

LifeMoves

EXECUTIVE SUMMARY

FY27-29 Strategic Plan Overview

Our Plan for More People to Find *Home*

LifeMoves' three-year Strategic Plan outlines how we will help more people experiencing homelessness in San Mateo and Santa Clara counties find permanent housing and stay housed.
The plan comes at a time when government funding and housing programs are changing. With less certainty about future funding and the Homekey program that supported much of our recent growth coming to an end, we must find new ways to strengthen our services, use our resources wisely, and build strong partnerships.

Our plan focuses on four key priorities, all working toward one goal: **helping more people move into permanent homes and stay there.** We will measure our progress through eight clear goals and share updates each year so our community can see what we are achieving, what we are learning, and where we need to improve.

Our Vision for the Next Three Years

Helping More People Find Home. And Stay Home.

At LifeMoves, we are measuring success by one clear goal: helping people move into permanent homes and stay housed. This is our North Star, and it guides everything we do, from the services we provide to the partnerships we build and the decisions we make.



Reaching this goal starts with making sure people receive the right support at the right time. That means connecting them with the services and resources they need, helping more people move into permanent housing, and providing the support that helps them stay housed for the long term.

Our North Star is more than a three-year goal. It is our long-term commitment to helping people find a place to call home and build a stable future. Our FY2027–FY2029 Strategic Plan outlines how we will turn that commitment into results.

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Our Four Strategic Priorites

How We'll Make It Happen

To help more people find permanent housing and stay housed, LifeMoves will focus on four key priorities over the next three years. Together, these priorities will help us strengthen our services, use our resources wisely, build stronger partnerships, and find new ways to improve results for the people we serve.

1. Help More People Find and Keep a Home

- Work with community partners to help more people access housing and support services while making the best use of available resources.
- Continue learning from our work and improving our services based on what gets results.
- Provide consistent, respectful, and compassionate care that recognizes each person's needs and experiences across every site.

2. Make Our Programs Stronger and More Effective

- Improve how we work so our programs run smoothly, consistently, and can adapt to changing needs.
- Support our staff and build a workplace where people have the tools and training to do their best work.
- Use technology, including AI, and data to improve services, save time, and reach more people.
- Stay focused on our most important goals and use our resources wisely.

3. Build Partnerships That Create Lasting Change

- Work with local and state leaders to support policies and programs that help people move out of homelessness.
- Share our knowledge and experience to help improve how our communities respond to homelessness.
- Build stronger partnerships with government agencies, businesses, nonprofits, and community supporters.
- Grow and strengthen our funding sources so we can continue providing services for years to come.

4. Learn, Improve, and Expand What Works

- Use data and research to understand what's working and where we can improve.
- Test new approaches to helping people find and keep housing, and expand those that show strong results.
- Build better tools and systems to support our programs as we grow.
- Share what we learn with partners and community leaders to help improve services and shape better solutions to homelessness.



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How We Will Measure Our Process

Accountability and Metrics: Tracking Our Three-Year Progress

Over the next three years, we will track eight key goals to measure how well we are helping people get the support they need, move into permanent housing, and stay housed. 2025 results show where we started. A dash (—) means we will begin tracking that measure in 2027. Our 2029 goals show what we aim to achieve or maintain by the end of the three-year plan.

Help people get the right support	2025 Result	2029 Goal
People in interim housing who receive the recommended amount of case management support	-	**90%**
People in interim housing whose length of stay meets their needs	-	**90%**

Connect people with the resources they need	2025 Result	2029 Goal
People who say LifeMoves provides the support they need to reach their goals	-	**90%**

Help more people move into housing	2025 Result	2029 Goal
People served through street outreach who accept a place in interim housing	18%	**21%**
People served through street outreach who move directly into permanent housing	8%	**9%**
Single adults in interim housing who move into permanent housing	26%	**30%**

Help people stay housed	2025 Result	2029 Goal
Single adults who remain in permanent housing at least one year after moving in	90%	**90%**
Families who remain in permanent housing at least one year after moving in	96%	**96%**

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Tracking Our Progress

Staying Focused. Measuring Results. Making Improvements.

LifeMoves is committed to making progress toward our goals and being accountable for the results. Our leadership team will review progress every three months and share updates with our Board and staff.

To support our Strategic Plan, we will focus on five key areas for FY27:

- Setting clear goals: Make sure staff across the organization understand their goals and how their work contributes to our mission.
- Using data to improve services: Strengthen our systems to better understand the people we serve, track results, and improve our programs.
- Working better together: Create clear, consistent ways of working and strengthen teamwork across departments to support our fundraising and program goals.
- Making better use of resources: Improve how we manage contracts, funding, and daily operations to work more efficiently.
- Using technology to improve our work: Use new tools, including AI, to reduce routine tasks, support better decisions, and allow staff to focus more time on the people we serve.

By tracking our results and continuing to learn, we can make better decisions, strengthen our programs, and help more people find permanent homes and stay housed.





