fundraising and administration.	<ul style="list-style-type: none"> <li>Ongoing analyses of program and service outcomes and cost/benefit analyses are performed.</li> <li>Succession planning is implemented for all positions.</li> </ul>

<b>Implementation &amp; Oversight</b>	
<b>Roles</b>	<p>Led by the Executive Director, the staff of Haven House share primary responsibility in implementing the abovementioned strategies by pursuing the goals as stated. Staff will ensure that accurate data necessary for measuring success is provided.</p> <p>Haven House’s Board of Directors is responsible for monitoring progress toward strategic goals in alignment with mission, vision, and values statements. The Executive Director will aid the board by updating the strategic plan dashboard with annual plan objectives and status reports.</p>
<b>Tools</b>	<p>An <i>annual plan</i> will be updated on an ongoing basis to provide details on the specific objectives, actions, and activities identified and underway to achieve progress toward strategic goals based on the Key Actions identified in the plan. A strategic plan <i>dashboard</i> will aggregate and summarize the annual plan data to reflect progress toward strategic goals based on the Measures of Success identified in the plan.</p>
<b>Process</b>	<p>Key Actions and the annual plan items identified to achieve them will be integrated into performance goals for all employees, including the Executive Director. On a quarterly basis, the Board of Directors will review the strategic plan dashboard to evaluate progress.</p>