

# PATHWAYS AHEAD

**Moving unhoused neighbors  
into homes**

## Our 5-Year Strategic Plan

Hello Friend,

We are proud to introduce our new approach to confronting the homelessness crisis. Our new 5-year strategic plan, redefines our path forward. It builds on our innovative interim-housing model and expert service delivery to ensure that our unhoused neighbors have the housing and support they need to thrive. We are opening doors and creating pathways ahead for our neighbors and communities.

In many ways, our 5-year strategic plan was inspired by partners who share our commitment to powerful outcomes on this issue. Our sharpened and clarified mission and vision, as well as the pillars and priorities drive our efforts to scale our impact on the lives of our unhoused neighbors. This requires all of us doing our part and doing our part well. Working together, we can make a deep and lasting difference in Silicon Valley.



Aubrey Merriman  
Chief Executive Officer

### LifeMoves

**~400**

full and part-time employees

**\$60 million**

annual budget FY23

**40 years**

servicing the community

### Our Impact

**288,000**

shelter nights provided in 2022

**2,100**

clients returned to stable housing in 2022

**82%**

of families staying at a LifeMoves site  
return to stable housing

**78%**

of all LifeMoves clients return  
to stable housing

# About LifeMoves

LifeMoves is the largest provider of interim housing and services for people experiencing homelessness in San Mateo and Santa Clara counties. With 26 shelter and service sites, LifeMoves gives unhoused people a temporary place to call home while providing intensive, customized case management through both site-based programs and community outreach.

## A Comprehensive Approach That Works

Bringing 40 years of expertise in supporting people experiencing homelessness, LifeMoves is on the vanguard of innovative approaches to homelessness. We've learned that each person has a different reason for ending up on the streets. Whether loss of a job, death of a spouse, medical costs, domestic violence, addiction, or untreated mental health issues — unless these issues are addressed, people won't remain housed for long.

That's why LifeMoves has evolved its model to meet people where they are in their life's journey, provide supportive services to address their needs, and create a new kind of interim housing designed to build self-sufficiency. Our strategic plan will help us scale this model to meet the growing needs in Silicon Valley.



## Our Mission

End homelessness by providing interim housing, support services, and collaborative partnerships.

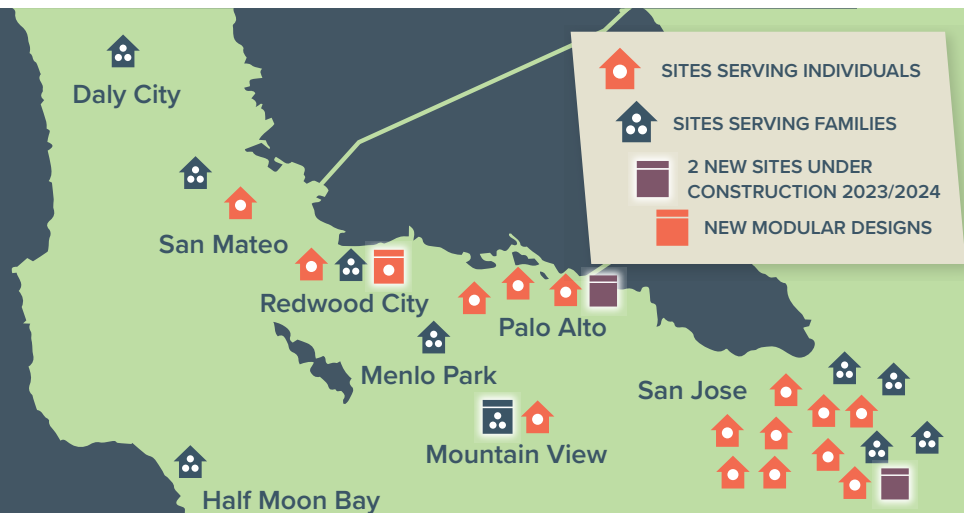
## Our Vision

We envision thriving communities where every neighbor has a home.

## Our Pillars

- Provide critical housing and support services.
- Collaborate with partners and our communities to meet demand.
- Engage and treat our clients and staff with dignity and respect.

Our new sites throughout San Mateo and Santa Clara Counties will increase the total number of clients served per year from 7,000 to 10,000.



LifeMoves operates 26 facilities across San Mateo and Santa Clara Counties.

# Our Strategic Plan

## The Need

LifeMoves has seen robust growth in the last few years, growing from \$23.8M in FY2018 to \$60.1M in FY2021. The opening of the 100-unit Project Homekey interim housing community in Mountain View in May 2021 is a testament to our recent momentum. This extraordinary growth in services and impact has come with some growing pains. Infrastructure and staff are both stretched, with the added pressures of COVID-related complexities further stressing the organization.

**LifeMoves finds itself at the crossroads of balancing the current spotlight on homelessness and the growing need for its services with its capacity to deliver those services in a consistent and high-quality fashion.**

Growth in interim housing units and services has outpaced our data system, staffing models, internal processes and systems, and overall physical infrastructure. We are at a critical inflection point where we need to invest in our foundations and capacity in order to deliver high-quality programs, services, and ultimately, successful outcomes for the populations we serve.

## Intelligent, Focused & Sustainable Growth

Our Strategic Plan calls for investing in the following areas:

- Client Experiences & Support Services
- Data & Metrics Infrastructure
- Strategic Investments
- Staff Development & Well Being
- Capital Improvements
- Operational Excellence



## A Plan for Growth

**Our strategic plan takes all the above factors into account and is built around the central principle of sustainable, focused, and intelligent growth over the next few years.**

Our plan positions LifeMoves to maximize our impact and effectively avails us to take advantage of future funding streams within San Mateo County and Santa Clara County. The plan reflects the thinking and input of numerous internal and external stakeholders and the work of the Staff Core Strategy Team and the Board Strategy Task Force.

# Our Strategic Plan

## Strategic Pillar 1: **Clients**

**Reimagining our client experience and strengthening our foundations to scale impact.**

1. Enhance operational models to enable consistent client and staff interactions.
2. Address facilities and infrastructure needs across programs and sites.
3. Increase staffing levels for client impact and mitigate staff burnout.



## Strategic Pillar 2: **Staff**

**Nurturing high-performing, motivated and driven teams.**

1. Build a “Learning and Development” culture — strengthen everyone’s ‘Best Self’.
2. Implement structures that support work-life blend.
3. Enhance our culture of trust, collaboration, and belonging.



## Strategic Pillar 3: **Community**

**Developing and demonstrating our evidence-based model and engaging the broader community in a solution.**

1. Deepen partnerships with counties and providers in the ecosystem to drive greater impact.
2. Incorporate lived experience and feedback into programs for continuous improvement.
3. Execute pilots and projects to test for success factors and develop evidence-based models for exits to stable housing.
4. Create a data infrastructure and analysis system to track outcomes across client populations over time.



## A Path Forward

We envision a future of thriving communities where every neighbor has a home. It is said that the best way to predict the future is to invent it. This plan helps us invent that future.