



UNITY CARE 5-YEAR (2021-2026) STRATEGIC PLAN

Executive Summary



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UNITY CARE ROADMAP TO END FOSTER YOUTH HOMELESSNESS

In 2018, we started a journey of assessment and planning to build on our 25-year foundation of serving our community's most vulnerable population: youth in the foster care system. We were honored to be selected as part of the grantee cohort of the Edna McConnell Clark Foundation's PropelNext initiative.

PropelNext helps promising nonprofits transform their passion for serving disadvantaged youth into data-driven insights and practices that amplify their impact on young peoples' lives. Our work with PropelNext has helped us hone and enhance our client services using data-driven decision-making.

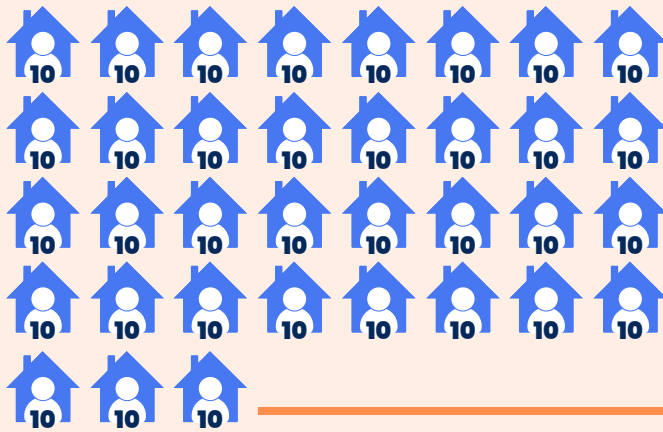
In 2020, in partnership with PropelNext, we launched a 7-month intensive strategic planning process led by the Stanford Graduate School of Business Alumni Consulting Team (ACT).

The outcome is Unity Care's new five-year strategic plan that **fortifies our impact on foster youth success.**

STRATEGIC PLAN

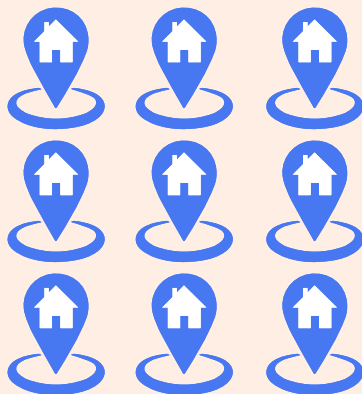
Our 2021–2026 Strategic Plan will build on our existing successes. In the last year alone, we have:

HOUSING + SUPPORTIVE SERVICES



Provided housing and supportive services to over **350 foster youth, emerging adults, and families.**

HOUSING CONTINUUM



Expanded our housing continuum across **nine Bay Area and Northern California counties.**

OUR REFINED MISSION AND VISION

Our mission and vision remain true to our core values of **servant leadership, learning, diversity, integrity, and equity**, with a sharpened focus on providing the housing and support foster youth need to overcome trauma and become self-sufficient. Our work is grounded in our founding principles of faith and cultural proficiency in communities of color.

MISSION

We **transform the lives of young people in and emerging from foster care** by providing stable housing, caring connections, and life skills that build a foundation to achieve their potential.

VISION

Unity Care is the **nurturing home that embraces, heals, and transitions foster youth toward adult lives** of independence, wellbeing, and purpose. We are leading the way to eradicate homelessness and inspire hope for their brighter future.



OUR INITIATIVES

Our strategic roadmap encompasses **five core initiatives** designed to focus our efforts on the most effective and sustainable ways to deliver the housing continuum and wraparound services that foster youth need to grow into healthy, independent adults. We conducted extensive internal analysis and external research before developing the core initiatives. Each initiative has specific strategies, tactics to drive operations, and milestones to measure our progress on the path to success.



Use the proven most effective approaches to provide the housing continuum and wraparound support services foster youth need.



Focus on programs we can provide efficiently and sustainably to ensure we deliver the best, most effective service to foster youth.



Ensure we have a great staff to provide transformative service to youth emerging from foster care.



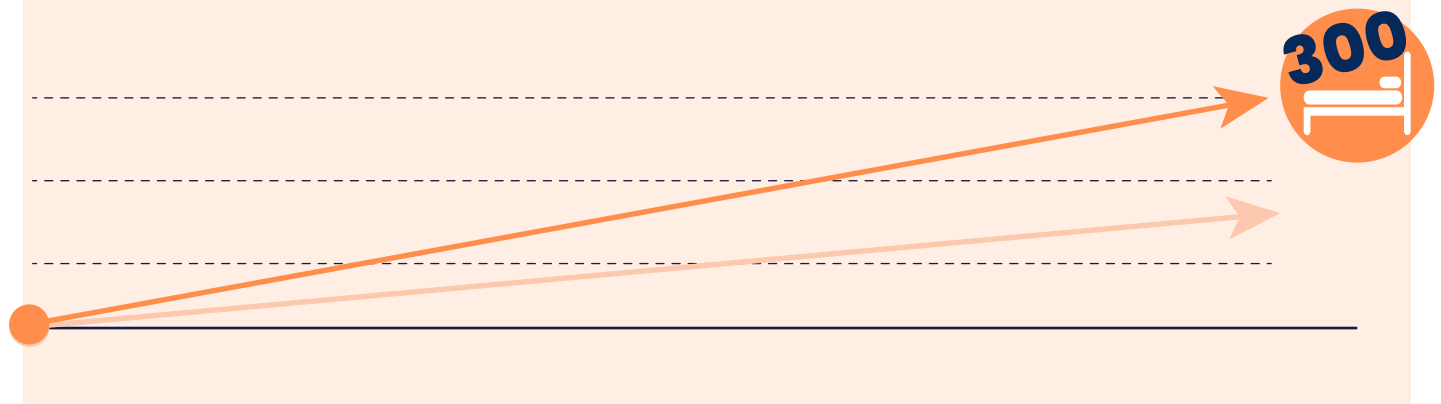
Strengthen staff processes and training to ensure consistently excellent services to youth at all our locations.



Strengthen relationships, partnerships and fundraising capacity to ensure we have the resources to sustain our critical housing and support services for foster youth.

OUR GOAL

Focusing our efforts on these initiatives will enable us to **double the capacity of our housing continuum from 150 beds to 300 beds**, thus **housing twice as many foster youth and multiplying our impact on eliminating foster youth homelessness.**



OUR HOUSING CONTINUUM MODEL

Our housing continuum offers a variety of housing options (dorm-style, shared and independent) providing increased levels of independent living, as youth and emerging adults mature and gain skills for self-sufficiency.



SPECIAL THANKS

With gratitude to those who participated in this planning process:

Alison Lustbader, SF County
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Twylla Abrahamson, Placer County
Walter Wilson, Oversight Committee, UCG

And special thanks to our youth and emerging adults, staff, Board of Directors, volunteers, partners, and donors.

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