

## OUR VISION is to end homelessness.

Our 2026 – 2028 strategy is designed to move us closer to realizing that vision by building upon Housing Forward's strengths: our position as a trusted service provider, innovator, and community connector. Over the next three years, Housing Forward will lead bold housing solutions, strengthen our organizational foundation, and sustain the mission by investing in our leadership and financial health.

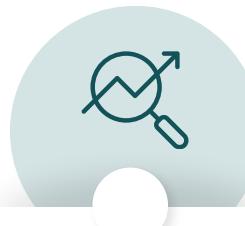


## PRIORITIES



### LEAD

Lead solutions that prevent homelessness and promote housing stability.



### STRENGTHEN

Strengthen organizational culture by prioritizing operational excellence in talent, processes, and services.



### SUSTAIN

Sustain and grow investment in our mission to ensure long-term impact.

# LEAD

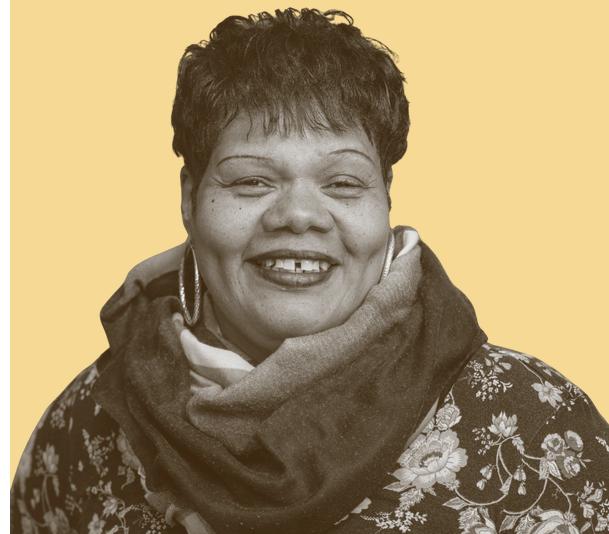


Housing Forward will lead solutions that prevent homelessness and promote housing stability.



Housing Forward recognizes a fundamental truth: people and families thrive when they have access to consistent, stable housing. Our strategic focus prioritizes prevention and stabilization—minimizing time spent on crisis response and accelerating pathways to permanent housing.

- **Use data to inform pathways to stable housing.**
- **Enhance comprehensive partnership models that prevent inflow into the homeless system.**
- **Strengthen Housing Forward's service model to improve person-centered strategies that meet people where they are, and sustain client engagement to help clients thrive, and to integrate into their communities.**
- **Create pathways to stable housing through renovation and new development.**
- **Increase public awareness of policies and practices that support homelessness prevention, access to care, and housing stabilization.**



## MEASURES OF SUCCESS

- 1) Reduced length of time between unsheltered, sheltered and housed
- 2) Number of new and preserved housing units
- 3) Increased public support for housing prevention and stabilization

# STRENGTHEN



Strengthen organizational culture by prioritizing operational excellence in talent, processes, and services.



As the Housing Forward has grown in scale and complexity, so too has the need for intentional investment in our foundation. Housing Forward will enhance our internal capacity ensuring staff are supported, systems are aligned, and decision-making is informed.

- **Invest in staff development and communications.**
- **Implement Housing Forward's technology roadmap to improve client, staff, and volunteer engagement and create efficiencies.**
- **Drive organizational excellence by achieving external quality certifications.**
- **Implement business training, tools, and systems to support excellence in organizational decision making.**
- **Explore the operational and financial viability of becoming a Medicaid provider.**

- 1) Increased staff retention
- 2) New staff leaders from internal promotions
- 3) Increased knowledge to support staff decision making

4) Improved efficiencies and accuracy that allow for greater time and resources dedicated to client services

5) Data systems that create information for education, advocacy, and decision making

6) Medicaid ROI completed

7) External certifications obtained



# SUSTAIN

Sustain and grow investment in our mission to ensure long-term impact.



As Housing Forward looks towards embracing the opportunities ahead, we will do so by strengthening our financial health, navigating funding transitions, and investing in board and staff leadership. These ingredients will position Housing Forward to be bold, flexible, and ready to realize opportunities to create innovative, sustainable solutions to persistent homelessness while also managing change.

- **Strengthen the financial health of the organization by implementing best-in-class management approaches.**
- **Plan for the dual impact of funding transitions on Housing Forward's services and financial health.**
- **Increase private revenues to create greater flexibility for organizational operations and program investments.**
- **Develop leadership plans to sustain the organization for the long-term.**

## MEASURES OF SUCCESS

- 1) **\$2 million operating reserve (30 days cash on hand based on Housing Forward's current budget)**
- 2) **\$500,000 in working capital**
- 3) **Days in A/R less than 60 days**
- 4) **Increase in private funding to 25% of organizational revenue**
- 5) **Succession plan completed**

