



## **2022-2025 Strategic Priorities**

### **Our near-term vision:**

#### **LEAD THE WAY**

- ✓ Challenging entrenched systems & approaches
- ✓ 100% committed to our approach
- ✓ Unapologetic
- ✓ Audacious when needed
- ✓ Humble and comfortable with learning & innovation
- ✓ Mindful that the inherent urgency of our work must not create chaos

#### **OUR PHILOSOPHY**

We see our primary responsibility as ending homelessness in south Orange County. We know homelessness is ended only through housing. Because we believe housing is a human right, we work to improve equity in access to housing through our service delivery and our advocacy. We deliver housing and housing-focused services with dignity, respect and compassion. We are focused on doing what is right – not what is easy. We are values-driven and passionate about identifying and using the best long-term solutions and tools. We see ourselves as integral parts of the community.

#### **PROPOSED STRATEGIC PRIORITIES**

- **Engage in Smart Growth**
  - ✓ Employ a multi-disciplinary process involving leaders from all organizational departments when evaluating new program opportunities
  - ✓ Emphasize housing
  - ✓ Improve shelter through lessons learned and/or South OC opportunities
  - ✓ Grow what's working – nurture effective current programs
  - ✓ Strive toward full-cost funding for all programs
- **Create and Promote a Culture of Well-Being**
  - ✓ Nurture our organizational culture via ongoing engagement with employees
  - ✓ Align compensation with our shared work and values
  - ✓ Identify and employ technology that improves efficiency and enables creativity and collaboration
  - ✓ Ensure client well-being and dignity by employing ethical story-telling practices
  - ✓ Normalize manageable workloads that allow time for learning, planning and evaluation

- **Strengthen our Organization**

- ✓ Prioritize equity and justice around issues including race, ethnicity, gender, sexual identity and disability
- ✓ Create internal accountability through group agreements and organization-wide evaluation
- ✓ Secure our future by identifying and developing emerging leaders
- ✓ Ensure key infrastructure areas (finance, HR, development/marketing) are growing in proportion to program growth.
- ✓ Identify and secure cash management resources

- **Build Upon our System and Regional Leadership**

- ✓ Invest staff time in efforts that improve our local and regional systems
- ✓ Assert ourselves as a leader and educator on best-practice solutions
- ✓ Deepen community engagement, especially among supporters
- ✓ Employ marketing as advocacy, and advocacy as marketing
- ✓ Resolve to deepen collaborations to innovate and strengthen ourselves and our partners
- ✓ Ensure a best-practice volunteer program that engages our community

## **OUR STRATEGIC LENS**

Over the past 36 months we employed our strategic lens as a tool to view new opportunities, projects and work. These questions have served us well. We will continue to employ them within a more structured, multi-disciplinary internal framework for growth decision-making. When considering opportunities, we will ask:

- Does this advance us toward ending homelessness (does it get and keep people housed)?
- Is it consistent with our values (Compassion, Acceptance, Responsibility, Integrity, Creativity, Flexibility, Community)?
- Is it a match with our experience and skills? Is it in our wheelhouse?
- Can we do it well?
- Does it improve our financial position?
- Do we have the capacity?
- Can we maintain employee well-being while adding the tasks associated with this opportunity?
- How will it impact our structure and infrastructure?
- Is it interesting, challenging and good for our learning and growth?
- What is the cost of not doing it?

## HOW WE WILL LIVE OUR VISION

- Create a bold, agile, collaborative organization
- Be the leader in ending homelessness in our communities and region
- Understand and accept the limits of our capacity for growth, mindful of maintaining financial health and employee well-being.
- Become the employer of choice for people working in our field
- Promote an internal culture of leadership and continuous leader learning
- Steadfastly aim all programs at housing and keeping people housed
- Be wildly creative and entrepreneurial in sourcing housing
- Study, refine, create, and adequately fund the supports needed to keep people housed
- Inspire our communities to love us through listening, good work and powerful storytelling
- Engage and grow our donor base with our bold vision and work
- Accept challenges and failure as learning