



JULY 2017 through JUNE 2020

# STRATEGIC PLAN

EXECUTIVE SUMMARY

# EXECUTIVE DIRECTOR & CEO'S LETTER

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It is possible to end homelessness and domestic violence in our community by researching best practices, pulling together resources, collaborating with stakeholders, and providing needed shelter and individualized outcome-driven services [and resources] that benefit not only the individual or family, but, in a larger sense, the community overall.

The challenges of ending homelessness and domestic violence are growing along with the distinct perceptions between the two populations. Today's decisions will determine the service models, housing needs, and other vital resources essential to sustaining people in our community.

Shelter House is seeking solutions to these interconnected issues through pioneering approaches that transcend what other enterprises are doing. Our leading experts participate in all Continuum of Care efforts in addition to the Coordinated Community Response to Domestic Violence. They are working together to create approaches that impact systems across our community.

Thirty-six years after its creation, Shelter House is at an exciting and expansive stage of development. To guide this next stage of growth, we conducted a major planning process. We solicited input from a broad range of interested parties including management, Board of Directors, professionals in health, housing and human services, and former participants of the homeless services system. Based on this process, we developed a disciplined long-term approach to expanding the scope and impact of our work.

Our strategic plan provides a clear blueprint for Shelter House's future. At its core, this plan maximizes a strengths-based approach as a nexus for innovation and the leadership within our enterprise. It outlines a focused direction to leverage our research's effectiveness, better informing decision-makers and cultivating leaders.

Moving forward, we remain committed to putting ideas into action that will solve human service challenges of today and tomorrow.

We appreciate the generous support of the Meyer Foundation in funding our capacity building and strategic planning process.

Sincerely,



Joe Meyer  
Executive Director & CEO

## VISION

Shelter House envisions a community free of homelessness and domestic violence

## MISSION

To prevent and end homelessness and domestic violence by engaging the community, building effective relationships and providing crisis intervention, safe housing and supportive services

## PROFILE

Shelter House envisions a community in which everyone has equal opportunity to help themselves and others live a secure and fulfilling life. The overarching goals are that community members:

- are **aware and informed** about their own community.
- feel **safe and secure** in their environment.
- have **sense of stability** in their lives

## WHO WE ARE

Shelter House, Inc is a 501(c)3 enterprise providing homeless services to families and victims of domestic violence. We are committed to helping produce solutions to the housing challenges many face in our community. Comprised of nearly 65 full-time employees and over 50 part-time employees, our passionate staff empower families and children to become independent citizens of our community. They bring an array of expertise including residential services, crisis intervention, housing sustainability and visionary leadership.

## MEASURES OF SUCCESS

Over the next three years Shelter House will be measuring progress toward the following targets. We will refine these goals over the life of the strategic plan.

- We will have increased the affordable housing stock based on findings of what gaps exist within Fairfax County's Continuum of Care.
- We will have entered into a formal partnership to establish a permanent location for Artemis House.
- Shelter House will be known internally and externally as the leading go-to resource for homeless prevention and rapid rehousing.
- Our enterprise will have attracted a highly diverse, influential set of leaders from high level of leadership in the public and private sectors to join the Board of Directors.
- We will have launched a new research, education, and advocacy effort within the enterprise.
- We will have implemented services tailored to youth.
- Our enterprise will have attracted and maintained a highly diverse, influential set of leaders to join the Shelter House workforce.

## COMMUNITY BENEFIT

The board and management make decisions based on the following community benefits:

- People have healthy relationships with others where they feel safe and protected
- People have a vision and viable plan for a positive / thriving life for themselves and their families
- People are contributing what they value to solutions that strengthen and benefit community
- Systems that serve the community are connected, coordinated, and easy to access and use by everyone
- People have a safe, healthy, and predictable place to be housed where they feel they belong
- People are connected to the resources and assets available in the community that support their ability to advance their life plans
- Systems are focused on and responsive to community needs and efforts that benefit the community

## AREAS OF FOCUS

The areas of focus we use to categorize our work - **PROVIDING LEADERSHIP**, having **ORGANIZATIONAL NIMBLENESS**, and ensuring a **CAREing & INCLUSIVE CULTURE** - are essential and interlocking pieces of our overall strategy. Work in each area informs and advances work in the others. We pursue our mission through a collaborative, interdisciplinary approach and deliver the highest quality service by providing unparalleled service to our clients.

### PROVIDING LEADERSHIP

Shelter House will provide leadership in the community to improve and expand our region's capacity to prevent and respond to domestic violence and homelessness

Ways in which we want to achieve this:

- Ensure existing programs and services align with national strategies and best practices established for preventing and ending homelessness and domestic violence
- Ensure existing programs and services are efficiently and effectively meeting contract and grant outcome measures and outputs
- Increase Shelter House's involvement in collective impact initiatives for solving issues around homelessness and domestic violence
- Identify system-wide gaps within homeless services, domestic violence services, and affordable housing within Fairfax County's Continuum of Care

## **ORGANIZATIONAL NIMBLENESS**

Improve organizational effectiveness and the ability to rapidly respond to changing needs within the community, our organization, our programs, and our staff

Ways in which we want to achieve this:

- Integrate industry research and data analysis into service and system design and evaluation
- Assure quality information is available and used to support strategic conversations and decision-making
- Diversify funding to include greater unrestricted funds that allow Shelter House to invest in programs and systems that fully support and augment contracted services

## **CAREing & INCLUSIVE CULTURE**

Ensure a CAREing and inclusive culture persists throughout the organization that honors all those we work with and attracts, develops, and retains a talented and diverse workforce and volunteer corps

Ways in which we want to achieve this:

- Continually assess and develop Shelter House's effectiveness at engaging and being responsive to the full diversity of people living in Fairfax County
- Continually develop and enhance Shelter House's recruiting practices and retention efforts to ensure the organization attracts, supports, and retains a diverse workforce
- Increase external visibility of Shelter House as a premier, nonprofit employer of choice that attracts, supports and retains a diverse talent pool
- Establish contingency and continuity plans for Shelter House

## CORE VALUES

The board, staff and volunteers are committed to living out the following core values in all our interactions with our clients, each other, and the community

### **COLLABORATION**

We believe that that effective communication, cooperation and teamwork improves the quality of our work and the outcomes of those we serve.

### **ACCOUNTABILITY**

We are responsible for professional decisions, actions, and services. We are dedicated to acting in a responsive, trust-worthy, open-minded and reliable manner.

### **RESPECT**

We value the diversity and uniqueness of the individual and believe in everyone's talents and abilities.

### **EMPOWERMENT**

We are committed to helping people reach their full potential by providing them with tools, resources and support.