



Strategic Plan

2018-2023

OUR  HOUSE

The Our House Strategic Plan

2018-2023

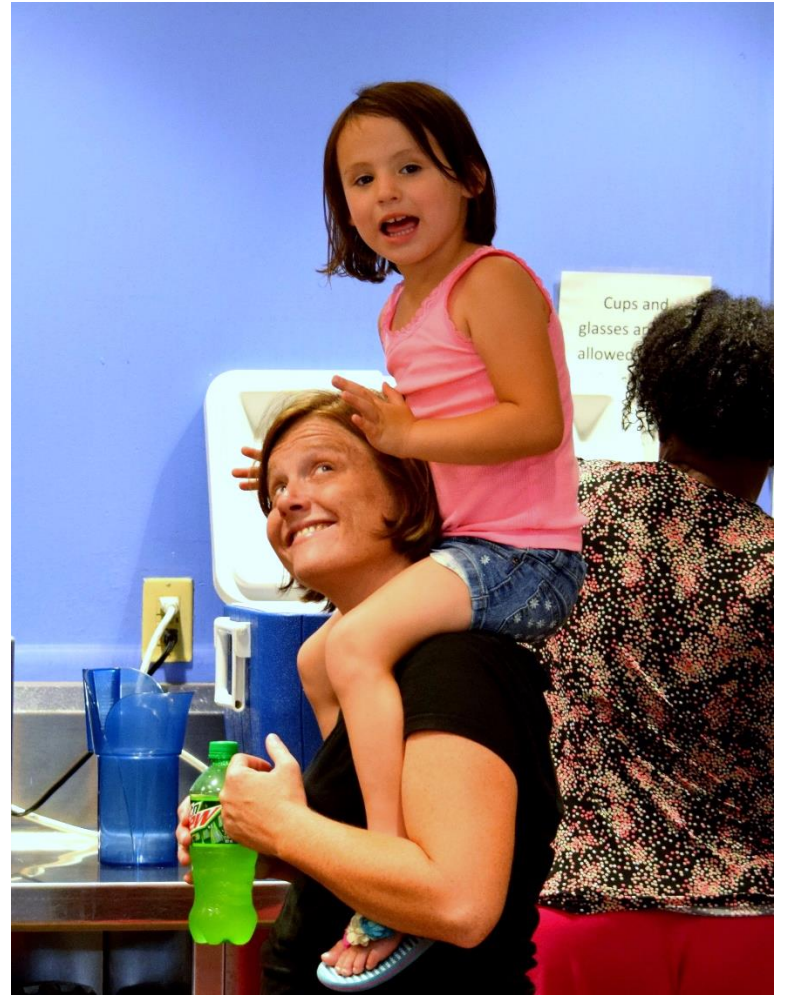
Approved by the Board of Directors on March 26, 2018

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In 2017 board members, staff, and clients contributed hundreds of comments assessing progress towards Our House's strategic goals.



Our House takes a two-generation approach, coordinating programs for children, adults, and whole families to empower them to overcome homelessness permanently.

Mission Statement

Our House empowers homeless and near-homeless families and individuals to succeed in the workforce, in school, and in life through hard work, wise decision-making, and active participation in the community.

Vision Statement

If we are successful in our mission, homeless and near-homeless **adults** will:

- A** Find and keep full-time jobs, climb the ladder into higher paying jobs that continue to support themselves and their families, and find fulfillment in their careers.
- B** Have the education necessary to succeed in future schooling, at work and in life.
- C** Live within their means, spend their money wisely, build savings, and invest in their own and their family's future.
- D** Find and maintain safe, stable housing.
- E** Have the confidence and resolve to engage with systems—schools, employers, public agencies, the health care system, and more—to secure the resources, relationships, and opportunities they will need to achieve their and their family's goals.
- F** Participate actively as a contributing member of the community, build networks of mutual support, and let their voices be heard in community conversations.
- G** Lead strong and mutually supportive families and promote their family's developmental, emotional, social, and academic success.
- H** Have the tools and ability to engage with others in a safe, healthy way.
- I** Make wise decisions that promote safety, physical and mental health, and freedom from addiction.
- J** Build the skills and confidence to dream big, set goals, and work diligently to achieve them.

If we are successful in our mission, homeless and near-homeless **children** will:

- K** Have all of their basic needs met, including safety, housing, food, and clothing.
- L** Experience stability and security.
- M** Build confidence and self-worth.
- N** Feel valued by their community and, in turn, value serving their community.
- O** Meet developmental goals and stay healthy.
- P** Make friends and experience joy in their childhoods.
- Q** Get the support they need to succeed in school.
- R** Grow up to become successful adults in their own right, breaking the cycle of poverty for their families.

If we are successful in our mission, our **community** will:

- S** Benefit greatly from the contributions of thousands of people who were empowered by Our House to overcome homelessness and achieve their goals in life.
- T** Change its perception of homelessness and homeless people to include working people and families with children.
- U** Be more engaged in helping contribute to the success and stability of homeless and formerly-homeless individuals and families, for example, by being willing to hire and rent to Our House clients.
- V** See fewer and fewer individuals and families succumb to homelessness, and quickly step in to support those that do.

Strategic Priorities

o. Introduction

Following from the Mission Statement and Vision Statement, Strategic Priorities summarizes the key strategies that have been identified as integral to Our House's success in achieving its mission. Strategic Priorities include specific objectives, strategic guidance to help with staff decision-making, and general principles and ways of working that have been identified as critical to Our House's success. Strategic Priorities was updated in 2017-2018 through a nine-month process of collecting feedback, ideas, and input from the Our House staff, board, and clients. The document that follows reflects the results of this process. Compared to the previous 2015-2020 Strategic Plan, new priorities have been added and completed priorities have been removed. Some priorities have been modified from their previous iterations to reflect changing circumstances, and some have been left unchanged, either because they have not yet been accomplished or because they reflect enduring principles that still guide Our House's work.

o.01 Strategic priorities and guiding principles for future decisions are numbered.

In the process of updating the Strategic Plan, six key themes emerged as areas of focus that will be particularly important to Our House's success in the next five years. They are:

- * Housing (1.04)
- * Mental Health (1.15)
- * Expansion into New Communities (1.20)
- * Community Leadership (2.02)
- * Public Policy (2.03)
- * Earned Income (5.11)

1. Programs & Mission Impact

Target Population

Our House's target population includes both homeless *and* near-homeless families and individuals. The term "near-homeless" signifies people who are extremely low-income, who are in crisis, who are facing eviction, who have a history of homelessness, or other factors that place them at significant risk of becoming homeless. Our House's brand and identity is closely tied to homelessness, and expanding into a more general poverty-fighting approach could potentially dilute our effectiveness and community support. Adults, children, and whole families are each clients of Our House.

- 1.01 Take proactive steps to insure programs are welcoming to and inclusive of different types of people, including the LGBT community, the Hispanic community, the disabled community, people of all faith backgrounds, and others.
- 1.02 Regularly analyze program recruitment strategies and enrollment data to ensure that programs remain focused on the target population.
- 1.03 Other clients not among the target population can be served by education programs if doing so increases program quality by providing stability or diversity to the student population or contributes to sustainability. Other clients should only be served if doing so does not cause any clients in the target population to be turned away.

Housing

Our House maintains housing for approximately 110 homeless adults and children each night, in two settings: an 80-bed emergency shelter and a 13-unit transitional housing program. Clients can stay in our housing programs for up to two years. Our House's housing programs still form the core of our approach, although they haven't been expanded in 12 years, and the basic structure of the programs hasn't changed in 30 years. The "demand" for our housing programs still far outstrips the supply. As part of the process of updating the Strategic Plan, the Our House staff kept track of all housing inquiries in November 2017 and found that we were forced to turn away 235 in one month alone, including 35 families with children. In the past five years we have significantly expanded our supportive services (case management, children's programs, career services, and more), which may create an opportunity to expand our housing programs while still maintaining our comprehensive approach to services and support. As we explore these opportunities, we will stay open to new ideas for housing programming, including potential changes to our current housing model. We will also specifically focus on better serving homeless *families*. Priorities for growing the impact of our housing programs include:

- 1.04 Actively explore opportunities to expand and improve our housing programs to better meet the needs of homeless families, including modifications to our existing housing programs, expanded on-site housing, and off-campus housing concepts such as rental assistance programs to provide subsidized community-based housing, or Our House-owned rental units in the community.
- 1.05 Continue to support and build partnerships that provide additional housing options for clients who are exiting Our House, are enrolled in our homelessness prevention program, are not a fit for our program, or cannot be accommodated because of lack of bed space.

Emphasis on full-time employment

Requiring all residents to find and keep a full-time job has been a cornerstone requirement of our housing programs since our inception in 1987. The focus on employment helps to define the specific subpopulation of homeless clients we serve, as the “working homeless” or “those willing and able to work.” This focus has helped to define and distinguish Our House in the community and is a strong driver of community support for our mission. As we have expanded our programs to serve near-homeless families, this focus has carried over into non-housing based programs, such as our homelessness prevention program CAFSI (Central Arkansas Family Stability Institute), in the form of a strong emphasis on full-time employment as a program goal. Our House’s model is centered on the idea that full-time employment for adults must be central to any family or individual’s plan for true self-sufficiency. We further reinforce this goal by providing, through the Career Center, significant assistance to help adults find and keep jobs, through job search assistance, job training programs, and adult education. The Career Center serves 800 adults each year and helps more than 500 find full-time employment. Strategic priorities for reinforcing Our House’s emphasis on full-time employment include:

- 1.06 Increase focus on helping clients find higher-paying, family-supporting jobs and sustainable career paths.
- 1.07 Build on and expand partnerships with local employers (an “Employer Alliance”) to hire our clients and to ensure our job training programs are closely aligned with local workforce needs.
- 1.08 Provide additional support to clients with prior incarceration to help them overcome the barriers that a criminal record can create in accessing employment and housing.
- 1.09 Build our capacity to provide robust financial empowerment programs—financial literacy classes, one-on-one budgeting assistance, access to mainstream financial services, and more—to help clients make best use of their income to support their families.

Children’s Programs

Our House operates an early childhood education center for 60 children ages 0-5 (Little Learners) and an out-of-school-time program for 90 children ages 6-17 (Our Club). Programs for children have been a part of Our House’s model since the early days, flowing directly from the requirement for adults to find and keep jobs. In the past 12 years, however, Our House’s children’s programs have grown from a supportive service provided for the convenience of working adults to a program designed to meet the specific needs of homeless and near-homeless children. This shift was made concrete and permanent with the opening in 2014 of the new, \$5 million, 19,000 square-foot Children’s Center, which tripled our daily capacity to serve children. Our current strategic plan for these programs is not to grow their size, but to invest in program quality and innovation to maximize their capacity to have a life-changing impact in the lives of the children and families they serve.

- 1.10 Continue to focus on providing children’s programs of the highest quality, maintaining state quality ranking (Better Beginnings Level 3) while pursuing national accreditation and aligning programming with relevant quality standards.
- 1.11 Implement programming and provide training to meet the needs of vulnerable children and families, including trauma-informed care, poverty-informed care, and other aligned approaches that respond to the specific needs of our target population.
- 1.12 Build capacity to provide support and expert assistance to help client families and programs of Our House and other agencies better meet the needs of children.

Homelessness Prevention

In 2012, Our House launched the Central Arkansas Family Stability Institute (CAFSI), which now serves 90 near-homeless families with children each day. The 12-month program is designed to provide case management and the full suite of Our House services to help near-homeless families avoid homelessness and achieve self-sufficiency. This program has had tremendous positive outcomes for the families it serves and has been nationally recognized for its success.

- 1.13 Seek out opportunities to expand our homelessness prevention services to serve more families, while better integrating the program to provide support to other Our House programs.
- 1.14 Build capacity to provide ongoing support to single adults exiting our housing programs.

Mental Health

Homeless families and individuals experience mental health challenges at significantly higher rates than the rest of the population. In recent years Our House has responded to this challenge by employing a team of social work interns to provide counseling services and by cultivating partnerships with outside agencies to provide more extensive mental health treatment. A clear finding of our effort to update the Strategic Plan for 2018-2023 is that these efforts have not been sufficient to meet the need. Community systems for meeting mental health needs often lack capacity or impose barriers that make it difficult for Our House clients to access the services they need, when they need them. Our House should seek to develop a mental health services strategy that is more robust than simply relying on existing systems but that also doesn't require Our House to become a full-service, medical-model mental health provider agency. This will require strategic focus, new resources, innovative solutions, and, potentially, systems-change efforts (i.e. attempts to change policies or procedures of community-based systems) to improve the responsiveness of community-based mental health systems to the needs of our clients.

- 1.15 Seek out opportunities to expand Our House's capacity to meet the mental health needs of clients, particularly families with children but also other clients, by increasing Our House's capacity to directly provide services, developing innovative and effective partnerships with outside providers, and driving systems-change efforts to improve the accessibility and responsiveness of community mental health systems.

Two-Generation Approach

Our House has gained a national reputation as a leading practitioner of the "two-generation" approach to service delivery, in which the needs of parents, children, and the family as a whole are addressed in a coordinated way. Our House's specific implementation of the two-generation approach includes a strong focus on empowering parents to be effective leaders of and advocates for their families. This focus drives Our House's "theory of change," a vision for how Our House and our clients collectively can have a positive impact on the systems that affect our clients' lives. (see Fig. 1)

- 1.16 Continue to develop and advance our two-generation model by carefully integrating programs and thoughtfully considering the needs of all members of the family in developing and implementing programming.
- 1.17 Develop new and enhance existing programming to empower clients to effectively navigate systems, advocate for themselves and their families within these systems, and collaborate with others to achieve collective goals.

Integrated Programs and Long-Term Support

Our programs are more effective when they work closely together to meet the holistic needs of each client, whether family or individual, and when they have sufficient time to make real progress in each area of need.

- 1.18 Develop and implement a unified intake, assessment, tracking, case management, and referral system across programs.
- 1.19 Ensure all front-line staff support integrated programming through training and close involvement from the case management team.

Learning Campus

Our House's programs are all located on a single, seven-acre campus. This single-site model helps us achieve our mission in several ways: it greatly improves the ability of clients to access the services they need, it fosters the close integration of our programs, and it promotes a culture of learning. For these goals to be achieved, our campus must remain a safe, secure, comfortable environment. Our recent program expansion has used up most of the available facility space on campus. Achieving many of the strategic objectives outlined elsewhere in this document will require expansion and improvement of our campus and its facilities.

- 1.20 Develop a comprehensive campus master plan to accommodate the anticipated growth and expansion of Our House programs as driven by this strategic plan; launch a capital campaign to raise funding and support to carry out the plan; and successfully execute the plan to make substantial improvements and additions to our campus and its capacity.
- 1.21 Proactively maintain safety, security, and maintenance of campus and its buildings, facilities, and equipment.

Performance Measurement and Ongoing Improvement

To ensure that our programs are achieving the life-changing impact required by our mission, Our House must remain committed to ongoing, meaningful performance measurement and quality improvement.

Keys to success in this effort include:

- 1.22 Maintain strong core performance measures. The ideal performance measures will be objective, quantitative, directly tied to core program goals, easily understandable and compelling to broad audiences, and aligned with external quality standards.
- 1.23 Track data, regularly assess data quality, and analyze data for quality improvement purposes. Our House currently holds staff meetings to analyze performance data for all programs for several years. This should be augmented with regular meetings within each program to analyze interim data.

Stakeholder Involvement in Organizational Development

Involving the voices of clients and other stakeholders in the ongoing development of our service model will ensure that our programs remain relevant and attuned to stakeholder needs, while also supporting our mission focus of empowering clients to meaningfully engage with the systems that affect their lives. In recent years we have built a robust method of systematically collecting client feedback and using it to inform programmatic improvement initiatives, and we have been nationally recognized for our successful approach to this difficult but important task.

- 1.24 Maintain a dedicated spot on the Board of Directors for a current or former client.
- 1.25 Collect and utilize stakeholder input on programs through diverse channels, including surveys, interviews, focus groups, Community Council meetings, and more.

Program Growth

Our House has gone through a period of significant program growth, both qualitatively and quantitatively, and the number of clients Our House serves daily has increased by five-fold since 2011. This growth has required a significant expansion in staff and budget over that time.

- 1.26 Seize opportunities for strategic, measured expansion of our programs (to serve more people or move into new service areas), tempered by acknowledgement of the need to consolidate our gains and ensure the sustainability of our expanded footprint. In evaluating opportunities for program growth, staff should prioritize those that are closely coordinated with and reinforce existing programs.

Expansion to New Communities

Our House's effective model should be replicable in other communities that wish to provide a pathway out of homelessness for individuals and families. Expansion to a new community would require substantial leadership and administrative resources, significant monetary support, and careful planning and coordination with stakeholders in the new community. Expansion would carry risks and would have an impact on Our House operations in our existing central Arkansas location, but in evaluating opportunities these risks should be weighed against the potential positive impact of expanding our reach and impact. Expansion will not necessarily involve an exact replication of the services Our House offers in central Arkansas, but will be informed by Our House's expertise as well as the specific needs of the new community. However, breadth and depth of programming is critical to Our House's model. Thus, the right opportunities for expansion will be those in which Our House has the resources and financial support to create a large and robust suite of comprehensive services in support of the Our House mission.

- 1.27 Actively explore opportunities and develop parameters for expanding the Our House model into other communities, and if the right opportunity can be found, seize on it.

2. External Impact

Contribution to the Field

With Our House increasingly achieving regional and national recognition as a model program, and with a strong management team in place, Our House will have opportunities to leverage our impact beyond our direct service to clients, by contributing to the development of effective service programs in other communities.

- 2.01 Seek out opportunities to replicate elements of the Our House model by sharing our best practices and expertise with other providers, national networks, social science researchers, and more.

Community Leadership

In recent years as Our House's size and capacity has expanded, we have either identified or been presented with opportunities to play a more active leadership role with other agencies and entities in central Arkansas by forming partnerships and coalitions, improving the function of community systems and networks, and creating new and better opportunities for our clients to succeed. Leadership and partnership opportunities present great potential benefits—expanded resources, improved efficiency, and systems-level impact—but they also come with potential risks—overstretching staff and administrative capacity or drawing us away from our core mission.

- 2.02 In evaluating opportunities to form partnerships or play a community leadership role, staff should prioritize opportunities that promote efficiency for Our House programs and that create clear benefits to Our House clients.

Public Policy

Influencing the shape of public policy to better meet the needs of homeless and near-homeless families and individuals has the potential to make it easier for our programs to have their intended impact in clients' lives and to extend our mission impact beyond the clients we directly serve. Our House's best approach is to take a measured, strategic approach to engaging in public policy conversations. More direct and sustained policy efforts, such as hiring lobbyists or dedicated policy staff, are too far outside of Our House's organizational expertise and reputation, and also would risk alienating supporters. In the process of updating the Strategic Plan for 2018-2023, this approach to policy change was strongly reaffirmed by the board of directors.

- 2.03 Provide support and seek out opportunities to empower our clients to make their voices heard by policymakers on issues of importance to them. This focus flows naturally from our two-generation approach which seeks to build the capacity of our clients to advocate for themselves within the systems that influence their lives. (See Fig. 1).
- 2.04 Take advantage of opportunities to share our organizational expertise to inform policymakers on issues of importance to Our House.

Communications

Effective communication has the potential to further Our House's mission in multiple ways: by attracting donors and volunteers to support our mission, by increasing public support for policy positions that Our House favors, and by changing public perception of issues related to Our House's work to create a social landscape more favorable to achieving our mission.

- 2.05 Utilize communications strategies that feature Our House clients front and center, that portray clients in a positive light, and that tell client stories in a way that emphasizes universal human themes.

3. Community Engagement

Broad and deep engagement from the community is integral to Our House's success. Our House benefits from thousands of volunteers, monetary donors, in-kind donors, partners, and advocates each year. Priorities for maintaining and building on this support include:

- 3.01 Emphasize regular, long-term, recurring volunteer opportunities as much as possible. Thoughtfully create volunteer roles with written descriptions, training plans, name tags, etc.
- 3.02 Deepen engagement with supporters by “cross-selling” other types of engagement: for instance, encouraging monetary donors to volunteer, or encouraging in-kind donation drives among volunteers.
- 3.03 Find ways to connect supporters more deeply with the mission and programs of Our House, through communications efforts, service learning opportunities, educational programs for supporters, and by providing opportunities for supporters to engage directly with our programs, staff, and clients.
- 3.04 Engage volunteers with professional, creative, or other special skills to contribute their skilled labor to support Our House and its programs
- 3.05 Seek opportunities to engage supporters as advocates for policies Our House has identified as strategic priorities.
- 3.06 Continue to develop avenues for the community to directly help our clients move out of homelessness by hiring them and renting to them.
- 3.07 Continue to emphasize successful engagement strategies, including monthly Open House tours, website, printed materials, and other communications efforts.
- 3.08 Continue to place a priority on recognizing and thanking supporters for their contributions.

4. Organizational Structure, Leadership, & Team Dynamics

Our House is powered by a unique organizational structure that joins the forces of many different types of people towards the common goal of fulfilling the Our House mission.

Board of Directors

Our House’s 24-member Board of Directors is one of its greatest sources of strength. Key priorities for nurturing this asset include:

- 4.01 Maintain a large board, with membership at or near the 24-member limit outlined in the Our House by-laws, and with diverse representation from many different parts of the community.
- 4.02 Ensure that the board includes members with the expertise, dedication, and availability to provide hands-on assistance to Our House in areas of high strategic importance, including fundraising, policy, program development, communications, and professional services.
- 4.03 Continue to prioritize board membership for people who are already involved in Our House’s work in one way or another.
- 4.04 Maintain high expectations of active involvement including monetary support from all board members.

- 4.05 Board members should be equipped with detailed knowledge of the mission, strategies, and programs of Our House and be given opportunities to participate in Our House programs in meaningful ways such that they are able to accurately communicate about Our House.

Executive Leadership

Strong executive leadership has been a key driver of Our House’s growth and success over the past nine years. Over the past three years Our House developed and implemented a “management team” of senior leaders that meets weekly to coordinate leadership and contribute to decision-making. This model has been very effective, and was critical to Our House’s successful leadership transition in 2017.

- 4.06 Continue to cultivate strong executive talent while also proactively ensuring the sustainability of organizational processes.

Staff

Our staff has grown significantly over the past several years, while at the same time our retention rates have increased. Keys to maintaining this growth in staff include:

- 4.07 Develop stronger HR systems that keep the existing high level of investment in the recruitment, selection, and on-boarding of new team members and improve record-keeping and feedback channels such as employee reviews.
- 4.08 Provide competitive compensation and benefits packages. Our House compensation plans have generally been in the middle of local comparable pay scales. Our House has bolstered this by offering, since 2012, a high-quality health insurance plan and, since 2018, an employer-sponsored retirement plan for employees. This strategy has proven successful at attracting and retaining high-quality program staff and should be continued.
- 4.09 Invest in professional development, training, and networking opportunities to build leadership capacity within our current team.

National Service Members

Our House currently fields 36 national service volunteers (AmeriCorps members and AmeriCorps VISTAs). Our current VISTA program began in 2007 and has been a key driver of our growth. VISTA positions must be focused on capacity-building activities and as such have been involved in fundraising, volunteer management, program development, program data collection, communications, and other back-office functions. Our AmeriCorps site launched in 2014. AmeriCorps members are required to perform direct service roles, and thus our AmeriCorps members are embedded in our programs. Both national service programs bring tremendous strength to our organization, but risks as well. Federal funding for national service programs is under consistent threat. Regulations governing eligible activities of service members are strict and zealously enforced. And recruiting and retaining so many national service members—who only receive a poverty-level stipend during their one-year terms—each year is a considerable management challenge.

- 4.10 Operate high-quality national service programs that achieve measurable impact in our organization, prioritize member satisfaction, and comply with funder requirements and maximize chances of continued funding.

- 4.11 Ensure VISTAs and AmeriCorps members are diligent about investing in the turnover process to give their successors their best possible start to the position.
- 4.12 Utilize Our House's extensive network of community supporters to conduct a robust, year-round recruitment campaign to build the pipeline for national service volunteers.
- 4.13 Provide training and programming to boost the professional skills of our national service volunteers, and provide support to help national service volunteers find fulfilling employment, service, or educational opportunities after their term of service ends.

Job Trainees

Our job training program provides on-the-job training positions to 12 homeless residents of Our House. Historically, job trainees are paid a stipend through the HUD grant that established the program. But with the launch of our resale store in 2016, we have added additional job training positions in the stores that are funded by resale store revenues. Job training positions are all focused on entry-level positions (such as child care, security, maintenance, or housekeeping) and are reserved for clients with the highest barriers to employment.

- 4.14 Further formalize the processes, procedures, and curriculum of the job training program to maximize its impact on the Our House mission.
- 4.15 Seek opportunities to grow the Our House job training program through replication at partner employer sites.

Corporate Culture

Our House has a uniquely positive and mission-focused corporate culture that should be nurtured and reinforced. Team members are encouraged and expected to take their positions seriously, work hard, work together, engage supporters wherever possible, and always remain focused on the Our House mission. Key characteristics of the corporate culture include a focus on problem-solving, capacity-building, entrepreneurialism, thriftiness, and teamwork. Priorities for maintaining this positive culture include:

- 4.16 Build internal communications systems to ensure that all team members are directly engaged with the Our House mission and aware of happenings across campus.
- 4.17 Invest in team-building activities to boost morale and foster strong relationships between team members.
- 4.18 Continue our commitment to building and maintaining a team reflective of the diversity of the clients Our House serves.

5. Budget & Fundraising

Budget growth

Our House has grown significantly in recent years to better meet our community's needs, and that growth is likely to continue in the next five years. Careful leadership will be required to ensure that the growth is managed sustainably.

- 5.01 Actively and regularly look for ways to reduce expenses through price comparisons and in-kind donations.
- 5.02 Analyze administrative capacity and costs to ensure that administrative support is commensurate with the size of the organization. This includes staffing and other resources dedicated to finances, fundraising, facilities, maintenance, information technology, human resources, and more.

Foundation and government grants

Grants from private foundations have been a big driver of Our House's growth. Government grants have been important as well but less of a focus due to the significant restrictions that tend to accompany government funds. The keys to cultivating continued growth in grant funding include:

- 5.03 Maintain a strong focus on measurable outcomes.
- 5.04 Stay attuned to trends in funding priorities and identify opportunities.
- 5.05 Maintain an updated database of all current and potential funding sources to ensure that all prospects are cultivated in a timely manner.
- 5.06 Grant funding should be pursued only when it aligns with the goals of this Strategic Priorities document.
- 5.07 Actively participate in national networks and conversations to make it easier to identify trends in funding and making connections with potential funders.

Individual and Corporate Donors

Our House has been able to cultivate a large and growing network of supporters willing to give generously of their own resources to support our mission.

- 5.08 Create and maintain an annual "Development Plan" that guides the work of the development team.
- 5.09 Maintain a database of funders and fundraising prospects that aligns with the Development Plan to enable progress tracking.
- 5.10 Continue to perfect our system of acknowledging donors including quick turn-around time on letters, online recognition, thank you calls, and other avenues of appreciating donors.

Earned Income

Our House earns income from two sources: program fees and thrift store revenue. In 2016 Our House shifted from a third-party consignment relationship with a thrift store to operating wholly owned resale stores, which go by the name From Our House to Yours. In addition to generating revenue, the resale stores also support the Our House mission by adding to our capacity to accept and process in-kind donations and by serving as an on-the-job training location for Our House clients. Also in recent years, Our House has been able to generate significant revenue from child care tuition, the majority of which comes from state-funded child care vouchers but some of which comes from private-pay clients. Our House has been approached with several ideas for new earned income endeavors or partnerships in recent years.

- 5.11 Cautiously pursue new earned income partnership opportunities provided they have a clear positive impact on our mission, pose low financial risk, and don't detract from existing programmatic operations or administrative capacity.

6. Implementation & Accountability

The principles and guidance contained in the Mission Statement, Vision Statement, and Strategic Priorities should be thoroughly integrated into Our House's personnel, procedures, and programs.

- 6.01 Incorporate strategic priorities into all management functions throughout the organization, including job descriptions, onboarding, ongoing training, and performance reviews.
- 6.02 Incorporate strategic priorities into short-term work plans for all program teams.
- 6.03 Hold regular check-in meetings for all program staff to assess progress towards strategic goals.
- 6.04 Prepare a biannual review/report to the Board of Directors summarizing progress towards strategic goals as well as reflections.

Figure 1: Our House Two-Generation Theory of Change

