



## Strategic Plan

- **Goal 1. Provide comprehensive resources to meet families where they are in order to prevent or minimize the occurrence of homelessness and to support a hopeful and bright future for their children.**
- **Measures of Success**
- **Percent of families who find and retain permanent housing (in our program and after they leave our program)**
- **Reduction in average length of stay in Shelter**
- **Percent of families who achieve their employment and income goals**
- **Reduction in number of families experiencing homelessness in Metro Nashville**
- **Resources to support development and resiliency available for children and youth**



## Strategies for Goal 1

*Ensure that a robust Prevention strategy is in place to keep families housed.*

*Explore and implement Diversion strategies that work for families in our community.*

*Expand, develop and retain our network of landlord partnerships and other affordable housing options.*

*Develop and offer services that support resiliency and enrich childhood development, including resources for children and youth once their families are housed.*

*Provide wrap around services for families including employment, financial literacy and mental health/substance abuse resources.*



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- **Goal 2. Advocate for effective community strategies through forging partnerships and promoting policies that will bring an end to family homelessness.**
- **Public sector policies in place to end family homelessness**
- **Extent of collaboration with community partners**
- **Feedback from key partners and stakeholders**



## Strategies for Goal 2

*Educate policy and decision makers about what works in solving family homelessness.*

*Convene and leverage resources of our public sector and community-based partners to end family homelessness through collective input.*

*Research and communicate current trends, issues and proven practices in ending homelessness and improving the future for families.*



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- **Goal 3. Expand financial support and awareness to increase our community's investment in ending family homelessness.**
- Total funds raised
- Development targets met by sources of funding
- **Number of new and retained donors**
- Indicators achieved for marketing/communications plan



## **Strategies for Goal 3.**

*Offer more opportunities for corporate engagement through volunteer projects, connection with families, events, and financial support.*

*Continue to build upon and seek new relationships with foundations and faith communities aligned with our mission and goals.*

*Evaluate and update our traditional events as needed and seek more opportunities for third party events that benefit Safe Haven.*

*Foster a culture of philanthropy and engage each board member in a meaningful and rewarding development role.*



## Strategic Plan

- **Goal 4. Build organizational capacity to achieve and sustain excellence in leadership, programming, and operations as we grow.**
- Staff feedback, performance and retention
- Board indicators for engagement (attendance, active roles, giving, etc.)
- Volunteer hours, feedback
- Meet or exceed standards for operational and management excellence
- Adequacy of space to support effective programming and operations



## **Strategies for Goal 4.**

*Foster a supportive, trauma informed and client centered culture throughout the organization*

*Evaluate and refine staffing structure as we grow to support families and meet operational needs.*

*Monitor and continuously improve safety practices and address risk management.*

*In addition to the annual budget process, maintain a rolling three-year financial forecast with contingencies based on various assumptions about revenue and expense*





## Some Recommendations

*We need to understand that we are in a crisis and that it is going to take all of us working together to attempt to fix this*

*This is very difficult work; we have to focus on the issues*

*We need to understand what is working and fix what is not*

*We need more lived experience on our staff and on our Board*

*The time is ripe for our employment program: there are jobs everywhere; we have to deal with the barriers (employment history, child care, transportation) and address them*

*We can never do enough for the children in this program*