SHELTER, Inc. Vision and Strategy
January 4, 2021
Vision Statement

“We will double the number of people served, incorporate new essential services, expand into additional counties, and increase our impact to the most vulnerable in our communities from 2021 to 2025.”
• 27% of the nations’ homeless are in California

• California ranks 49th in housing units per capita

• California has a shortage of 4M housing units

• Most providers are concentrated in major metropolitan centers

• HUD funding is prioritized towards PSH

• Currently, integration through collaboration
2025 Goals

• $25M contract run rate
• 5,000 people served annually
• CMM Level 3 – Infrastructure processes are repeatable, and programs are scalable
• SHELTER, Inc. is the employer of choice
• Growth
  • Organic and M&A
  • Philanthropy $5M
  • Two or more counties with minimum 1,000 PIT count
  • Navigation Centers in Solano and Sacramento
  • Expand or second family shelter in Contra Costa County
• Property acquisition – expand permanent supportive housing
• Service provider of choice for affordable housing developers
• Bay Area recognition (thought leadership - beyond Bay Area Council / McKinsey report)
5 Year Strategy Focus

FOCUS 1: Services Expansion

1) Employment Services – intentional effort to formalize this as a program
   a. Phases
      i. Phase 1 – provide support to existing program and shelter participants
      ii. Phase 2 – support referrals from “Prevention”
      iii. Phase 3 – expand to include employment services/workforce development to community
      iv. Future – mental health and/or disability employment support
   b. Job training (Step Up program and social enterprise effort with kitchen)
   c. Program development
      i. Seek grants
      ii. Partner with companies
      iii. Marketing/awareness
5 Year Strategy Focus

FOCUS 1: Services Expansion

2) Mental Health Center of Excellence (move from 2030 to 2025)
   a. Implement robust internship program (MFTs, MSWs)
      i. Oversight from clinical psychologist (LCSW)
   b. Program development
      i. New funding sources
      ii. Hire expertise
      iii. Expand housing opportunities (PSH)

3) Navigation Centers
   a) Emphasis on developing above services to provide “one stop” resource center
   b) Program development
      i. RFP response to establish market “entry”
      ii. Scale up services in existing shelters to complete “hub” of offerings
4) Domestic Violence (VSP) – lower priority;
   a. Organic growth - not a stand-alone service; just subset of existing programs
      i. Develop in houses expertise for participant support

5) Transitional Age Youth (TAY) – lower priority;
   i. Fulfillment of employment services and mental health programs to effectively support population
   ii. Will need to hire expertise
   iii. Extensive scope of services required – RRH, education, employment, therapy, mentorship, life skills, service/resource connection, reunification

FOCUS 2: Demographic Expansion
1) Penetrate existing efforts in Solano and Sacramento
2) Growth in counties with minimum PIT count of 1,000
   a. Suggestions: Napa, Yolo, San Joaquin, Sonoma, Marin
   b. Focus on starting with services before shelters
FOCUS 3: Service provider of choice for affordable housing developers

1) Become industry SME

2) Restructure property department
   a. Scope
   b. Expertise
   c. Leadership – Property and Asset expertise

3) Mergers, Acquisitions and Partnerships
   a. Eden Housing – service provider
   b. “Strategist” role – find partnerships and opportunities for M&A
## SWOT ANALYSIS - 2021

### Strengths
1. Ability to pivot and take on new programs
2. Breadth of program offerings
3. Dedication to growth and advancement of current LT; positive outcome for the agency
4. Strong knowledge base and experience
5. Reputation for our expertise
6. Investment in cultural competence and diversity

### Weaknesses
1. Staff technical competency
2. Perception of salary scale and benefits
3. Shortage of agency mindset
4. Silos by teams – lack of agency knowledge
5. Retention/turn over
6. Contract maximization/oversight
7. Leadership and board diversity
8. Data quality and reporting
10. Leadership communication
11. External relationship building
## SWOT ANALYSIS - 2021

### Opportunities
1. **Partnerships:**
   - a. establish new partnerships
   - b. mutual learning/co-opetition
2. Develop expertise in domestic violence, respite care, TAY, employment services
3. Increase funding and fundraising in Solano and Sacramento County
4. New programs: geographic expansion, emergency response – fire victims, COVID
5. Agency of choice for: expertise, services, and employment (staff development)
6. Expanding properties

### Threats
1. External relationships/perceptions:
2. (Outsiders, shelters only, competition)
   - a. Funding
   - b. Contract performance
   - c. Referrals
   - d. False accusations
3. Housing/rents costs rising (above FMR)
4. Compensation/benefits packages
5. IT Security: Data, cyber attacks and fraud
6. Competition for funding and growth
### PRIORITIZED SWOT - 2021

#### Strengths
1. Dedication to growth and advancement of current LT; positive outcome for the agency
2. Reputation for our expertise
3. Investment in cultural competence and diversity

#### Weaknesses:
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2. Retention/turn over
3. Contract maximization/oversight
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#### Opportunities:
1. Partnerships:
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#### Threats:
1. External relationships/perceptions
2. Compensation/benefits packages
3. Competition for funding and growth
Strategic Goals 2030

$40M run rate, Philanthropy $8M

- 10,000 people served annually
- CMM Level 4
- Regional Executive Directors
- Mental Health - Center of Excellence
- Domestic Violence programs in multiple counties
- Additional M&A
- State recognition (thought leader)
50 Year Anniversary

• $50M run rate
• 15,000 people served annually
• Philanthropy $10M