



HEARTH
A Safe Place Matters

3 Year STRATEGIC PLAN

January 2023 – December 2025

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INTRODUCTION

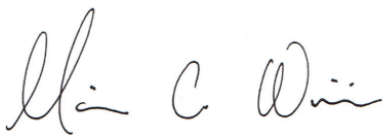
Letter from Marisa C. Williams, Chief Executive Officer

HEARTH, formerly North Hills Affordable Housing, is a nonprofit organization with the mission to provide a range of supportive services and housing that empowers homeless women with children, who are survivors of domestic violence or other trauma, to become independent, economically self-sufficient, and adequately housed.

The organization was founded in 1989 after a group of service providers in northern Allegheny County identified affordable housing as the foremost-unmet need in the area. Identifying its first project, the development of transitional housing for women and children in crisis in Allegheny County, the group raised almost \$1 million to renovate two floors of the former St. Benedict's Academy in Ross Township into 15 self-contained apartments! This transitional housing program opened its doors in June of 1995 to homeless women with children who desired to become economically self-sufficient.

In 1997 North Hills Affordable Housing became HEARTH (Homelessness Ends with Advocacy, Resources, Training and Housing). Shortly after the organization opened its doors, it became apparent that most of the 15 families the agency was serving were coming from domestic violence situations. Now twenty-five years later, the agency recognizes that domestic violence is the most common cause of homelessness for women with children and HEARTH has clarified its mission specifically to serve this vulnerable population.

HEARTH at Benet Woods is a \$2.8 million development that provides 11 attractive, permanent, affordable rental housing below market rate for working individuals and families who earn between \$25,000-\$38,000 annually. Benet Woods was created in 2011 and is the first permanent affordable family housing development in Ross Township, adjacent to HEARTH's previous location at Benedictine Place.



Marisa C. Williams
CEO, HEARTH

THE CONTEXT FOR PLANNING

Cultivating Symbiotic Relationships

AT HEARTH, through symbiotic relationships, we provide our families with the tools they need to thrive; emotionally, mentally, and financially.

Internal

Hearth's working team will create the "Goals Grid" as a framework to gather data from staff and board members, to support the strategic planning process.

The Goals Grid will then be used to validate our strategic plan, goals, and objectives over the next 3 years.

External

Hearth program leads will conduct interviews with key external partners, friends, and family of Hearth to strengthen our strategic plan by gaining external sentiment, knowledge and understanding of industry best practices.

OUTPUT FROM OFFSITE USED TO POPULATE GRID

These conclusions summarize the views of Hearth's Board members who participated in the Goal Grid Activity conducted during Hearth's offsite.

Achieve

1. The Board would like to obtain a higher level of awareness of the organization and its services throughout the community. The board also see this as an integral part of growing the donor and volunteer base which will ultimately help to achieve financial stability.
2. The Board noted to achieve its goals, the board must stabilize its members who are dedicated and committed to the cause and who hold positions within the community that can have impact on the future of Hearth

Preserve

1. Financial integrity by achieving quarterly targets throughout the strategic plan
2. The culture of service that focuses on the families and ensures the dignity of mother's is preserved
3. The leadership of Hearth which is held in high regard

3. Ability to house 20+ families by driving a greater level of partnerships with complementary organizations

Avoid

1. Inactive committees
2. Over allocating the same board members (doing most of the work)
3. Non-fit volunteers

Eliminate

1. Poor internal relationships by implementing a system of communication
2. Fixed mindsets and status quo e.g., old ways
3. Board backfills for transitioning members – must have necessary skillsets

GOALS GRID

Achieve

- Ability to house 20+
- Expand brand and community relations
- Curate and stabilize board members

Preserve

- CEO Leadership and Board reliability
- Financial integrity
- Culture of service and dignity to families

Avoid

- Inactive committees
- Non-fit Volunteers
- Over allocating the same board members

Eliminate

- Poor internal relationships
- Fixed mindsets and status quo e.g., old ways
- Board backfills with without necessary skillsets

Strategy Analysis

The What	Contact	The Why/How
1. Increased emphasis on collaboration	<ul style="list-style-type: none"> ● Sponsor and key contacts-events ● Workplace contacts 	<ul style="list-style-type: none"> ● Influential alignment of program, outcomes, mission ● Increase workplace contacts ● Cultivate workforce programs ● Engagement of youth ● Access to childcare
2. Increased emphasis on outcome measurements and accountability	<ul style="list-style-type: none"> ● Meaningful metrics defined baselines ● Program director ● Outcomes and program committees ● Case manager 	<ul style="list-style-type: none"> ● To align mission, program, and outcomes ● Improve data collection ● Outcome accountability
3. Be more effective and efficient	<ul style="list-style-type: none"> ● CRM tool ● Director of OPS ● Program director 	<ul style="list-style-type: none"> ● Create process and manage outcomes ● CRM software
4. Community focused on education and homelessness	<ul style="list-style-type: none"> ● NHCO podcast ● Homeless childcare fund ● Temp jobs 	<ul style="list-style-type: none"> ● Advocacy ● Workforce Development
5. Economy	<ul style="list-style-type: none"> ● Food pantry ● Port Authority-Katherine 	<ul style="list-style-type: none"> ● Transportation/bus
6. Permanent supportive housing and scalability	<ul style="list-style-type: none"> ● What spaces in WPA are prime for HEARTH? (3-5 years out) <ul style="list-style-type: none"> ○ Washington County ○ Fayette County 	<ul style="list-style-type: none"> ● Donation of meals from Eat n' Park ● Franchise model

STRATEGIC PLAN: 2023-2025

Purpose, Direction, and Principles

❖ **Mission**

AT HEARTH, we provide our families with the tools they need to thrive; emotionally, mentally, and financially

❖ **Vision**

Our vision is to serve as the catalyst for systemic change to end homelessness and mental anguish in our community

❖ **Values**

1. Commitment to Excellence
2. Continuous Quality Improvement
3. Dedication to partnerships

Goals, Actions Items

Goal 1: For HEARTH to be a best-in-class organization for graduates e.g., 75%

Action: Find out what best in class benchmark is

Champion: [Michelle Fontana](#)

Resources: TBD

Measurements: Annual board evaluation

Action Deadline: Ongoing

Goal 2: Secure full time childcare services on site

Action: Working with counties and municipalities to establish childcare opportunities

Champion: [Marisa Williams](#)

Resources: TBD

Measurements: Annual board evaluation

Action Deadline: Ongoing

Goal 3: Transportation

Action: Donation of cars, teaching people to drive

Champion: [Mark Hutchinson](#)

Who else could be involved? Board, Port Authority (PRT)

Resources: TBD

Measurements: Annual board evaluation

Action Deadline: Ongoing

Goal 4: Double operating budget to 2.5 million by 2025

Action: TBD

Champion: [Marisa Williams and board](#)

Who else could be involved? Board, YPB

Resources: TBD

Measurements: Annual board evaluation

Next Steps and Strategic Plan owner moving forward:

Build detailed project plan to supports the Strategic Plan. – Owner Program Director

MONITORING THE STRATEGIC PLANNING

Ongoing monitoring and revision are two important aspects of effective strategic planning. Our continuous process will include:

- Incorporating the vision priorities, goals, and actions of the strategic plan into program and individual work plans and budgets.
- Reviewing overall performance of Hearth’s results against the plan on a quarterly basis and making the appropriate revisions to the plan.

We will complete periodic reviews so that we can update the plan regularly to maintain the momentum of the plan and to maximize effectiveness.

What	How	Who	When
Regularly review goals and actions	Report progress at staff meetings; conduct projects reviews at monthly and at expanded management team meeting; review progress of goals and actions as part of staff performance evaluations as appropriate	Executive Director; Senior Leadership Team	Monthly
Keep mission and vision front and center	Begin all meetings with review of mission and vision; talk about how mission came alive this past week/month; identify how daily work supports vision	Board Chair; Executive Director	Monthly
Measure performance against values	Annually evaluate board and staff on behaviors that adhere to values	Governance Committee Chair; Executive Director	Annually Bi-annually
Report on progress toward vision priorities	Conduct quarterly comprehensive reviews of vision priorities at board and leadership levels; review progress of vision priorities as part of chief executive performance reviews	Board Chair; Executive Director	Board – quarterly; CEO annual
Report on changes to strategic plan	Adjust goals and actions to reflect actual work; renegotiate actions and timelines; revise, update, and publish plan annually	Board Chair, Executive Director	Semi-annual

Collaborative Editing - Google Doc Share Link -

<https://docs.google.com/document/d/1qpaxJMz5ygxhJxBmOLR6RuPW7caTLBbC/edit?usp=sharing&oid=107711516360911941706&rtpof=true&sd=true>