Strategic Plan FY’14

July 1, 2013 – June 30, 2014

Approved by the Board of Directors July 11, 2013
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Section One: Mission/Vision Statement

**Mission Statement:** Improve children's health and well being by eliminating harmful housing conditions.

**Vision Statement:** All children will grow up in healthy homes free of environmental hazards, accomplished through policy and advocacy, outreach and education, direct services, and continuous collaboration.

Section Two: Values and Operating Principles

**Leadership**  
*We will be the most trusted and respected resource in children's environmental health.*

**Health and Wellbeing**  
*We will promote children's potential by ensuring their environmental safety.*

**Collaboration**  
*We will continuously seek to expand our impact by working with others.*

**Respect**  
*We will provide culturally sensitive services to all in a way that respects dignity.*

**Empowering Families**  
*We will use a family-centered approach to provide tools, resources, and knowledge to families.*

**Best Practice**  
*We will use evidence-based and data-driven methods in all our services and efforts.*

**Integrity**  
*We will be above reproach in all our personal and professional relationships.*

**Visibility**  
*We will be first in mind for those seeking to improve children's environmental health.*

**Sustainability**  
*We will continuously learn and be proactive in regards to people, planet, and profit.*
Section Three: Strengths, Weaknesses, Opportunities and Threats

Board Planning Session Draft Outcomes – Summary S.W.O.T Analysis

Definition of Strengths: Strengths represent current capabilities or competencies that are superior to those of like organizations or services and that help meet top-ranked client, customer or stakeholder needs (or give a significant advantage over the “competition” in the service area or community). Organizations need to maintain or improve key strengths over time.

Strengths (Internal):
- Strength of mission – making a positive difference and filling a necessary gap
- Executive Director – connected, collaborative, reputation, leadership, personable, passionate, credibility
- Advocacy role – working to affect change
- Good foundation for fundraising – grassroots donor base
- Core of committed and engaged board members, board’s personal connections, Board engagement/commitment, involvement, and strengthened committee structure.
- Committed staff team – devoted and service oriented, motivated, and increased skills and knowledge.
- Positioned to apply for and seek grants (good foundation and track record)
- Kept abreast of policy issues
- Extremely lean – we do a lot with very little (remarkable use of limited budget)
- Office location (neighborhood) – “the fact that we have a place”
- We value a collaborative approach with other organizations
- Systems in place to capture data, integration of the use of Salesforce.
- Recognized as a source for the mainstream media, in the news numerous times per year.
- Relationships with families served by our programs – families are coming back to serve the cause in the wider community.
- Quality strategic plan.

Definition of Weaknesses: Weaknesses represent areas in current capabilities or competencies that prevent the organization from achieving advantage, full potential, and/or meeting top-ranked client and stakeholder needs. Weaknesses also create barriers to achieving strategic objectives and diminish the fulfillment of mission. Weaknesses need to be fixed quickly before irretrievable losses in position, influence, impact or client and stakeholder “value” occur.

Weaknesses (Internal):
- Lack of both people and financial resources (including succession planning and volunteer base)
- Lack of board diversity.
- Technology and communications - no technology platform, communications plan, or leveraging of social media
- Image and visibility - minimal "brand" awareness in certain sectors of the community
- Evaluation - lack of comprehensive, self-directed program evaluation, and staff professional development plans.
- Too focused on immediate needs to collaborate well with other organizations.
Need to tighten protocols and Daily Method of Operation (DMO), especially to satisfy partner needs of health care.

As a small, community-based organization, Healthy Homes has not yet developed the capacity to meet the operating values and culture of the formal health care systems.

May be outgrowing our office location

**Definition of Opportunities:** Opportunities are trends, events, and ideas outside the organization that can be capitalized on to increase future value, impact, and significance of organizational influence. Common opportunities include emerging client segments or needs, new technologies, new services, strategic alliances or service relationships, new approaches, and/or new delivery channels.

**Opportunities (External):**
- Engaging the healthcare community (access for families, funding, and "integration"), especially with the implementation of the Affordable Care Act.
- Engaging the real estate community (investors, impacting properties, funding/philanthropy)
- Engaging landlords and property management.
- Volunteers - program, system, growing interest
- Private donations (individuals and corporations help grow our model)
- Foundations (philanthropy - especially out of town)
- Managed care plans
- Fee-based services (expand client base; protect balance)
- Visibility on issues, leadership, social media, grassroots
- Partnerships - community events, schools, etc.
- Expand services - increase training, expand geography, expand target demographic

**Definition of Threats:** Threats are possible events outside of your control that you need to plan for or decide how to mitigate. Typical threats include the entrance of a new “competitor”, “competitor’s” actions, unforeseen stakeholder actions, legislation, or regulations that will increase costs or eliminate a service, or a declining core service or distracting “tangent” or “environmental” concerns.

**Threats (External):**
- Funding – reduced federal and state monies; reduced grants, fundraising from individuals too small a portion of revenue, limited unrestricted funds, lack of diversity in funding mechanisms, private philanthropy increasingly focused in giving and restricting percentage of support, and local competition for community resources.
- Sustainability – frequent change in staff, not being able to expand to meet community needs, loss of executive director.
- Brand clarity and community awareness - inconsistency in services available, constantly changing resources, who are we (GTLO, HHC, or LHCP)?, weatherization as a distraction, no strong awareness base or strong brand beyond the Executive Director.
- The institutional demands of health care in regards to service delivery are much larger than Healthy Homes’ current capacity.
Section Four: Strategic Work Plan Blueprint

Leveraging strengths, shoring up weaknesses, maximizing opportunities, and minimizing threats.

Fiscal 2013-2014 Proposed Core Strategic Themes

Leadership and Governance - Strategically building the capacity of the Healthy Homes Coalition’s board of directors and leadership staff.
  • Needed Talent
  • Diversity
  • Board Orientation and Training
  • Policies & Procedures
  • ED Review, Succession and Professional Development

Development - Securing the necessary funding, physical plant, and human resources to deliver first-rate, innovative services at sufficient scale to meet community need.
  • Funding
  • Volunteers
  • Facility, Equipment & Technology
  • Staff

Innovation - Evaluating, improving and building upon existing programming to offer effective, innovative, and sustainable programming.
  • Program Evaluation & Continuous Improvement
  • Fee-for-service and other sustainable funding models
  • Cutting-edge Programming

Strategic Community Relations - Developing and maintaining key strategic relationships and ensuring the organization’s vision, mission and work is being communicated in such a manner that it attracts broad community support
  • Collaborative Partnerships
  • Program development
  • Marketing & Branding
“A” Goal
Implementation Timeframe: 7/1/13 through 10/07/13
These goals remain an immediate and priority concern. We are projecting significant progress in implementation to occur within the first 100-day implementation cycle of fiscal 2012-13. Note that some “A” goals may overlap more than one planning cycle.

“B” Goal
Implementation Timeframe: 10/21/13 through 1/31/14
These goals remain a high priority. “B” goals require a secondary or “delayed” focus due to other goal priorities and initial steps that must be taken and/or confirmed during the first 100-day cycle. Significant progress in overall implementation will occur by the end of the second 100-day cycle.

“C” Goal
Implementation Timeframe: 2/20/14 through 5/31/14
In light of other immediate and secondary concerns these goals will be addressed within the third 100-day implementation cycle. Some progress may be made within the first two cycles; however, goal “completion” is not projected until the end of the third 100-day cycle. June 2014 will include a thorough evaluation of progress and an updating of our strategic work plan.
**Core Strategic Theme #1: Leadership & Governance** – Strategically building the capacity of the Healthy Homes Coalition’s board of directors and leadership staff.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Goal</th>
<th>Tangible Deliverables</th>
<th>Assigned</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>1.1 <strong>Develop Committee Action Plans</strong> including measurable outcomes for FY’14.</td>
<td>Written Committee Action Plans</td>
<td>Nominating POC, Fund Development, Finance, Personnel, Marketing</td>
</tr>
<tr>
<td>A</td>
<td>1.2 <strong>Update Board Metrics.</strong> Review and revise board metrics (dashboard). Confirm a total of 6-8 key board metrics (reflecting core strategic themes) to be measured and reported on at agreed upon timeframes. Metrics should reflect funding, staff and leadership, evaluation of services, board strength, and collaboration.</td>
<td>Revised metrics</td>
<td>Board President</td>
</tr>
<tr>
<td>A</td>
<td>1.3 <strong>Board Recruitment Plan 2013.</strong> Finalize preferred board makeup and individual board member profiles to enhance board diversity and overall strength of governance and get board membership to 12 members.</td>
<td>12 board members serving</td>
<td>Nominating Committee</td>
</tr>
<tr>
<td>A</td>
<td>1.4 <strong>Board Recruitment Plan 2014.</strong> Assess board makeup, identify needs, identify prospects to meet those needs and solicit their engagement in the board beginning July 1, 2014.</td>
<td>Slate of Nominations</td>
<td>Nominating Committee</td>
</tr>
<tr>
<td>A-C</td>
<td>1.5 <strong>Track Board Progress on Strategic Action Plan.</strong> Ensure strategic work plan informs and shapes board meeting agendas, prioritized board activities, and committee work. Confirm committee charters and oversight of specific work plan goals.</td>
<td>Review strategic work plan progress at regular intervals.</td>
<td>Board of Directors</td>
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<td><strong>Implement Board Metrics.</strong> Review progress towards board metrics monthly</td>
<td>Monthly reports</td>
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<tr>
<td>C</td>
<td>1.7</td>
<td><strong>Update Strategic Action Plan.</strong> Conduct final review of progress on FY’14 Strategic Action Plan and prepare Strategic Action Plan for FY’15.</td>
<td>Revised plan</td>
</tr>
<tr>
<td>C</td>
<td>1.8</td>
<td><strong>Executive Director Review.</strong> Integrate annual strategic work plan goals into Executive Director performance review and development. Ensure a meaningful annual dialogue and evaluation collaboratively with board members. Complete written feedback, including performance improvement opportunities, into annual performance document.</td>
<td>Completed written feedback and recommendations</td>
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**Core Strategic Theme #2: Development** – Securing the necessary funding, physical plant, and human resources to deliver first-rate, innovative services at sufficient scale to meet community need.

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<td>A 2.1</td>
<td><strong>Ask Event Plan.</strong> Using the Benevon model, review commitments and metrics at all board meetings and document in board minutes. Successfully implement annual fundraising event (board involvement, participant metrics, fundraising metrics, and event evaluation targets).</td>
<td>Metrics reported at Board meetings</td>
<td>Fund Development Committee Chair</td>
</tr>
<tr>
<td>B 2.2</td>
<td><strong>Integrate Volunteer Program.</strong> Where practical, integrate volunteer use and management into existing staff responsibilities and the culture of the organization. Support continuous growth of a volunteer base through the strategic use of interns.</td>
<td>SOP approved &amp; intern engaged</td>
<td>Executive Director</td>
</tr>
<tr>
<td>C 2.3</td>
<td><strong>Staff Review.</strong> Conduct review with all staff members employed for one year or longer, including professional development plans with specific goals.</td>
<td>Completed written feedback and recommendations</td>
<td>Executive Director</td>
</tr>
<tr>
<td>C 2.4</td>
<td><strong>Sustainable Funding.</strong> Maintain a generalized multi-year pro forma budget that sets goals for organizational growth and development that markedly increases the use of sustainable (non-grant) revenue.</td>
<td>Multi-year pro form budget</td>
<td>Finance Committee</td>
</tr>
<tr>
<td>C 2.5</td>
<td><strong>Review Fee-for-Service Plan.</strong> Check in with 2013 Fee-for –Service plan to see if still relevant and if new initiatives need to be developed.</td>
<td>Reviewed Plan</td>
<td>Board of Directors via Finance Committee</td>
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**Core Strategic Theme #3: Innovation** – Evaluating, improving and building upon existing programming to offer effective, innovative, and sustainable programming.

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<td>A</td>
<td><strong>3.1 Implement Evaluation System.</strong> Implement program performance data system and evaluation program. Use previously approved data tool (“report card”) to make bi-annual reports to the Board of Directors.</td>
<td>First completed report card.</td>
<td>HH Staff</td>
</tr>
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<td>A</td>
<td><strong>3.2 Define the Problem of Asthma.</strong> Why is asthma on the rise? Why is there such great disparity?</td>
<td>Published data-driven evidence on the situation and causal factors.</td>
<td>POC &amp; other key informants</td>
</tr>
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<td>A</td>
<td><strong>3.3 Develop Key Asthma Strategies.</strong> Engage wider community to develop comprehensive action plan to address asthma incidence and disparities.</td>
<td>Establish Advisory Committee to drive development of action plan. Advisory Committee begins meeting</td>
<td>POC</td>
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<td>A</td>
<td><strong>3.4 Investigate Participant Co-Pays.</strong> Explore the feasibility and potential use of co-pays for participants to ensure a higher level of commitment to the program.</td>
<td>Staff report to the board</td>
<td>Direct Service Staff</td>
</tr>
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<td>B</td>
<td><strong>3.5 Educate the Community about the Problem of Asthma.</strong> About the asthma problem and what is going on.</td>
<td>Key messages &amp; supportive materials developed. List of targets for education.</td>
<td>POC &amp; Marketing Committee</td>
</tr>
<tr>
<td>B</td>
<td><strong>3.6 Environmental Justice.</strong> Develop a plan for increasing the organization’s deliberate work in addressing environmental and social justice. The plan shall include identification of resources to support this work in a collaborative manner that builds community will to act.</td>
<td>Board-developed and supported work plan, inclusive of funding</td>
<td>Board of Directors</td>
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<td>C</td>
<td><strong>3.7 Develop Key Asthma Strategies.</strong> Engage wider community to develop comprehensive action plan to address asthma incidence and disparities.</td>
<td>Establish Advisory Committee to drive development of action plan. Advisory Committee begins meeting</td>
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**Core Strategic Theme #4: Strategic Community Relations** – Developing and maintaining key strategic relationships and ensuring the organization’s vision, mission and work is being communicated in such a manner that it attracts broad community support

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<td>A</td>
<td>4.1 <strong>Identify Areas for Partnership Development.</strong> Craft a Partnership Enhancement Plan that identifies and prioritizes key organizations for partnership and details the outcomes of the desired partnership.</td>
<td>Partnership Enhancement Plan</td>
<td>Board of Directors</td>
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<td>A-C</td>
<td>4.2 <strong>Implement Safe Housing for Kids Leadership Campaign.</strong> Make contact with 100 key community leaders to enlist their support of achieving Healthy Homes’ vision. Conduct supportive media work to align public perception with messaging to leaders.</td>
<td>100 one-on-one’s completed</td>
<td>Marketing Committee</td>
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<td>A-C</td>
<td>4.3 <strong>Understand Community Perception.</strong> Through the existing Safe Housing for Kids Leadership Campaign, the Marketing Committee will conduct an environmental scan / focus groups to identify perceptions and understandings of the Healthy Homes Coalition and its work.</td>
<td>Final Report</td>
<td>Marketing Committee</td>
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<td>B</td>
<td>4.4 <strong>Partnership Development – Round I.</strong> Following the above Partnership Enhancement Plan, staff and other key persons will advance partnership development.</td>
<td>Evidence of new partnerships as called for in the plan (Partnership Agreements?)</td>
<td>Board of Directors</td>
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<td>C</td>
<td>4.5 <strong>Partnership Development – Round II.</strong> Following the above Partnership Enhancement Plan, staff and other key persons will advance partnership development.</td>
<td>Evidence of new partnerships as called for in the plan (Partnership Agreements?)</td>
<td>Board of Directors</td>
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<td>4.1 Identify Areas for Partner Development</td>
<td>4.2 Implement SHKL Campaign</td>
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<td>4.4 Partnership Development – Round I</td>
<td>4.5 Partnership Development – Round II</td>
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Section Five: 2014 Proposed Future State – shared vision to shape the future

Who have we worked with, touched, and served...
1. We have collaborated with the real estate sector to create a "healthy housing" driven market and to rehabilitate and improve overall housing in every community we serve.
2. We have established strategic alignment and collaborative efforts with leaders in the healthcare industry sector.
3. We have expanded programs and services to both inner-city and urban environments.
4. We work collaboratively with local, state, and federal government agencies to ensure achievement of our mission and vision.
5. We have developed a diverse and "best practice" governing board that is fully committed to our success and longer-term legacy.

What have we been doing and what have we addressed...
1. We have visited other Healthy Homes Coalitions and gathered data, shared challenges, and altered our circumstances to more closely match "best practice" service.
2. We are financially sound, growing our services, expanding our outreach and providing leadership nationally.
3. We have supported our target community (low income) through innovative fee for service and product offerings.
4. We have captured unique “on-line” space to increase brand awareness, volunteer base, and funding support.
5. We have increased education and awareness, improved services, and transitioned our private donor base to 40% of overall funding support.

Where are we located and where are we providing programs and services...
1. We have developed a strong community presence with appropriate office locations.
2. We are offering training and education throughout Michigan and the broader Mid-West.
3. We have served more than 3,000 families throughout West MI - and we're still growing.
4. We've leveraged technology to create a national presence and to expand our unique leadership in the Healthy Homes sector - we are the most trusted and respected resource.

Results have we achieved...
1. We have created a culture shift so that "Healthy Homes" work is integrated as a critical intervention strategy to ensure child health and healthy living education.
2. We have created the nation's first "Healthy Home" certification and have leveraged this opportunity to fund services to inner-city and low income families.
3. We have collaborated with national efforts to redefine "LEED" certification movement to encompass number and percentage of children living in healthy home environments.
4. We have created a "demonstration site" that integrates our administrative offices and acts as a hands-on educational tool for community members, families, and funders.
5. We have built significant financial assets to support and guard our future legacy.
6. We have documented data (ethnic disparity, complications/reduced costs, etc.) that show positive health outcomes for children and families.

- We don’t become what we wish to be, we become by the choices we make -