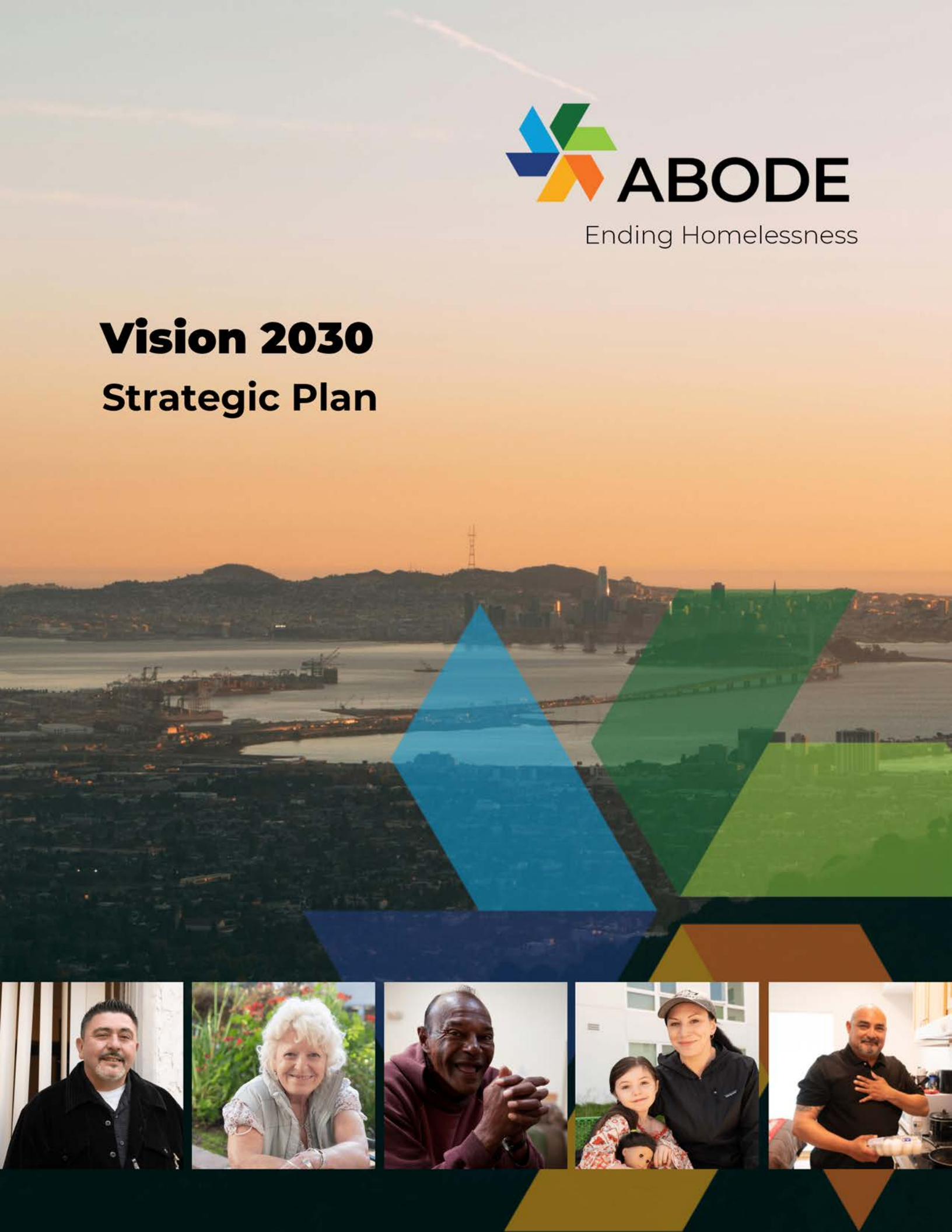




Vision 2030

Strategic Plan



“Vision 2030”

Executive Summary

Our 5 Year Strategic Plan

Action. Influence. Excellence.

For 35 years, Abode has been a leader in holistic practices that make a real difference in the lives of individuals, families, and communities. We have walked with tens of thousands of people on their journey to permanent housing.

Now, as the largest family of housing agencies wholly dedicated to ending homelessness in the San Francisco Bay Area, we are proud to share our roadmap for **more action, greater influence, and higher excellence** as we commit ourselves to growing our impact in these next five years.

The following pages tell the story of who we are, how we got here, and what we plan to accomplish. And because no one person or agency can do it alone, we invite you to join us as a partner, a funder, a community member or leader, and most importantly, as a fellow human being who understands that **housing is a fundamental human right**—a necessity that supports all other human flourishing outcomes. **Communities thrive when everyone has a home.**

The Heart of Abode

The heart of our agency is our participants, the men, women, and children who we serve, who have taught us much about how to do this work with effectiveness and dignity. We are incredibly humbled and thankful for their willingness to share portions of their journey publicly. As you read through their testimonies, we hope you feel inspired by their wisdom, insight, resilience, and character as they have striven and succeeded within the frequently broken societal systems they have endured.

Action. Influence. Excellence.

A Message From Our CEO

For nearly four decades, Abode has been committed to one goal: ending homelessness for as many people as possible. Every year we have the tremendous privilege of seeing that hope become reality for thousands of people. The hard work of our dedicated staff has demonstrated that ending homelessness is truly possible and doing so makes the lives of individuals and whole communities better.

We are painfully aware that the housing crisis continues to grow and the rate of homelessness at times outpaces our capacity to serve those in need. This has increased public scrutiny of the nonprofit sector and growing blame targeted at the individuals experiencing homelessness. We are facing enormous headwinds—a supreme court allowing the criminalization of homelessness, a federal administration that devalues housing, and local communities so frustrated with people living outside that they perpetuate a set of exacerbating policies that are both dehumanizing and ineffective. Our society has found itself in a double bind, questioning the efficacy of the millions of dollars that are spent each year to “solve” the problem of homelessness while at the same time advancing policies and practices that only make the problem worse.

At Abode, we know there is a better way, and we are fiercely committed to lasting solutions that truly end homelessness. Our Strategic Plan, “Abode’s Vision 2030” outlines the philosophies, beliefs, and strategies that can advance the solutions we know even further. We are calling upon ourselves and our communities to make a collective commitment to the intrinsic dignity of our fellow human beings experiencing homelessness. Let us call out punitive actions that make things worse and work together using proven solutions that can accomplish our mission.

Housing ends homelessness, and all residents of communities are healthier when people have homes. Every day we address our region’s housing inequities through every possible lens: from services that meet people where they are on the street, to managing and building the places they’ll call home. As the largest family of housing agencies wholly dedicated to ending homelessness in the San Francisco Bay Area, we believe we have a moral responsibility to use our track record, our influence, and our expertise to make an even greater difference in the communities we serve, and beyond.

We invite you to join us as we expand the reach of our mission.

On behalf on behalf of the Board,



Vivian Wan, MSW
CEO



"Today is like a homecoming for me. That's because my story is all about HOME. I'm very excited about my present and my future because now I have a place of my own. I have hope. Sadly, I couldn't find work and I burned through my savings. I ended up living on the streets. That life is no fun at all. Sleeping outside, you get used to cockroaches, rats. It's dangerous. Sleeping in the car, you can lock your doors at least, but you still have to worry about the cold, finding bathrooms and showering, and finding food. It's no way to live.

But here's the good news: hope was on the horizon. **I'm older now, but it's never too late to find the place you were always meant to be. I've learned it's never too late to find your home.** I thank all of you for giving me that chance."

Fred

Willow Glen Studios, San Jose



Find your home

Our Journey to Home

Our Story

In 2024 we provided services to nearly 17,000 people in seven counties and 60 cities. But we did not start there.

In 1988 Abode was born

Founded as the Tri-City Homeless Coalition by a group of 300 citizens in Fremont concerned with growing homelessness, our agency incorporated and launched its first program—a winter relief shelter—in January, 1989.

In October 2005 we began building supportive housing through a strategic alliance with Allied Housing, now Abode Housing Development

Incorporated in 1994, Allied Housing, Inc.'s mission was to provide affordable housing linked to job training, employment opportunities, and supportive services for low-income families.

In 2009 we changed our name to Abode Services

Louis Chicoine, then the Executive Director said, *"The name Abode Services focuses on the concept of home rather than homelessness—the solution rather than the problem—and reflects the forward-looking philosophy we have adopted, our supportive services approach, and the concepts of stability and sustainable results."*



Solutions. Forward Looking.

In January 2012 Abode began providing property management through a strategic alliance with Housing For Independent People, now Abode Property Management

Housing for Independent People, Inc. (HIP) was a San Jose nonprofit group that owned and managed affordable housing for special needs populations.

In April 2017 Abode entered a strategic alliance with Community Working Group

Community Working Group generates and manages new programs and projects on the Bay Area's Peninsula.

In October 2022 Abode formed a strategic partnership with Bay Area Furniture Bank

The Bay Area Furniture Bank's mission is "to promote dignity and stability in our community by redirecting donated furniture to families in need."

In January 2024 Abode rebranded and created a "family of agencies."

The new look and brand marks the beginning of the next chapter of Abode, advancing our mission even further. The three entities—Abode Services, Abode Property Management, and Abode Housing Development—continue to work in unity on one mission:

Ending homelessness in our community.





Abode Services

is a housing and services agency that drives solutions so that people don't just get in, but can stay in their homes. Because housing is the first step to achieving economic, health, and family goals, Abode Services provides an array of housing and tailored services that promote self-determination and wellness.



Abode Housing Development

increases the number and availability of low-income, affordable, and supportive housing units through developing new projects, rehabilitating or converting existing structures, and advancing policy and regulatory changes that can support sustainable and affordable development.



Abode Property Management

specializes in using innovative management services to operate permanent supportive housing; leasing, compliance, maintenance, accounting and financial services, property inspections, and more. The hands-on support on properties is focused on housing retention and long-term quality of the buildings.



"Living here shows that positive change can happen. It's a reminder that homelessness should never happen. Never. To anybody. **Homelessness is a failure. But not of the person. It's a failure of society. Nobody should be homeless.** ... Humanity is beautiful. Everybody has a gift to give — I don't care who you are. What everyone needs is another chance. Where you can forget your past and look forward."

LaShawn

Depot Community Apartments, Hayward



Humanity is beautiful

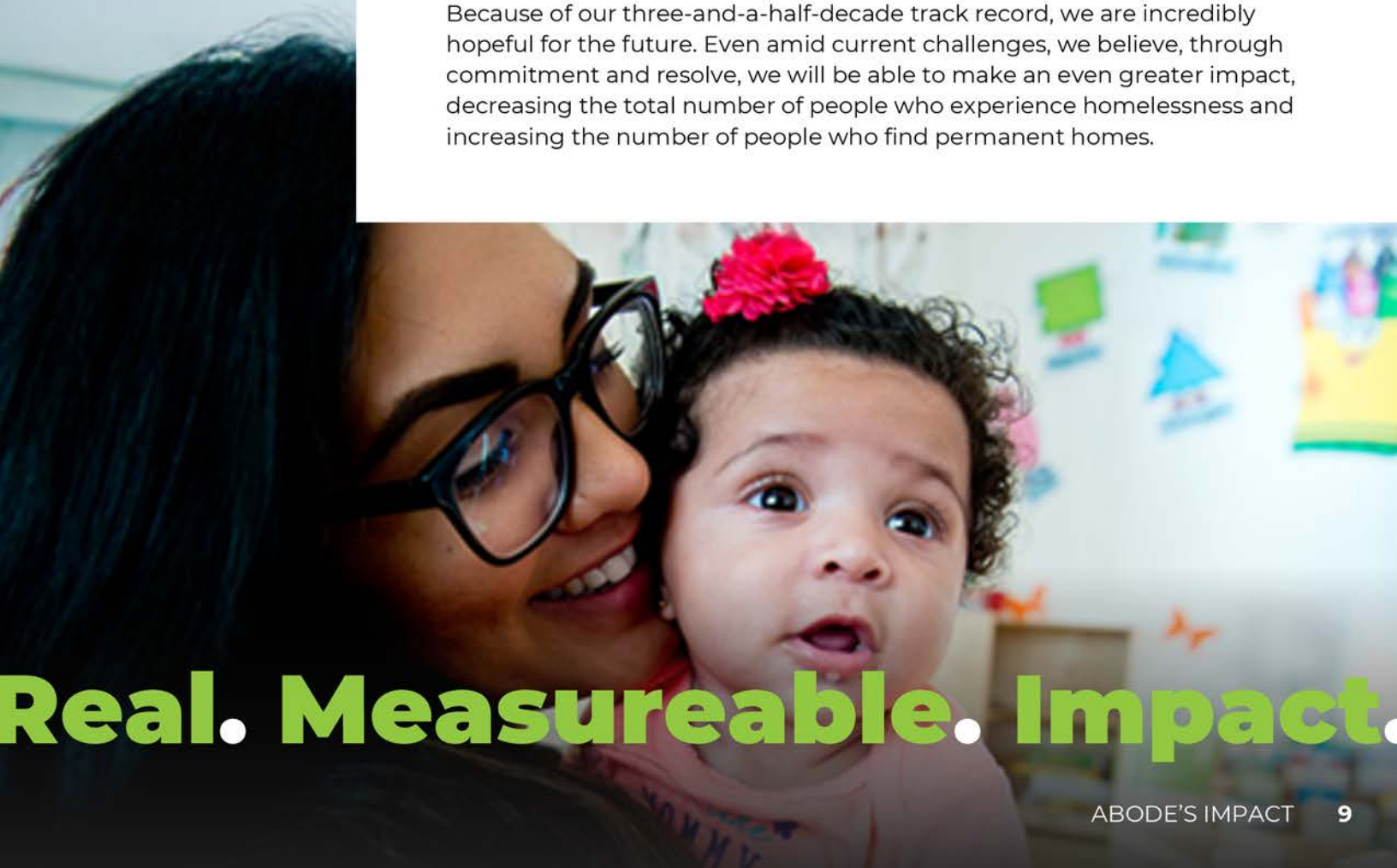
Adobe's Impact

Our Work

Real Change in our Communities

The hallmark of success for Abode throughout our history has been real, measurable impact. We continually ask ourselves, "Do we know that we are truly making a difference?" In addition to personal testimonies, we are committed to using data and analytics to inform and guide the work that we do. As truth-tellers, both to ourselves and within our communities, we are committed to demonstrating the empirical effectiveness of our practices. These numbers reflect real lives, real people, and real change in our communities.

Because of our three-and-a-half-decade track record, we are incredibly hopeful for the future. Even amid current challenges, we believe, through commitment and resolve, we will be able to make an even greater impact, decreasing the total number of people who experience homelessness and increasing the number of people who find permanent homes.



Real. Measureable. Impact.

We know we can end homelessness. For thousands, we already have.



In 2024, Abode's family of agencies served, supported, and housed **16,758 individuals** with **689 dedicated employees** in **7 counties***



8,130 residents supported in Permanent Supportive Housing
4,818 people served in Outreach and Social Services
3,810 people housed through Time-Limited Subsidies (Rapid Rehousing)
1,412 landlords who accepted housing subsidies



1,062 housing units managed on **37 properties**
1,674 housing units under asset management on **45 properties**



1,059 affordable housing units built on **18 properties** in **4 counties**
850 units in development on **10 properties** in **5 counties**

*[*These numbers reflect Abode's fiscal year, July 1, 2023 through June 30, 2024.]*

Our Regional Context and Abode's Impact

California

According to the U.S. Department of Housing and Urban Development (HUD), 181,399 Californians are unhoused, 28% of the nation's total homeless population, the largest number per capita in the country. California continues to be a focus of the homelessness problem and evidence that the problem is getting worse. Between 2022 and 2023, California's homeless population increased by an estimated 7.5%.

San Francisco Bay Area

In the seven counties where Abode currently works—**Napa, Solano, Alameda, Santa Clara, San Mateo, San Francisco, and Santa Cruz**—approximately 33,887 people experienced homelessness in 2023.*

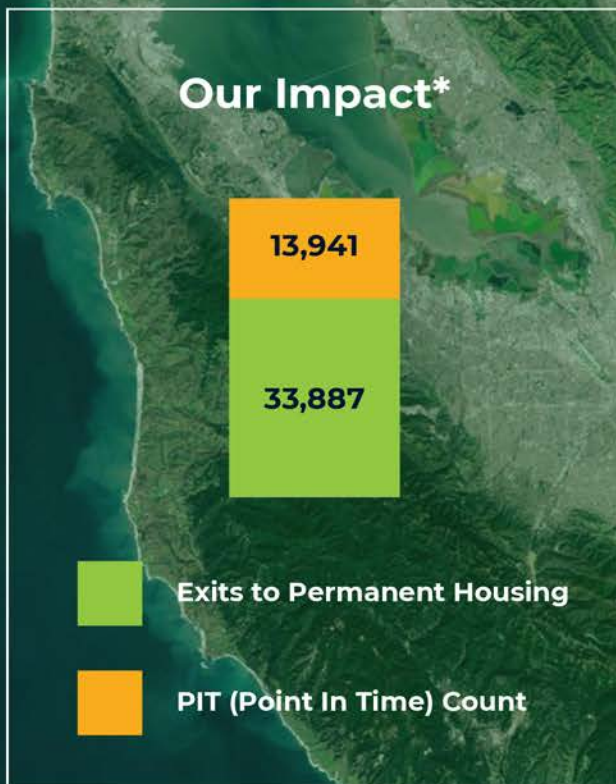
[*These numbers are publicly available through County websites and HUD dashboards. Napa County, 506. Solano County, 1,725. Alameda County, 9,450. Santa Clara County, 9,903. San Mateo, 2,130. San Francisco, 8,323. Santa Cruz, 1,850. Abode has also begun housing development in Sonoma, Marin, and Yolo counties.]



Abode's Impact

However, though the number of people experiencing homelessness is on the rise, **Abode's work has significantly reduced the overall number of people experiencing homelessness. In the last five years, 13,941 people exited homelessness into permanent housing through our efforts.** Amid a worsening crisis, we are making a real difference.

Without Abode, homelessness could be **41.1%** **higher.**



*Over the past five years, 13,941 people have exited homelessness to permanent, stable housing through Abode. In 2023, the total PIT (Point In Time) homeless count for the 7 counties where Abode operates was 33,887.

Abode supported **41% of ALL Permanent Housing*** Opportunities dedicated to people experiencing homelessness .



*Total housing availability counted in beds in all Permanent Supportive Housing and Rapid Rehousing Programs in the counties in which Abode operates was 17,977. Abode supported 7,396 of those beds.

Public Perceptions and Invitation

Public Perceptions

The current public conversation has reinvigorated disparaging and negative views of both homelessness and the nonprofit agencies that are working in housing and homeless services. Public perception is that resources have been wasted and trust in agencies like ours has eroded. However, **our results tell a different, much more hopeful story.** These outcomes show that long-term solutions produce real change.

We Invite You!

At Abode, our deep experience in holistic, comprehensive approaches means we're well-equipped to work closely with each community to make a transformative impact. **What we need is more resources, stronger partnerships, and a shared commitment to priorities that work.** You can support these efforts by speaking out against false myths, supporting local and state-wide initiatives with these same commitments, and giving to agencies like Abode. **Together, we can bring even more people home.**



*The inability to fund social programs doesn't stem from a lack of funds—it stems from **a lack of will.***

**Gregg Colburn &
Clayton Page Aldern**

Homelessness Is A Housing
Problem, p.190



"Now that I'm here, I'm ready for my next chapter. I have two jobs right now. I work at Levi's Stadium in suites for 49ers games. I also work at Shoreline as an usher for concerts. It's seasonal and part-time, but I enjoy it. And it's just a start. I'm open to anything. As long as it's positive and it'll help me stay in this lovely place. Because I intend to work my butt off to keep my home here. I didn't realize how bad off I was until I got here. My one-bedroom home is beyond my imagination. I love it. And I never want to leave. This is an opportunity for me to regroup. To focus and really live. **It goes to show you, if you give people a chance, you never know. That might be the moment they turn it all around.**"

Angela

Kifer Senior Apartments, Santa Clara

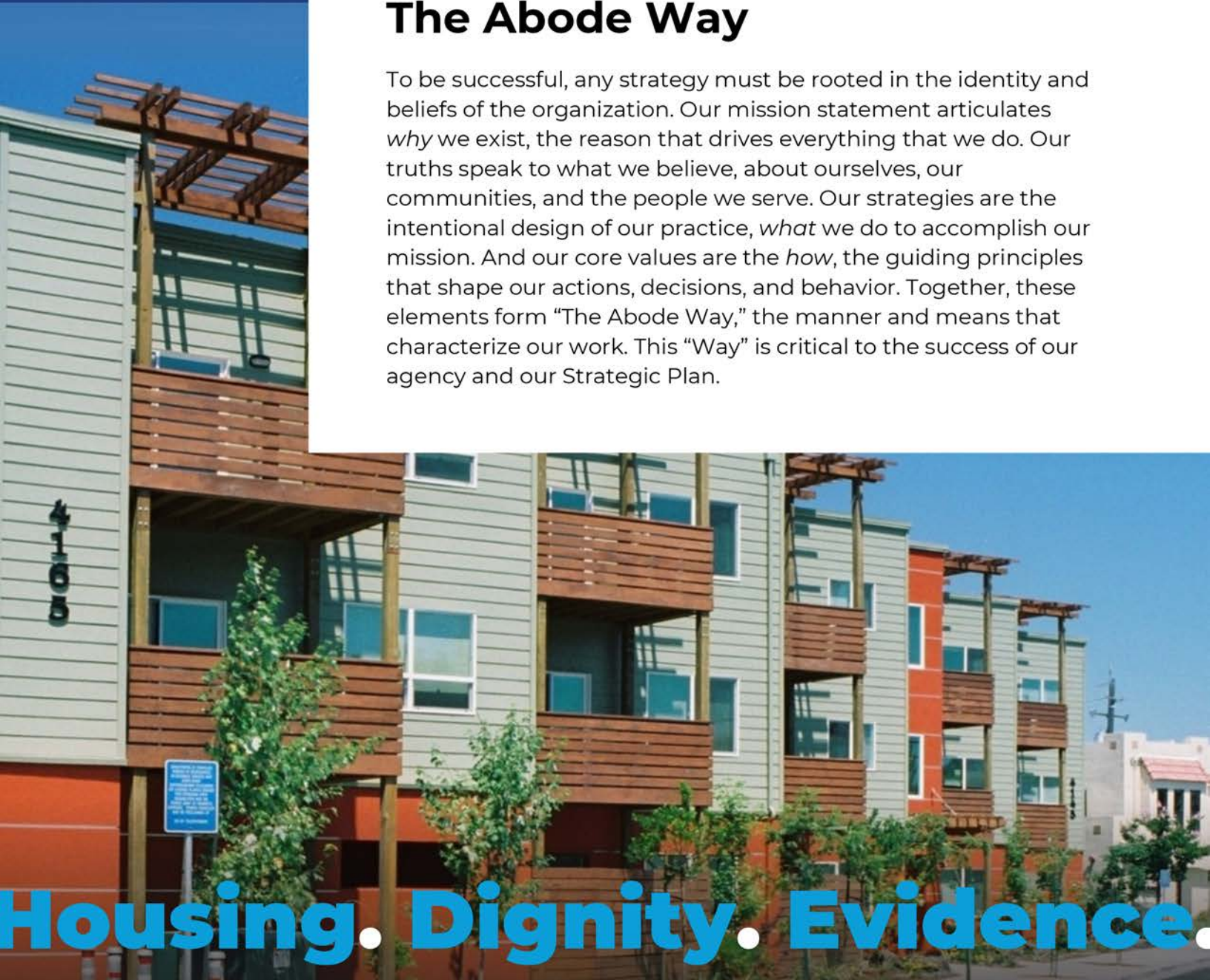


Our Strategic Commitments

Mission and Vision

The Abode Way

To be successful, any strategy must be rooted in the identity and beliefs of the organization. Our mission statement articulates *why* we exist, the reason that drives everything that we do. Our truths speak to what we believe, about ourselves, our communities, and the people we serve. Our strategies are the intentional design of our practice, *what* we do to accomplish our mission. And our core values are the *how*, the guiding principles that shape our actions, decisions, and behavior. Together, these elements form “The Abode Way,” the manner and means that characterize our work. This “Way” is critical to the success of our agency and our Strategic Plan.



Housing. Dignity. Evidence.

Our Mission.

Abode's mission is to **end homelessness** by assisting low-income, unhoused people, including those with special needs, to secure stable, supportive housing, and to **be advocates for the removal of the causes** of homelessness.



End Homelessness. Advocate.

Truths

Housing Ends Homelessness

Homelessness is a housing problem. Housing is the solution, the most effective way to end homelessness. More than a slogan, this is the core principle of our work.

Everybody Deserves a Home

Abode provides solutions, not judgment. Our values of inclusivity mean that everybody deserves a safe, dignified, and secure place to call home.

Housing Repairs Injustice

Because homelessness affects racial and ethnic minorities disproportionately, housing is a racial justice and equity effort.

Our Strategies

Housing And Services Together

Once housed, we ensure people are connected to the support systems and resources they need to thrive. Educational classes, life skills training, community connections, and health care are all examples of the services we provide to ensure people are not alone in their journey.

Housing First (Not Housing Only)

While homelessness can be accompanied by other challenges, all healing and recovery efforts are far more effective once someone has a home. As an early proponent of Housing First, we know that once someone has a home, the services that follow are much more effective at helping a person who was formerly homeless keep their home.

Solutions Based on Evidence

We are evidence-based because we are deeply committed to real and effective solutions. Research, feedback systems, data analytics, and personal testimonies all ensure that our approach is grounded in rational, studied, and fact-based approaches.

Our Core Values

Start with Dignity

We are in this work together to acknowledge and secure the dignity of those with whom we work, from our participants to our partners and our colleagues.

Take Smart Risks

We use evidence-based methods to improve our outcomes. At the same time, we dream big, and if we believe there is a better way to end homelessness through housing, we will try it. We will continue to be innovative, bold, and adaptive, pivoting when necessary to achieve our aims.

Be Transparent

Our work requires a great deal of trust. We authentically share our successes and learnings openly so that others benefit, just as we share our intentions clearly with others.

Solve for Today and Tomorrow

Our work requires meeting current needs, providing immediate solutions. We also think long-term. We continually balance our resources with the needs that exist now while ensuring we can sustain our solutions for the long haul.

Spark Each Other's Strengths

Realizing our mission means empowering many to carry it forward. We not only take joy in seeing others seize their potential, we believe strengths-based work yields better results.



"The Abode people at City Gardens are so kind. They're literally like angels for us. Everyone has been such an important part of my journey. **The services and programs have helped me so much. They simply work. They do so much to help people. So I hope these programs continue to grow. They're so vital for the health of the Bay Area.** ... I'm a licensed medical assistant now. And I want to use my credentials and experience to help other parents and families. I guess I just like being helpful. Plus, it brings me joy and helps me heal. ... My heart is full because I can pursue my dreams again. You see, Abode and City Gardens are where I've found hope. Hope for me and my little son. The city used to be my escape. Where I'd lose myself. But now it's my home."

Leticia

City Gardens, San Francisco



Hope for me and my son

Abode's 2030 Vision

As the premier family of agencies focused on ending homelessness, we will further advance sustainable practices leading our sector toward a steadfast and fearless resolve to ending homelessness.



Action. Influence. Excellence.

Action.



**We will expand our reach
and grow our impact so
more people can find their
way home.**

Action.

Reach More People

We will increase our capacity, growing wider and deeper into existing communities to meet the need and serve more people.

- We will serve 15% more people each year, doubling our impact in five years.
- We will expand our services to two new counties.
- We will partner with five new housing developers, to serve more people transitioning to housing.

Create More Housing

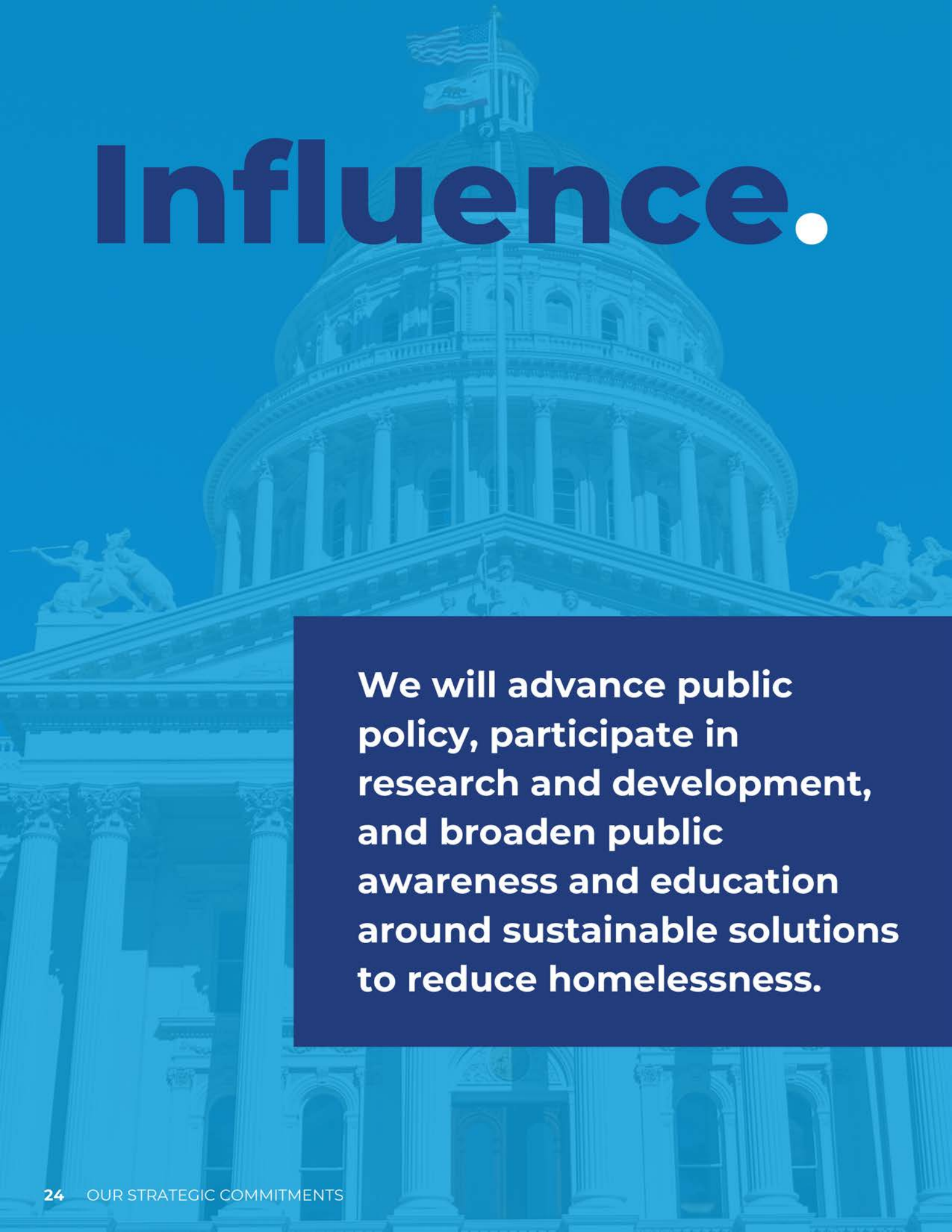
We will increase the number of available affordable housing units by building, managing housing, and expanding our portfolio of relationships.

- We will add 700 units of housing, increasing our Abode Housing Development owned properties by 62%.
- We will increase our property management portfolio by 35%.
- We will add 1,000 units accepting subsidies with community-based landlords.

Innovate New Approaches

We will capitalize on our regional presence and capacity in multiple approaches to develop innovative solutions, integrations, and practices that better our work.

- We will use data to pioneer homelessness prevention strategies in three new communities stopping people from ever becoming homeless.
- We will fully implement the largest California Cash Transfer/Guaranteed Basic Income coupled with Rapid Rehousing project across five or more counties.
- We will partner with five new healthcare providers and managed care plans to implement holistic programming for unhoused and recently housed participants further demonstrating the connection between positive housing outcomes with improved health.



Influence.

We will advance public policy, participate in research and development, and broaden public awareness and education around sustainable solutions to reduce homelessness.

Influence.

Public Policy

We will use our expertise and resources to spearhead support for policies commensurate with Abode's strategies and values.

- We will actively use our voice to advance policies aligned with our strategies in localized community and political forums.
- We will join advocacy efforts to advance legislative and policy reforms supporting efforts to reduce homelessness with dignity.
- We will deepen, build, and sustain meaningful relationships with elected officials.

Research & Development

We will participate in studies that advance knowledge in social work on the sociology, psychology, and economics of supportive housing, service delivery, and homelessness response systems.

- We will partner with academic and research institutions on social innovations.
- We will continue to invest in our data and quality improvement systems and processes.
- We will use data to identify and address racial inequities and disparities.

Public Education

Our work is more effective when people understand the causes and solutions to homelessness. We will strive to influence a growing percentage of the public willing to challenge false myths and encourage a broader societal commitment to advancing sustainable and evidence-based solutions.

- We will publish "Abode's Vision 2030" Strategic Plan to stakeholders and the public.
- We will develop and deploy a "multiple-media" strategy to inform and inspire through storytelling.
- We will develop a comprehensive library of learning and development assets for educating our sector and the public.

Excellence.

We will always seek to do better—implementing quality improvements in every aspect of our organization.

Excellence.

Workforce Excellence

Our staff is the lifeblood of our organization. We will strive to create a best-in-class workplace and continue to provide a comprehensive technological infrastructure that equips our people to be the best in the field.

- We will develop and deploy a comprehensive equity-centered workforce engagement and development plan.
- We will foster a high trust culture around leadership and management practices.
- We will invest in effective information and technology systems and tools that fully equip our staff for maximum efficiency and job satisfaction.

Financial Excellence

Financial stability and security is not only necessary for operations, but for long-term sustainability. Financial health is front and center in three of our values: “Take Smart Risks,” “Solve for Today and Tomorrow,” and “Be Accountable.” With strong financial health, we will more effectively achieve our mission.

- We will increase our donations and private grants 10% year over year resulting in a 60% growth in fundraising.
- We will establish an industry standard “cash on hand” balance sheet.
- We will improve systems to implement best practices in billing, accounting, and invoicing.

Quality Improvement

We will continue our commitment to best practices, quality improvements, innovative techniques, and efficient systems.

- We will continue to invest in high-quality training, development, and data to identify areas for quality improvement.
- We will increase and improve staff, participant, and stakeholder feedback systems and integrate constituent contributions.
- We will evaluate each program, site, and initiative using financial, outcome, and community impact metrics.

"It's so important to have a roof over my head. Now, I cook in my own kitchen. I sleep in my own bed. I lock my own door. Do my laundry and wash my dishes. Chill in my own room. All the stuff most of us take for granted are things I never had. But now I do. The services here are big, too. ... Now, I see there's a process to building my life. It's just like a house, it takes time. I'm working hard on rebuilding myself. In life, it's not how I start, it's how I finish. And I will finish strong. **Comeback stories aren't just in the movies. I see them in real life here and there. You're helping people who never caught a break before. I'm so grateful for that. I want to thank you all for this place and opportunity.**"

Donald

Heritage House, Napa



Place and opportunity

Abode Board of Directors

Abode Boards provide community leadership and direction for all three entities of Abode. They are comprised of business leaders, educators, and partners from various sectors of society. (Listed alphabetically by first name)



Andy Madeira



Ann Danner



Claudine Sipili



Darrian White



David Luu



John Barton



John Domantay



John Lee



Ken Smith



Lynette Stolarzyk



Maryann Leshin



Olivia Yu



Oscar Benitez



Reshma Inamdar



Rohit Angle



Sameer Bhasin



Tejas Saraiya



Theresa Ballard



Tom Wasow

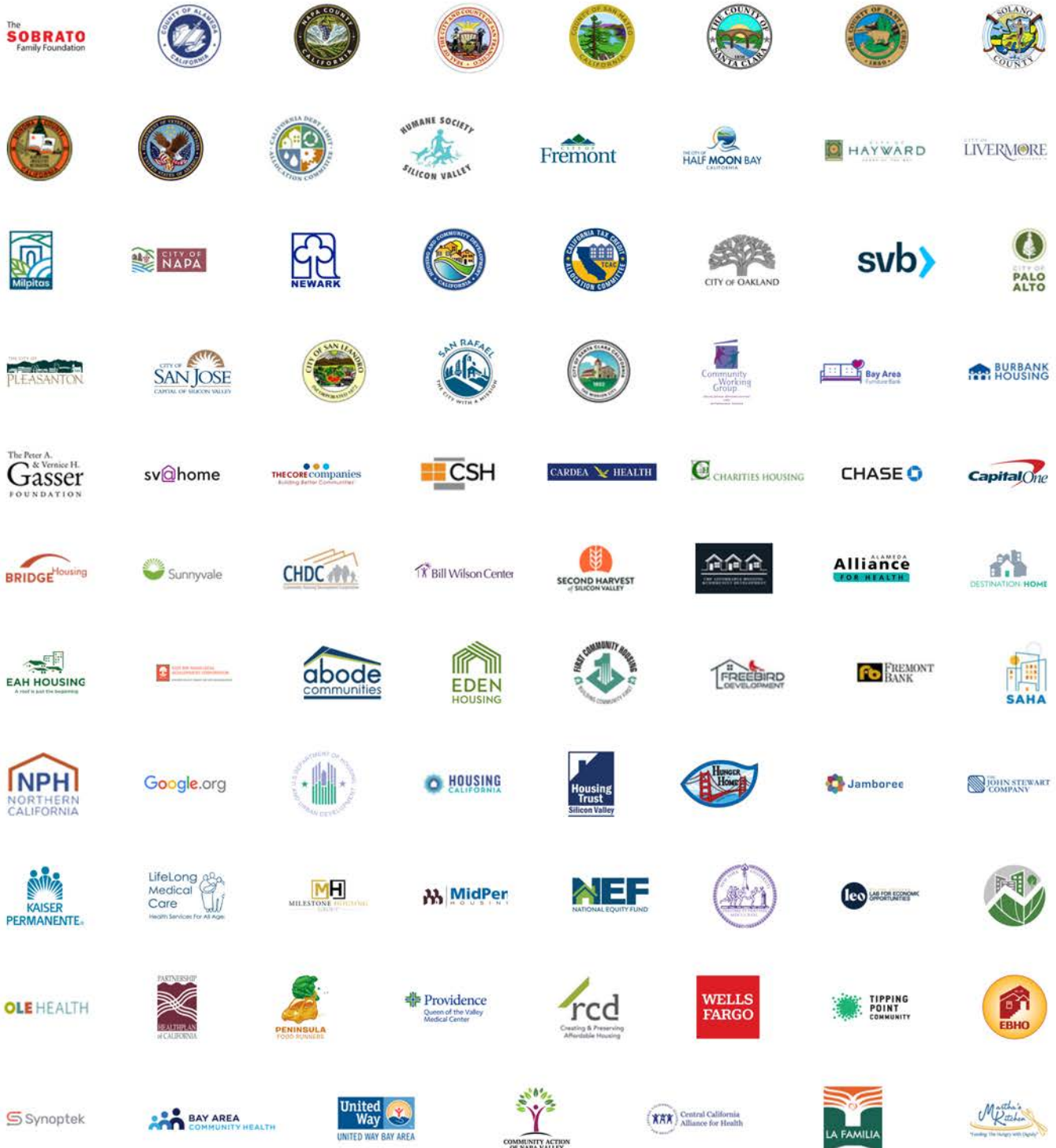


Vishnu Beri



Our Strategic Partnerships

The work we do is successful because of the dozens of other agencies and institutions that partner with us.





Our Future

Our mission is simple. **We exist to end homelessness and advocate for the removal of the causes of homelessness.** We are more committed to this today as when we began more than 35 years ago. We understand the challenges ahead, and we are prepared to meet those challenges with a fierce commitment to our values and a deep belief in the effectiveness of our strategies. As we expand our **action**, increase our **influence**, and heighten our **excellence**, we invite you to contribute to this work and be part of the solutions that reduce homelessness in your community.



**Scan the QR Code
to donate.**

Thank you for your partnership and support!

Appendix A: Resources

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Appendix B: Additional History

- 1989** Abode founded (as Tri-City Homeless Coalition)
- 1993** Sunrise Village emergency homeless shelter opens
- 1998** First rental assistance program, Linkages, started (through Allied Housing)
- 1999** First street outreach began with HOPE Mobile Clinic
- 2000** First transitional age youth program begins
- 2003** First on-site resident contract, Concord House, Hayward, supportive housing services
- 2004** Began move to a “Housing First” agency
- 2005** First tax credit development, Rotary Bridge Way
- 2005** Homeless Management Information System (HMIS) implemented
- 2007** First clinical program, Greater HOPE full service partnership
- 2009** First rapid rehousing program
- 2009** Opened first office in Oakland
- 2009** Began services in Santa Clara County (Sunset Square)
- 2011** First stand-alone Veterans program
- 2012** Began services in Santa Cruz County
- 2015** First “Pay for Success” research project
- 2015** Began services in San Mateo County
- 2017** Began services in Napa County
- 2020** Launched Programs in San Francisco
- 2020** Launched first of 15 Pandemic Response Emergency Sites
- 2021** Awarded three-year CARF Accreditation
- 2021** Launched Lived Experience Advisory Board (LEAB)
- 2023** Launched programming in Solano County
- 2024** Launched Cash Transfer Program and our project in Sonoma County (South Park Apartments)





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Abode Services is a registered 501(c)(3)
EIN: 94-3087060



Abode Housing Development is a registered 501(c)(3)
EIN: 94-3205085



Abode Property Management is a registered 501(c)(3)
EIN: 94-2650901



 **Charity Navigator**

Abode Services is CARF Accredited and a 4-star
rated charity by Charity Navigator.