Our Strategic Intent

Covenant House’s most recently completed strategic plan led to vast expansion, deepened analysis and learning, and broadened revenue diversification. Mindful of the impact that COVID-19 has had on the work and focus of our houses, we envisioned this two-year strategic plan deliberately to build on that foundation and advance the shared priorities that balance continued pandemic response with important progress forward.

Our Strategic Priorities

1. **Improving programs and impact**
   - Bring increased collaboration between our houses to ignite and leverage their innovation and grow our specialized services

2. **Enhancing our capacity as a learning organization**
   - Build our systematic ability to use data and other collected information to better inform strategy, strengthen our position as a thought leader, and draw further resources to our movement

3. **Advocating for improved public policy and government support**
   - Mobilize our houses and supporters to activate an impactful appropriations plan and build the public policy priorities that can prevent, end, or disrupt youth homelessness

4. **Advancing a growing community of diversity, equity, and inclusion**
   - Build an antiracist movement that is deliberately inclusive of all voices and amplifies the urgent need to activate just and equitable solutions to end youth homelessness, a systemic tragedy that disproportionately impacts people of color

5. **Growing and fortifying our housing continuum**
   - Develop and support movement-wide real estate management systems and best practices

6. **Continuing to grow our brand awareness and revenue diversification**
   - Grow net revenue, draw younger and more diverse audiences to our movement, and deepen the support we offer to our houses’ local fundraising

7. **Strengthening our operating model**
   - Implement enterprise-wide financial and risk management systems and unlock efficiencies by leveraging our shared purchase and investment power

8. **Reinforcing our human capital management systems**
   - Create a strong performance culture by building a modern enterprise-wide human capital management system

Our Principles

The following principles guide our planning, our decision-making, our work, and our approach.

**IMMEDIACY**
- We welcome all youth without judgement or conditions; meeting their immediate basic needs of food, clothing, medical attention, and a safe place to sleep, at no cost.

**SANCTUARY**
- We acknowledge the bravery it takes for young people to walk through our doors. We offer them a welcoming and safe environment based on absolute respect, unconditional love, and relentless support, where we believe in and encourage their resilience.

**VALUE COMMUNICATION**
- We value authentic relationships, honor the voice of our youth, and model caring relationships based on trust, respect, and honesty.

**STRUCTURE**
- We provide stability and consistency for young people to pursue their great promise.

**CHOICE**
- We honor that young people hold the power to their story. Through relentless engagement we foster confidence and encourage them to believe in themselves and make informed choices about their lives.