



ShelterHouseTM
CHANGING LIVES

Strengthen & Sustain

FY2025 – FY2027 Strategic Plan

EXECUTIVE SUMMARY

Over the past three years, the context of human services has changed drastically, with homelessness rising by 12% nationwide. As nonprofits like Shelter House have stretched to meet the needs of the community post-pandemic, we have been pushed to grow, adapt, and most of all – to *respond*.

At Shelter House, we responded to the growing crises of homelessness and domestic violence by rapidly expanding and increasing our services. In all ways, we are doing more – operating more programs, serving more people, and providing more comprehensive support to each household we serve. As a result, we are serving nearly 700 more people each year than we served prior to the pandemic - a 63% increase in individuals served.

In many ways, the past three years have been a sprint. Our team has worked quickly and tirelessly to meet the needs of the community, and we are not the same organization today that we were three years ago.

It is with this backdrop of growth, expansion, and change that we developed our FY2025 - FY2027 Strategic Plan, gathering feedback from Shelter House staff and leadership via anonymous surveys, group listening sessions, Town Halls, team brainstorming sessions, and individual interviews. The feedback from our dedicated team established a clear path forward – over the next three years, our focus as an organization is on stabilizing, sustaining, and ensuring a strong foundation for future growth.

Shelter House's mission is more important than ever, and it is through this plan that we will continue to make a lasting impact in our community for years to come. Our team is excited to get started, and grateful for the continued support of our wonderful volunteers, donors, funders, and partners. With your support, we are changing lives.

Dani Colón, Chief Executive Strategist
Shelter House, Inc.



The background of the entire page is a photograph of several hands of different skin tones cupping a small, dark purple heart. The hands are positioned around the heart, with fingers slightly curled. The image has a soft, slightly blurred quality. A dark blue rectangular overlay covers the top half of the image, serving as a background for the title text.

Our History

Changing Lives for Over 40 Years

Shelter House, Inc. was founded in 1981 as a grassroots responder to the homelessness crisis in Fairfax County when community volunteers from several ecumenical groups joined together to help address the needs of their homeless neighbors. They started by providing direct emergency assistance such as food, blankets, and warm clothing, distributed from the trunks of their cars.

The tragic hypothermia death of a homeless man on Christmas Day in 1983 galvanized the community to do even more. Churches opened winter shelters, and Shelter House volunteers and others advocated to Fairfax County Government to devote more public resources to the homeless. As a result of this advocacy, Shelter House secured a County contract in 1985 to open one of the first homeless shelters in Fairfax County. Today, Shelter House provides a spectrum of homeless services and housing solutions to prevent and end homelessness and domestic violence in Northern Virginia.

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

Vision

We envision a community free of homelessness and domestic violence.

Values

iCARE

Inclusivity
Collaboration
Accountability
Respect
Empowerment



FY25 - FY27

Strategic Priorities

**CONSISTENT AND
IMPACTFUL SERVICES**

**ORGANIZATIONAL
CULTURE**

FISCAL SUSTAINABILITY

**OPERATIONAL
EFFICIENCY**



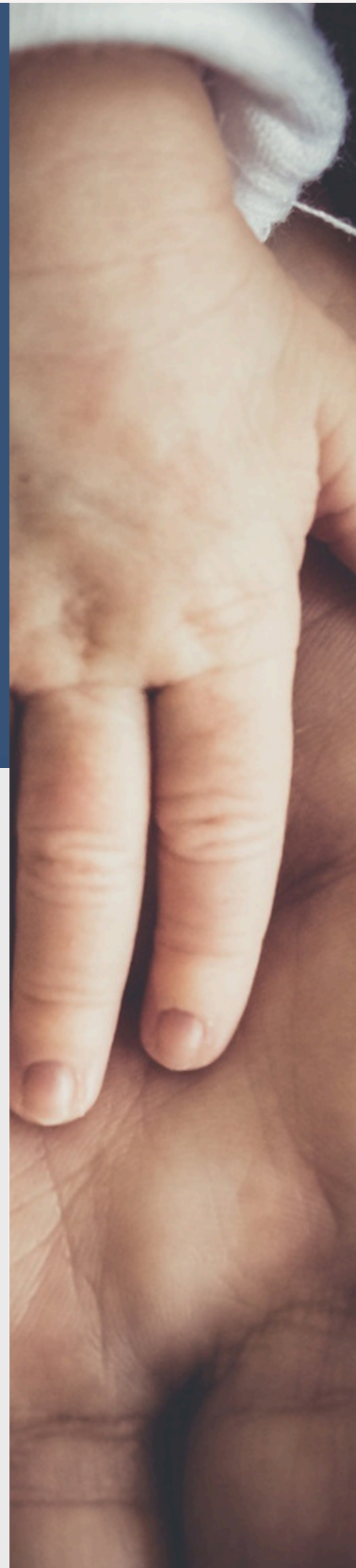
FY 25 - FY27 | Goals & Objectives

Provide **consistent and impactful services** to persons experiencing or at-risk of homelessness and victims of domestic violence

- Develop and implement service standards to ensure consistent delivery of high-impact services.
- Build cohesive program teams that consistently deliver exceptional services.
- Utilize financial and program data and reporting to enhance overall service delivery and inform decision-making.

Enhance Shelter House's **organizational culture** and commitment to the core values of Inclusivity, Collaboration, Accountability, Respect, and Empowerment (iCARE)

- Attract, develop, and retain a high-performing workforce.
- Improve overall employee engagement, morale, and satisfaction.
- Strengthen the capacity and skillset of employees.
- Increase the impact and visibility of Shelter House's Diversity, Equity, Inclusion, and Belonging work.





Ensure current and future **fiscal sustainability** of the organization

- Increase fundraising revenue by at least 15% year to year.
- Build Shelter House reserves to support 3 months of operating costs.
- Ensure a return on investment for all programs and positions.

Improve Shelter House's **operational efficiency** and capacity to achieve its mission

- Strengthen internal processes to enhance efficiency, productivity, and consistency across the organization.
- Implement a staffing structure that supports the organization's ability to achieve its mission.
- Equip employees with the information and resources they need to be successful in their roles.



A NOTE FROM THE CEO

As we embark on this Strategic Plan, it is clear that Shelter House is at a critical stage of its development as a nonprofit. As CEO, my primary focus has always been on people – the people we serve, and the dedicated staff who do the work. I'm proud to say that this plan focuses on the most critical needs of both.

Over the next three years, the work we accomplish will improve the experience of the individuals and families we serve and the dedicated and passionate professionals who choose to work for Shelter House. I am grateful for our outstanding team and our supportive Board of Directors, and I am honored that we have the opportunity to serve our community.

Preventing and ending homelessness and domestic violence is not an easy task, and we cannot achieve it alone. The support of our generous funders, donors, and volunteers makes all the difference. Thank you for supporting Shelter House, and we look forward to sharing this journey with you. Together, we are Changing Lives.

Sincerely,

Joe Meyer, CEO
Shelter House, Inc.





Join Us

Together, we're Changing Lives.



Corporate Sponsorships
Employer Match
Legacy / Planned Giving
Major Gifts
Volunteer Opportunities

