Mission and Vision

Mission Statement

Our Mission is to ensure the safety and well-being of those we serve in times of crisis, challenge, and life transition.

Vision

Create resilient, strengths-based communities where people of all ages are safe, healthy, and thriving.
**Core Values (Mission and Vision in Action)**

*We will serve our clients and each other with:*

<table>
<thead>
<tr>
<th>Core Value</th>
<th>Description</th>
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<tr>
<td>Respect</td>
<td>We will treat all stakeholders—clients, volunteers, staff, referral sources, and all members of our community—with compassion and dignity.</td>
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<td>Innovation</td>
<td>We will respond to client and community needs with forward-thinking, trauma-informed, and evidence-based best practices in education and programming.</td>
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<td>Service</td>
<td>We will serve by providing high-quality, efficient, and versatile training and programs for the greatest benefit of all stakeholders in a clean, inviting environment.</td>
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<td>Excellence</td>
<td>We will conduct ourselves with the highest standards of integrity, ethics, and fiscal responsibility.</td>
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<td>Stability</td>
<td>We will consistently work together to maintain a stable organization to accomplish our mission.</td>
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<td>Sustainability</td>
<td>We are committed to environmental responsibility and protecting the world in which we and our stakeholders live.</td>
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Goals + Strategies

**FIPS**

- **Fiscal** Stability + Sustainability
- **Infrastructure** Planning + Facilities Management
- Satisfied, Supported **People**
- Professional, Compassionate **Programs** + Services
Goal 1 – Fiscal Stability + Sustainability

General

*Financial Literacy for Board and Staff*
  Conduct financial literacy workshop

*Risk Management*
  Annual risk management review

Budget

*Maintain a net zero budget*

*Operating Reserve*
  Build and maintain 6-month operating reserve (2-month reserve currently)
  Cash reserve strategy (investment vs easier access)

*Explore Alternate Revenue Streams*

*Increase Fundraising*

*Long-term financial strategic plan (multi-year budgeting)*

*Increase staff compensation*

Grant management

*Continue to improve federal and other grants management process*
Goal 2 – Infrastructure Planning + Facilities Management

Information Technology (IT)

*Improve data collection and reporting systems/KPI information for all programs*

*Education on available IT tools*

*Maximize IT efficiencies*

Create a Facilities Improvement Plan

*Identify opportunities for green improvements, e.g., solar panels*

*Sustainable home for Youthwork*

*Post-COVID work environment*

  - Remote
  - Hybrid
Goal 3 – Satisfied, Supported People

Communication

*Update marketing/communications plan*

  Develop crisis management communication plan

  Develop consistent messaging for board/staff (elevator speech)

*Increase mentoring, training, and supervision to enhance communication skills with clients, foster parents, and each other*

*Create an internal communications plan*

*Communicate programs to community*

*Increase advocacy efforts with government officials and agencies*

Succession Planning

*Review and update agency succession plan*

  Create transition plan for key management positions

  Create professional development plan for rising leaders

Employee Recruitment/Retention/Referrals

*Develop employee recruitment and retention plan*

*Support employee training/professional development*

*Long-term budgeting for wages to support retention*

*Right-sizing program + HR staff + workloads to prevent burn-out*
Goal 4 – Professional, Compassionate Programs & Services

General

Understand and promote inter-connectedness across systems (housing, transportation, childcare, mental/behavioral health, substance abuse)

- Increase communication with other nonprofits in these systems for funding, collaborative work, and advocacy
- Review + complete map project begun by Development team for the many collaborative efforts staff is involved in

Behavioral Health

- Research expanding Safe Haven and Wraparound programs to Harbor Springs
- Participate in Community Mental Health Access Efforts + Advocacy

Education and Training

- Build a list of effective training modules available to community partners
- Expand + promote internship opportunities at CFS
Goal 4 – Professional, Compassionate Programs & Services

Reimagine Programs through Prevention Preparation /Training

Research converting Pete’s Place to Transitional Living Program for 16-17-year-old runaway/homeless youth

Create Host Homes for runaway/homeless youth aged 12-15

Research options to house and serve 18-24-year-olds

Evaluate best practices + services to homeless/runaway/at-risk youth

Continue leadership/participation in Coalition to End Homelessness

Research best practice prevention programs for foster care

Integrate YouthWork into other CFS programs; e.g., Counseling, Wraparound, Youth Services

Develop Diversity/Equity Inclusion (DEI) Program

Increase internal training efforts regarding systemic racism + implicit bias

Partner with other community organizations supporting DEI efforts

Seek community expertise in DEI education

Increase diversity of staff and board