



**BLUE WATER
DEVELOPMENTAL
HOUSING INC.**

JANUARY 2025 – DECEMBER 2027

FOCUS ON OUR FUTURE:
**ORGANIZATIONAL
STRATEGIC PLAN**



Blue Water Developmental Housing, Inc.
1362 River Rd Bldg. 1
St Clair MI 48079
www.bwdh.org

Letter from Executive Director

Dear Board Members and Friends,

Our Strategic Plan outlines our organizational direction for the three-year period from January 2025 through December 2027. I invite you to read this document and embrace it as a blueprint for our collective focus and efforts.

While this plan reflects our best thinking and intentions for the future, it is also a living document. We recognize that new opportunities and unforeseen challenges may arise. To remain effective and relevant, we must be willing to adapt—responding with flexibility, creativity, and resilience. As such, midcourse adjustments may be necessary, and your continued engagement will help guide those changes thoughtfully.

I'm enthusiastic about the direction this plan provides. We are privileged with the opportunity to positively impact many lives, and how we carry out our work truly matters. This is why we continually highlight and reinforce our mission, vision, and core values throughout the organization.

Should you have any comments, questions, or suggestions regarding this plan, I encourage you to reach out. Thank you for your ongoing support, oversight, and encouragement—it is essential to our shared success.

Sincerely,

A handwritten signature in black ink that reads "Lisa M. Beedon". The signature is written in a cursive, flowing style.

Lisa M. Beedon
Executive Director
Blue Water Developmental Housing, Inc.



Mission Statement

The mission of Blue Water Developmental Housing, Inc. (BWDH) is to provide housing and support services focusing on the desires and needs of the person served, that recognizes the dignity of the individual and promotes community inclusion.

Vision Statement

BWDH will be the provider of choice for housing and support services known for a culture of continuous quality improvement, innovative services and programs, a highly trained and competent workforce, and meaningful community engagement.



Core Values

The development and delivery of services at BWDH is organized around five Core Values to help establish and maintain the highest standard of professionalism and services to consumers. These Core Values are:

Respect for Individuals

BWDH cannot succeed without people. It is the people who give this organization its meaning and its people who will make it work. BWDH believes in the idea that treating people well – with dignity, respect and with the expectation of growth and development – is fundamental to the achievement of a satisfying work experience and essential to ensuring consumers are treated with respect.

The Importance of Innovation

BWDH believes that it can demonstrate new, creative, and innovative ways of supporting, serving, and assisting people. Innovation, creativity, and inherent risks involved in doing things differently, but responsibly, are the hallmark values of BWDH.

The Importance of Teamwork

Despite the requirements of running an organization with various levels and lines of authority, those connected to BWDH believe that everyone affiliated with the organization can offer perspective, insight, and input into improving what we do, how we serve and support people and the quality of our efforts. To that end, important and creative ideas may originate at any level within the organization.

Continuous Improvement

The aspiration of excellence is also an important value. Excellence is grounded in the quality of our efforts to serve, support, and encourage, and recognize one another as important contributors to the overall success of BWDH. Improvement requires continual work in monitoring and, as necessary, modifying our policies, procedures, and practices.

Community Commitment

BWDH sees itself as a valued and integral part of the communities it serves. BWDH seeks meaningful ways to provide human services in response to under met or unmet community needs. BWDH believes that accountability to and responsibility for the local community is essential.



Division:	Organization Wide			
Goal Area	Financial Sustainability			
Brief Description	The organization relies primarily upon traditional funding sources to support services. It is apparent that these funding sources may be unable to provide the financial support necessary to deliver the desired level and quality of services. We seek to develop a broader, more deliberate funding strategy which may include, but is not limited to, investments, fund development and legacy planning.			
STRATEGIES	ACTION ITEMS	WHO RESPONSIBLE	TARGET DATE	OUTCOMES
1. Legacy Planning: Engage the community in supporting the organization by including it in asset distribution in their will or trust.	A) Continuing development of legacy plan including case statement development, donor cultivation, and outreach	Executive Director	November 2025	
2. Fund Development: Engage the community in supporting the organization by giving a gift of time, money, and/or property.	A) Commitment to Fund Development	Board of Directors & Executive Team	Report annually on endowment account activities February 2025 February 2026 February 2027	
	B) Develop a fund development plan including case statement development, donor cultivation and outreach.	Executive Director	November 2025	
3. Investment Strategy: use the organization's policy on investing to maintain an account with a qualified investment manager. Goal: An annual return of 5% on the investment portfolio.	A) Review of investment policy and strategy annually.	Executive Director and Board of Directors	June 2025 June 2026 June 2027	
	B) Provide reports every six (6) months on portfolio status.	Executive Director	June 2025 December 2025 June 2026 December 2026 June 2027 December 2027	



Division:				
Goal Area				
Brief Description	We know an effective, productive and professional workforce is key to providing excellent services. These workforce qualities are built and sustained through recruitment, training, development and retention programs that reflect best practices. The organization is committed to fostering a collaborative, inter-disciplinary environment that promotes individual accountability and excellence.			
STRATEGIES	ACTION ITEMS	WHO RESPONSIBLE	TARGET DATE	OUTCOMES
1. Recruitment: A process that attracts the right person for the position. The organization will fill 100% of the direct service positions as identified in the contract with funders. Develop and promote our brand to potential employees.	A. Identify the characteristics that make the organization a desirable place to work and use to promote recruitment events and activities.	Division Directors	September 2025	
	B. Evaluate changes to the onboarding process that reduces the amount of time from application to date or hire.	Human Resource Manager	January 2026	
2. Retention: The ability to keep employees who are productive team members. The organization will have an overall retention rate of 95% and a minimum retention rate of 80% in each residential home and supported living arrangement.	A. Access and identify effective and best practice strategies that improve the retention rate including but not limited to:			
	1. Invest in professional development.	Division Directors	September 2025	
	2. Engage and motivate employees to remain with and grow in the organization's culture using the stay interview process through ADP	Human Resources Manager	July 2026	
	3. Collect data on results of stay interviews.	Division Directors	August 2026	
3. Performance Assessment: Determination of an	A. Provide training to evaluators on assessing the employee, giving	Division Directors	May 2026	



Division:				
Goal Area				
employee's job-related actions and their outcomes in a position and setting. 100% of managers are trained in evaluation best practices.	feedback and encouraging feedback from the employee.			
	B. Evaluate uniform rating criteria	Division Directors & Human Resources Manager	February 2026	
4. Compensation Plan: The monetary benefit given to employees in exchange for services includes salary, wages, and bonuses	A. Annual review of the compensation plan to ensure the organization is within market rates for nonprofit organizations.	Executive Director	September 2025 September 2026 September 2027	
	B. Annual review of the benefits plan to ensure the offerings are the best the organization can afford.	Executive Director	September 2025 September 2026 September 2027	
5. Succession Planning: The process for identifying and developing new leaders so that when a key employee leaves that person can potentially move into the position. Ensure that one individual is identified for succession planning in each key position including the following: a. Assistant Supervisor b. Program Supervisor c. Division Director d. Executive Director	A. Revise succession plan for key positions such as executive director, division director, assistant supervisor, and program supervisor.	Executive Team and Human Resources Manager	July 31, 2025	
	B. The succession planning workgroup meets regularly, and one employee is involved in succession planning for each of the positions identified.			



Division:				
Goal Area				
e. Human Resources Manager				



Division:	Organization Wide			
Goal Area	Program Development and Expansion			
Brief Description	<p>The residential system represents a significant amount of organization. Although the residential system state-wide is not experiencing much growth, there may be opportunities to absorb existing contracts with Macomb and St. Clair County funders and to broaden services to other counties.</p> <p>Additionally, the state of Michigan continues to fund services to individuals choosing to live in unlicensed settings and there continues to be demand for community-based services.</p> <p>The organization will be attentive to opportunities to expand into other counties and develop new programs that meet the intent of the mission.</p>			
STRATEGIES	ACTION ITEMS	WHO RESPONSIBLE	TARGET DATE	OUTCOMES
1. Expand residential services.	A. Increase by one the number of licensed homes under contract with either SCCCMHA or MCCMH.	Residential Services Division Director	January 2027	
2. Expand community services	A. Develop a program expansion work plan that increases authorized supported living by 1%	Community Services Division Director		



Division:	Organization Wide			
Goal Area	Continuous Quality Improvement			
Brief Description	We commit to a quality management process that encourages BWDH team members to regularly ask, "How are we doing?" and "Can we do better?" The organization promotes an environment where management and workers strive to create constantly improving quality. It is a management philosophy used to reduce waste, increase efficiency, and increase internal and external satisfaction with services.			
STRATEGIES	ACTION ITEMS	WHO RESPONSIBLE	TARGET DATE	OUTCOMES
1. CARF: Continue using the standards to ensure quality service provision and prepare for re-certification in 2026. The organization will receive a three-year certification.	Meet bi-monthly to review and discuss CARF citations from last certification to ensure new standards are met.	CARF Committee	October 2026	
2. Performance Indicators: Ensure that indicators identified by and with the funders or CARF are met at the percentage identified.	A. Implement performance indicators as identified for each program and collect and provide information as needed and at least quarterly	Executive Team	October 2025	
	B. Compile information and submit to funder quarterly	Administrative Services Division Director	The 15 th day following the end of each quarter.	
	C. Compile information and report to Board of Directors semi-annually	Administrative Services Division Director	August 2025 February 2026 August 2026 February 2027 August 2027	
3. Organization Quality Assurance Goals: Ensure that goals which	A. Identify a minimum of three (3) annual quality improvement goals	CARF Committee	September 2025 September 2026 September 2027	



support the mission are identified, monitored and reported to stakeholders.	B. Track, monitor, and assess data quarterly	CARF Committee	The 15 th day following the end of each quarter.	
	C. Report to Board of Directors on status of goals	Administrative Services Division Director	August 2025 February 2026 August 2026 February 2027 August 2027	
<p>4. Facility Maintenance: Ensure repairs and maintenance are completed to meet licensing, contract and code standards.</p> <p>Monitoring maintenance helps ensure the living environment is safe and supports quality services.</p>	A. Provide information to program supervisor and others in charge of maintenance that identifies licensing, community mental health contract, and code standards.	Division Directors	December 2025 December 2026 December 2027	
	B. Ensure that the facility meets the standards identified in A. above.	Program Supervisors		
	C. Complete seasonal maintenance checklists as required by contract with the funder.	Program Supervisors	July 2025 October 2025 January 2026 April 2026 July 2026 October 2026	
<p>5. Facility Capital Improvements: Ensure renovations and updates are completed meet or exceed health, safety and energy efficiency standards or codes.</p> <p>A capital improvement</p>		Division Directors	January 2026 January 2027	



<p>schedule helps the organization avoid major expenses through regular and early detection of problems and replacement.</p>				
<p>6. Replacement Schedules: Ensure that appliances are repaired as needed and replacement occurs as needed or as indicated by average life expectancy.</p> <p>A schedule for replacement helps the organization avoid major unanticipated expenses through regular and early detection of problems and replacement.</p>		<p>Division Directors</p>	<p>January 2026 January 2027</p>	



Division:	Organization Wide			
Goal Area	Community Engagement			
Brief Description	We commit to developing and sustaining relationships between the organization and the community which results in greater engagement from members of the community and that provides information that enhances services and promotes the organization and benefits the community at large.			
STRATEGIES	ACTION ITEMS	WHO RESPONSIBLE	TARGET DATE	OUTCOMES
1. Public Relations: Manage the spread of information to the public. Gain exposure using topics of public interest and news that does not require direct payment. Inform the public, customers, partners, employees and other stakeholders about the positive impacts of the organization in the community.	A. Develop and implement a plan to educate the community, funders and persons served.	Executive Team & Outreach Coordinator	October 2025	
2. Marketing: Increase activity and process for creating, communicating and delivering offerings that have value for our customers, partners, and community at large.	A. Develop a plan to outreach to the community, funders and persons served.	Executive Team & Outreach Coordinator	October 2025	



Division:	Organization Wide			
Goal Area	Entrepreneurship			
Brief Description	We commit to empowering our organization to become a bustling hub of innovation, where new ideas can be developed into new ventures. Our exchange of ideas and collaborations, both in the organization and in our community, can lead to new and exciting ways of providing services and meeting the needs of our community.			
STRATEGIES	ACTION ITEMS	WHO RESPONSIBLE	TARGET DATE	OUTCOMES
1. Explore new services in St. Clair and Macomb Counties		Division Directors	January 2027	



Division:	Organization Wide			
Goal Area	Environmental Stewardship			
Brief Description	We recognize that protecting and preserving the environment is important to the health, well-being and prosperity of people, businesses and communities we serve. We are committed to incorporating environmental stewardship considerations into the ways we do business and provide services.			
STRATEGIES	ACTION ITEMS	WHO RESPONSIBLE	TARGET DATE	OUTCOMES
1. Educate employees on the importance of environmentally friendly and energy efficient activities and purchasing.	A. Develop and disseminate an energy savings checklist that identifies actions that employees can implement at the work site to have a positive impact on the environment	Division Directors	January 2026	
	B. Train and support employees on energy savings practices	Program Supervisors	March 2026	
	C. Bring in an energy consultant to assess areas where the organization can make changes or improve efficiencies.	Division Directors	August 2026	
2. Whenever possible, purchase products which are reusable, recyclable, and/or biodegradable.	A. Whenever possible, purchase products that are reusable, recyclable, and/or biodegradable.	BWDH Employees	Daily	
	B. Whenever possible, purchase appliances that are energy star rated.	BWDH Employees	Daily	
3. Increase programs of awareness related to	A. Purchase energy efficient vehicles when feasible.	Executive Director	As needed	



Division:	Organization Wide			
Goal Area	Environmental Stewardship			
transportation options that encourage purchase of energy efficient vehicles, reduce vehicle usage and increased use of public transportation.	B. Provide training to employees on tips to reduce vehicle trips and mileage	Division Directors & Safety/Training Coordinator	June 2025 December 2025 June 2026 December 2026 June 2027 December 2027	
	C. Identify opportunities to use public transportation whenever possible	Division Directors Program Supervisors	June 2025 December 2025 June 2026 December 2026 June 2027 December 2027	