



**Michigan Saves**®  
The Nation's First Nonprofit Green Bank

# Strategic Plan

2022



Who we are. What we do.

# Our Mission

We promote accessible, equitable, and just investments in energy efficiency and clean energy to support healthy and thriving communities.

What we aspire to be.

# Our Vision

We believe in an equitable transition to a carbon-free Michigan where everyone has access to the benefits of clean energy and climate-resilient solutions.

What's important to us.

# Our Values

## Inclusion and Well-Being

We believe in the inherent value of all people

## Collaboration

We make transformative change when we work together

## Equity and Justice

We believe all people should have equal rights and opportunities and equitable access to resources, wealth, and power

## A Thriving Earth

We believe our earth and its natural resources should be revered and protected

## Adaptability

We are strengthened when we expand our capacity and ability to adjust to changes



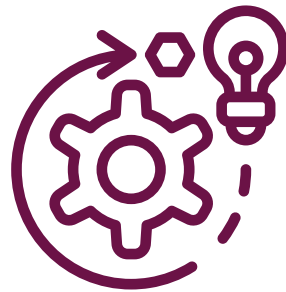
# Our 2027 Vision

It's December 2027 and our team is together for our year-end party before we take time off to spend with our families to ring in the new year. We gather with our partners and customers to celebrate everything that has happened over the last five years. As the glasses clink, we're all beaming with excitement, and we pause for a group selfie.

The walls and screens around us highlight our collective accomplishments. Newspapers, journals, and social media from Marquette to Monroe buzz with stories about our climate and energy investments that have positioned Michigan as a leader on the path to a carbon-free future. Utility bills from people all over the state show large reductions in energy costs and carbon dioxide emissions, highlighting the progress we've made on our goal to ensure that no homeowner or renter pays more than 6 percent of their total income on energy bills. Colleagues share data showing that healthy, energy-efficient homes decrease asthma and lead contamination rates for children. Business owners, schools, municipalities, and houses of worship proudly display the investments they've made in their communities because of the operational savings from Michigan Saves' programs. People are talking about new services and lending strategies that have expanded our reach into communities historically kept from the benefits of energy efficiency without any undue burden. New contractors and entrepreneurs highlight certificates of learning in the energy trades and share profitable business results.

As the celebration continues, our exceptionally diverse board, staff, partners, and customers are talking about how we've been able to address long-standing barriers to equitable clean energy. Communities and people who are benefiting from our programs are helping us design them. We're supporting clean energy jobs and entrepreneurial efforts that aim to build wealth and stability for communities of color, low-income areas, and remote populations. We're deepening and expanding our partnerships with lenders, contractors, vendors, and others to eliminate structural barriers around wealth, financial access and underwriting, education, and awareness for those who have been historically excluded. Our funding streams are strong and support vibrant, healthy, meaningful growth. Our funders are generous and inspire us to expand and continuously evolve. We encourage others to act in ways that amplify our own and our partners' leadership in this space.

Finally, as we close out the day, we uplift stories about how our work has forever transformed individuals and their communities. We measure success through these stories, we honor and are inspired by them, and we use this inspiration as our basis for establishing new goals for the coming years.



## Listen, Learn, and Create

Michigan Saves is committed to respectfully and meaningfully engaging with those historically kept from experiencing the health, safety, financial, and environmental benefits of energy efficiency and clean energy.

- Create listening opportunities to understand residents' and communities' needs
- Develop partnerships with trusted community-based organizations to uncover solutions centered in an equitable and just transition to clean energy
- Increase access to funding for those in disadvantaged communities and in communities of color



## Share Meaningful Stories

Michigan Saves centers heartfelt stories to inspire individuals and organizations to take actions that build wealth and support thriving communities.

- Create opportunities to thoughtfully engage with those that have experienced transformative change to document their stories
- Uncover opportunities to lift voices from communities of color and historically disadvantaged communities
- Discover impactful ways to accelerate messages and messengers that inspire action throughout Michigan



## Sustain and Invest

Michigan Saves grows and provides more impact by maintaining a healthy financial position that invests in work to support our mission.

- Develop funding sources that address financing gaps and provides funding to ensures access to all Michigan consumers
- Invest in mission-aligned solutions that build ongoing revenue streams to ensure organizational sustainability



## Attend to Internal Operations

Michigan Saves actively supports and engages with diverse vendors and create inclusive policies and procedures.

- Establish baseline vendor metrics and develop goals
- Review and revise policies and procedures from the lens of diversity, equity, and inclusion





## Care for Our People

Michigan Saves cannot serve others if we do not care for ourselves.

- Retain staff by ensuring they have a healthy work-life balance, feel valued and satisfied, and are given opportunities to grow
- Increase diversity of staff
- Provide opportunities to deepen staff and board understanding of and commitment to diversity, equity, and inclusion