



NATION'S FINEST

GUIDING VETERANS HOME
SINCE 1972



STRATEGIC PLAN

2021-2025



CEO MESSAGE

On the following pages, you'll learn about Nation's Finest and the gold-standard services we provide, as well as the goals and priorities we've established to ensure we continue to excel as a service organization while growing and adapting to meet the evolving needs of our Nation's Finest, our veterans.

2020 brought our organization a lot of challenges, including the decision to change our brand identity from Veterans Resource Centers of America to "Nation's Finest." The name Veterans Resource Centers of America, while descriptive of our overall identity and mission, proved too generic in a sector that has never been more competitive than it is today. Meanwhile, the pandemic nearly doubled the workload for our team and was handled with the professionalism and care that has been our reputation for more than 49 years.

Please reach out to us should you have any questions about our history, our services, our plans for the future, or if you choose to support our efforts.

Thanks, as always, for your support!


Chris A Johnson, CEO

WE SERVE VETERANS

and their families at more than 31 locations in 15 mostly rural communities in California, Arizona and Nevada. With a primary focus on housing, mental health, case management and employment services, we take a comprehensive approach to addressing the individual needs of each veteran, and we pride ourselves on helping veterans help themselves. Founded in 1972 by a group of Vietnam veterans, we have 49 years of experience and expertise in meeting the needs of the veteran community.

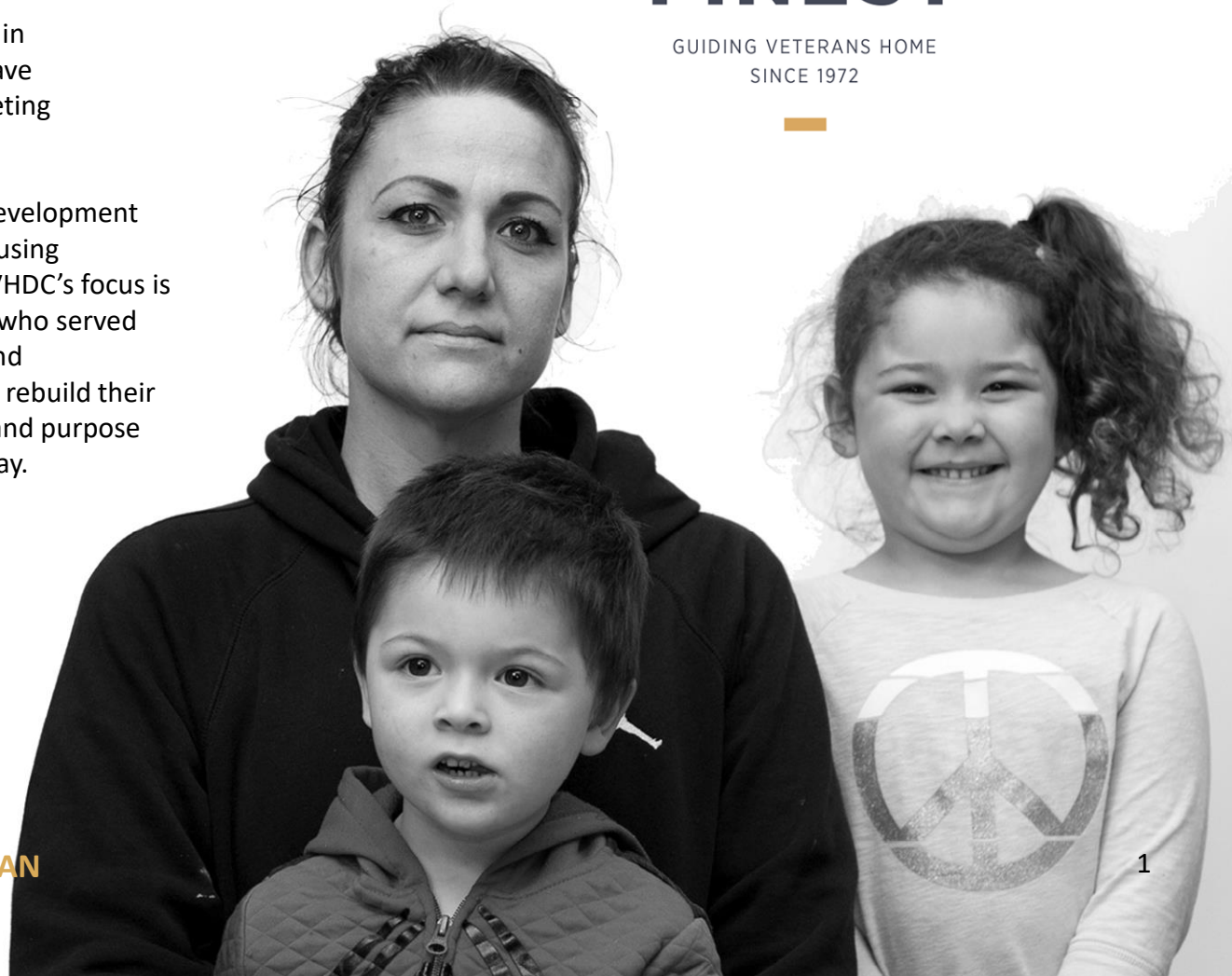
Through our subsidiary Veterans Housing Development Corporation, we also develop affordable housing specifically for veterans and their families. VHDC's focus is building homes and communities for those who served our country, providing them with a stable and secure place where, with our help, they can rebuild their lives and recapture the sense of belonging and purpose they may have lost somewhere along the way.

ELIZABETH, US NAVY VETERAN



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MISSION

Nation's Finest supports America's military veterans and their families by taking a comprehensive approach to housing, health, career, and self-sufficiency to ensure they reach their full potential.

VISION

Improving daily life for American veterans and their families.

DARRELL, US ARMY NATIONAL GUARD VETERAN

THE CHALLENGE

Homeless Veteran Statistics:

40,056

are homeless on any given night

50%

have serious mental illness

50%

are age 51 or older vs. 19% of non-veterans

51%

have disabilities

32%

reside in suburban/rural areas

About

1.4 million

veterans are considered at risk of homelessness due to poverty, lack of support networks, and dismal living conditions in overcrowded or substandard housing

Source: National Coalition for Homeless Veterans





NATIONSFINEST.ORG

Mobile Services Unit

Kendra, US Army Veteran

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Our new Mobile Services Unit fleet. This innovative idea uses our brick-and-mortar facilities as hubs from which they drive out to underserved rural communities (where nearly a quarter of all veterans reside) to locate and assist veterans in need, especially during the 2020 COVID crisis. These - new for the industry - MSU's were successful from the very beginning, finding much needed shelter for veterans during these trying times.



NATION'S FINEST ANNUAL IMPACT



7,065
veterans supported

83%
veterans successfully placed
into permanent housing from residential programs



78%
veterans successfully transitioned into permanent
housing from Supportive Services for Veteran Families
program (SSVF)

44,970
bed nights



About
134,036

meals served



31 sites in **15** regions
California
Nevada
Arizona





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"Nation's Finest made it possible to get housed much quicker. They are very good people."

- Allen, US Coast Guard Veteran

Meet Allen, a 61-year-old Coast Guard veteran who was homeless when the VA referred him to our team in Redding, CA earlier this year. We enrolled Allen in our Supportive Services for Veteran Families program and placed him in a motel to help him avoid exposure to COVID while we worked on a permanent housing solution. In August, with the help of our program and money he had saved, he moved into an apartment of his own.

Congrats, Allen, on being a real-life success story and an inspiration to us all!



A LITTLE HISTORY

Originally established as **Flower of the Dragon** in 1972 by two Vietnam Veterans, Peter Cameron and Wayne Eisenhart, the organization came into existence as a full service community-based service agency. The agency has been recognized by the White House as a national model for effective service to Veterans and their families in the nation and shared, by White House request, across the country.

Flower of the Dragon staff and volunteers performed critical roles in a dramatic airlift that removed more than 2,000 Vietnamese children from their wartorn country to be adopted by American families as Saigon fell in April 1975. In April 2015, an exhibition titled, Operation Baby Lift: Perspectives and Legacies, at the Presidio Trust in San Francisco explored the diverse experiences and lasting impacts of the event.

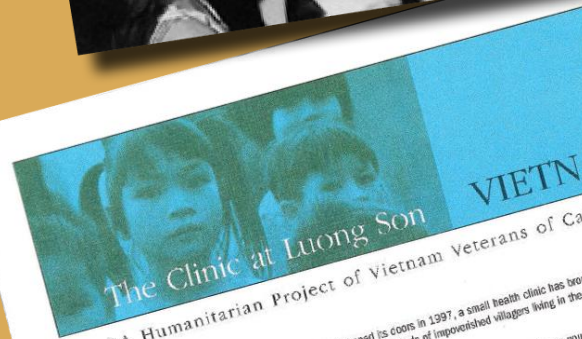
In 1989, we helped convince the Departments of Defense and Veterans Affairs to acknowledge the health impacts of Agent Orange exposure on veterans and their families and in 1990 we become a founding member of the National Coalition for Homeless Veterans (NCHV), which was established to advocate on a federal level for homeless veterans and their families.

In 1997, **Vietnam Veterans of California**, our new name at the time, opened a health clinic in Luong Son to serve the impoverished people of Vietnam. In 2002, VVC was able to build the first of three schools which currently serve 400 children. Today, we continue to provide medical services, medicines and nutritional training to villagers in remote areas of Hoa Binh Province.

Veterans Housing Development Corporation (VHDC) was established in 2014 as a supporting entity organized to respond to the need for housing among Nation's Finest Veteran clients. VHDC has 8 sites identified at this time on which to build affordable housing for disabled veterans and their families.

In 2014, we lead the efforts for California Proposition 41, which established a \$600 million fund for affordable housing for low-income, disabled, and homeless veterans and their families.

Finally, recognizing the need to stand out among the estimated 40,000 veteran organizations nationwide, we changed our name to **Nation's Finest**.





James, a double-amputee veteran, was homeless and living in the desert when he first met a Nation's Finest case manager from our office in Bullhead City, AZ. Within a week, our staff had enrolled him in our VA-sponsored Supportive Services for Veteran Families (SSVF) program and helped him secure an apartment of his own. Through the SSVF program, we were able to assist James with his security and utility deposits and his first month's rent, and help him purchase a bed. Our staff also connected him with Tri-State Military Moms, who donated some much-needed household goods to help him get situated in his new home. James is grateful for all the support he's received from Nation's Finest, the VA, and Tri-State Military Moms.

James –
US Marine Corps Veteran





A PLAN FOR GROWTH AND SUSTAINABILITY

For over 49 years, Nation's Finest has been considered a Gold Standard in support for veterans. The last few years have seen tremendous growth and approach from additional communities to encourage expansion. Growth, without a plan, is a recipe for problems.

On the following pages, you will see a plan for expansion with a purpose and with great scrutiny to assure sustainability. This strategic plan is meant to be a guide, with constant review and the ability to adapt and modify as needs and circumstances merit.

This plan attempts to position Nation's Finest as a continued model to follow in the field of veterans support. It also takes a look at those critical non-programmatic aspects of successful non profits, funding diversity, change management and inclusivity.

STRATEGIC PLAN 2021 - 2025

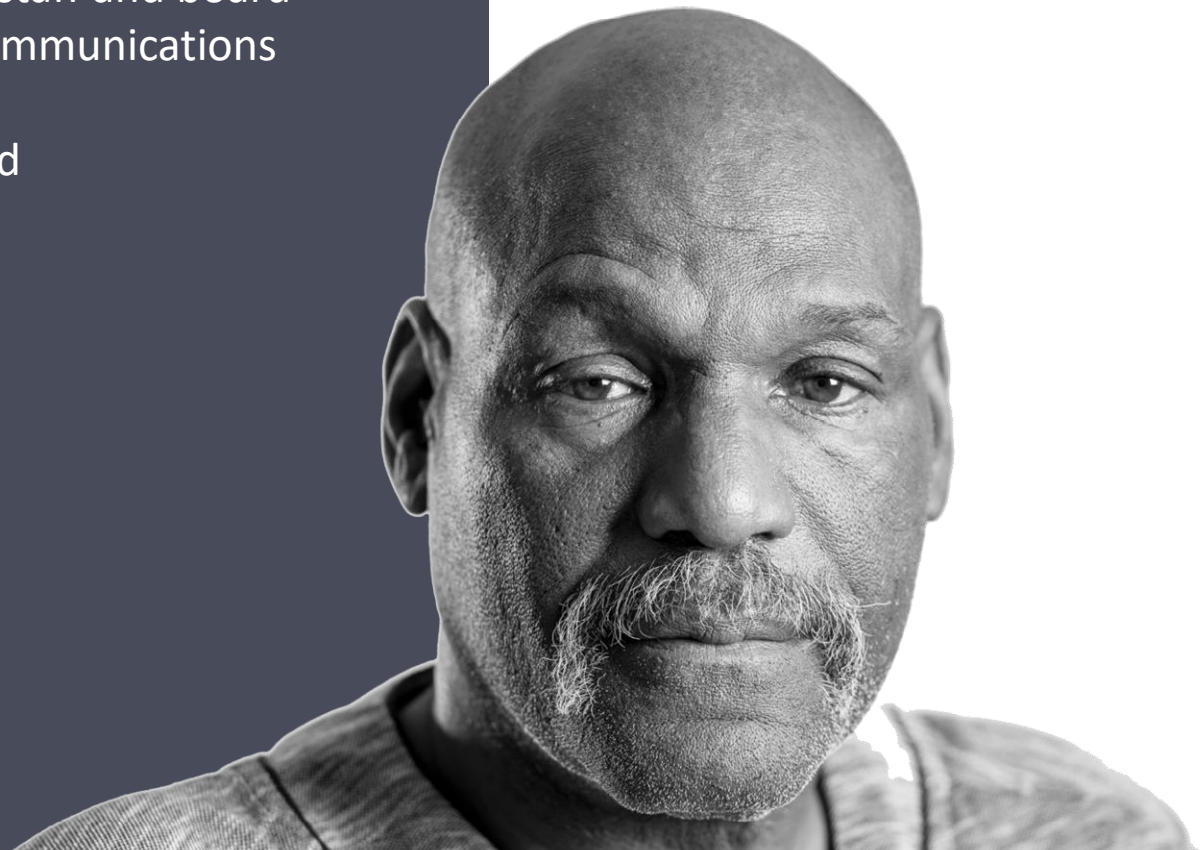


GOALS AND DESIRES

- Focus on diversity and equity for Board, Staff and clients we serve
- Expand funding streams
- Develop more wrap-around programming options
- Branding
- Build board composition to match needs
- Create advisory boards to support staff and board
- Develop ongoing marketing and communications strategy
- Look for other communities in need
- Be flexible as needs evolve

“No President can easily commit our sons and daughters to war. They are the NATION’S FINEST.”

*– President George H.W. Bush,
1991*



As one of the NATION'S FINEST, you undertook the most severe task one can be called upon to perform...we now look to you for leadership and example in further exalting our country in peace.

- President Truman in a letter to WWII veterans, 1946



PRIORITIES

- Expand mental health services
- More support for women with children and families
- Expand services in mobile services units
- Look to expand locations near current service areas
- Expand use of telehealth
- Expand senior support
- Expand job training and placement
- Establish advisory committees
- Grow Board and diversify
- Develop onboarding tools

HADLEY, US AIR FORCE VETERAN

This strategic plan sets forth strategies to support these outcomes over the next five years:

1. **SERVICE:** Increase and expand services to meet the evolving needs of our veterans
2. **QUALITY:** Ensure high-quality program delivery and outcomes
3. **SUSTAINABILITY:** Confirm the long-term sustainability of Nation's Finest

Components of our Strategic Plan

We have built a plan that addresses the internal, external, and governance aspects of each outcome area and we have identified timelines and KPIs – key performance indicators – for all the strategies included in our plan.

Outcome I: SERVICE

Nation's Finest is committed to serving veterans and their families. In the next five years, we will increase and expand services to meet the evolving needs of our veterans.

INTERNAL STRATEGIES	EXTERNAL STRATEGIES	GOVERNANCE STRATEGIES
<p>Complete an Agency Intranet Based Operations Manual to support replication of existing programs in new markets* by 6/30/2021.</p> <p>Strengthen collaboration between Nation's Finest and the Veterans' Housing Development Corporation to accelerate growth in programs and housing options for veterans, with demonstrated success by 6/30/2021.</p> <p>Develop and keep up to date a multi-year staffing plan to address training for existing staff as well as a hiring plan that aligns with our program growth plan [ongoing].</p> <p>Develop strategy by March 2021 for expansion of locations within states we currently serve and develop strategy by July 2021 for expansion of locations in new states. Ensure that future site selection addresses inequities in services available to veterans; and that expansion into new states considers the pros and cons / cost benefit analysis between states contiguous to current states</p>	<p>Expand wrap-around support for our clients [ongoing].</p> <p>Launch programs for three new client types: elder care, women, and children of veterans by end of 2022.</p> <p>Add telehealth and grow mobile program to support expansion into rural communities 12/31/2022.</p> <p>Identify partnership opportunities in all existing locations and populate a resources database for each existing and proposed site by 12/31/2021. Execute plan [ongoing].</p>	<p>Develop a strategic Board composition plan to implement beginning Q4 2020 toward a full Board of 11 members by 12/31/2022.</p> <p>Attract Board members from all branches of the service as well as generations of active duty by FYE 2023.</p> <p>Review Board and staff leadership structure to ensure a mutually beneficial relationship between NF and VHDC by 12/31/2021.</p> <p>Seek Board representation from each state where NF offers services [ongoing].</p> <p>Secure Board representation from a former client or veteran who has accessed similar services to those offered by NF by 6/30/2021.</p> <p>Identify diversity priorities beyond those listed herein and update the Board matrix accordingly [ongoing] with annual review.</p>



OUTCOME II: QUALITY

To ensure effective program delivery, Nation's First must invest in qualified personnel, evidence-based practices, and generative governance.

INTERNAL STRATEGIES	EXTERNAL STRATEGIES	GOVERNANCE STRATEGIES
<p>In our commitment to be an employer of choice within the veteran-serving sector, we commit to:</p> <ul style="list-style-type: none"> - Confirm a focus on equity and inclusion in hiring and the establishment of career ladders within NF; and to incorporate these practices into HR in 2021. - Consider a landing page for self-directed staff training and implement it in 2021 or determine what other method(s) are best for supporting staff development. - Complete a review of certifications to pursue, and incorporate staff training into the plan [ongoing]. <p>To ensure our program delivery and program expansion is thoughtful and responsive, we commit to:</p> <ul style="list-style-type: none"> - Conduct a needs assessment for all existing and proposed programs in 2021. - Develop a tool for measuring site effectiveness and roll out by year-end 2020 and ongoing. - Develop program evaluation protocols and implement in 2021 and ongoing. 	<p>Research and apply for industry awards and other recognition that exemplifies the high quality of NF's programs, with a goal of at least one award per year beginning in 2021 [ongoing].</p> <p>Seek grant funding to strengthen evaluation activities and/or partner with a 3rd party evaluator [ongoing].</p> <p>Discuss our commitment to quality in our external communications and include testimonials, data, and other illustrations of our effectiveness [ongoing].</p>	<p>Establish quality assurance or continuous program improvement criteria that staff will present to the Board in support of their oversight role. Launch QA reporting within 2021.</p> <p>The Board will conduct an annual review of this and future strategic plans [ongoing].</p> <p>Beginning in 2021, the Board will follow the bylaws with regard to Board terms.</p> <p>By the end of 2020, the Board and executive staff will explore whether a committee structure is needed for the Board; and if so, implement the structure by 2022 and ongoing.</p>



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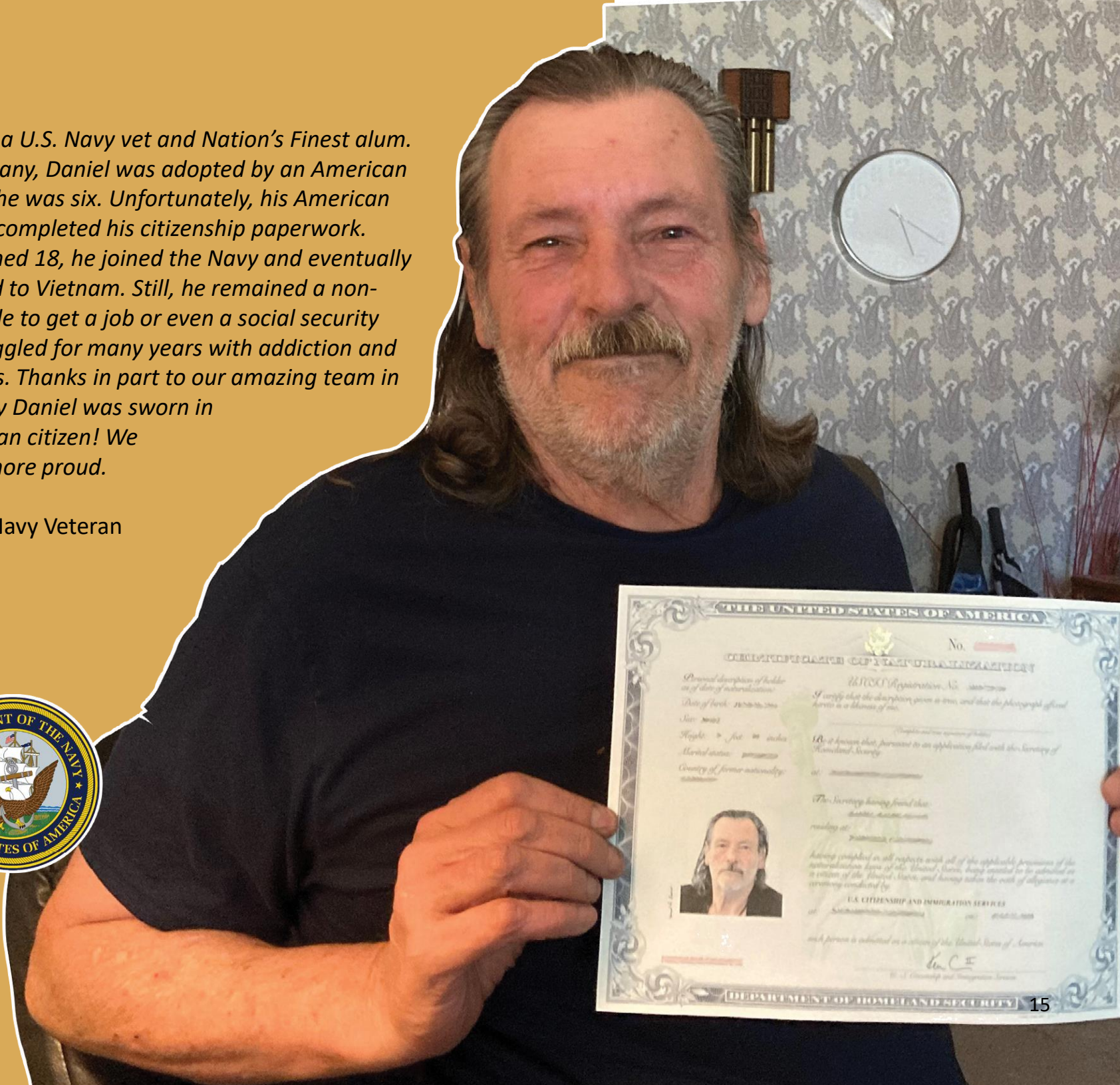
OUTCOME III: SUSTAINABILITY

To fulfill our promise to serve the evolving needs of veterans and their families, we will grow the financial resources, staffing infrastructure, and organizational influence of Nation's Finest.

INTERNAL STRATEGIES	EXTERNAL STRATEGIES	GOVERNANCE STRATEGIES
<p>Complete a fund development plan by 3/31/2021 that guides our efforts to expand and diversify funding.</p> <p>Complete CRM software integration and implementation, including staff training by 4/30/2021.</p> <p>Research annual event options in post-pandemic environment, seeking to raise awareness and money [ongoing] with goal to launch a recurring annual event by 2021.</p> <p>Engage a professional grant writer in 2020.</p> <p>Investigate and engage new insurance and clinical funding strategies to ensure sustainability and expansion of programs by 12/31/2021. Engage new strategies [ongoing].</p>	<p>Complete launch of new name and branding in 2020.</p> <p>Implement a Fund Development Plan by 12/31/2021 that includes an annual plan for donation, grants, sponsorships and maintain it [ongoing].</p> <p>Develop a Marketing and Communications Plan that highlights Nation's Finest as an organization as well as messaging for each of NF's sites, with the plan in place by 3/31/2021.</p> <p>Increase financial support from corporations (grants, sponsorships) by \$100,000 per year by end of Year 3. Establish growth targets [ongoing]</p> <p>Increase financial support from private and community foundations by \$100,000 per year by end of Year 3. Establish growth targets [ongoing]</p> <p>Increase financial support from individual donors by \$50,000 per year by end of Year 3. Establish growth targets [ongoing]</p>	<p>Build a Board composition that includes a combination of trusted advisors, subject matter experts, and influential leaders to help staff solicit funding and open doors of opportunity for NF [ongoing].</p> <p>Within 2021, determine whether site-specific advisory boards (e.g., 'Enterprise Councils') could provide meaningful assistance to local and regional fundraising activities and launch their formation.</p>

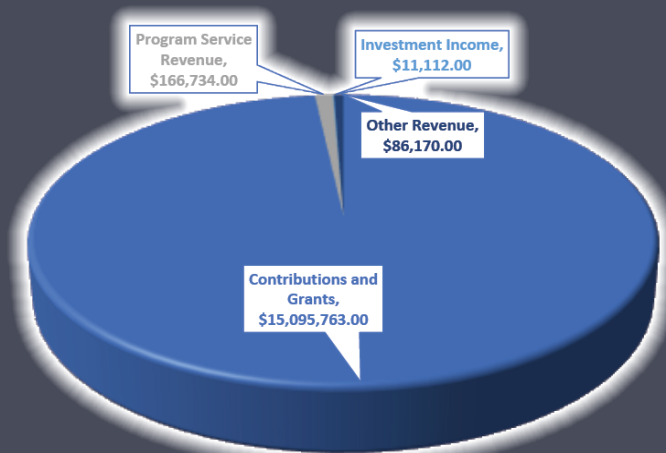
Meet Daniel, a U.S. Navy vet and Nation's Finest alum. Born in Germany, Daniel was adopted by an American family when he was six. Unfortunately, his American family never completed his citizenship paperwork. When he turned 18, he joined the Navy and eventually was deployed to Vietnam. Still, he remained a non-citizen. Unable to get a job or even a social security card, he struggled for many years with addiction and homelessness. Thanks in part to our amazing team in Vallejo, in July Daniel was sworn in as an American citizen! We couldn't be more proud.

- Daniel, US Navy Veteran

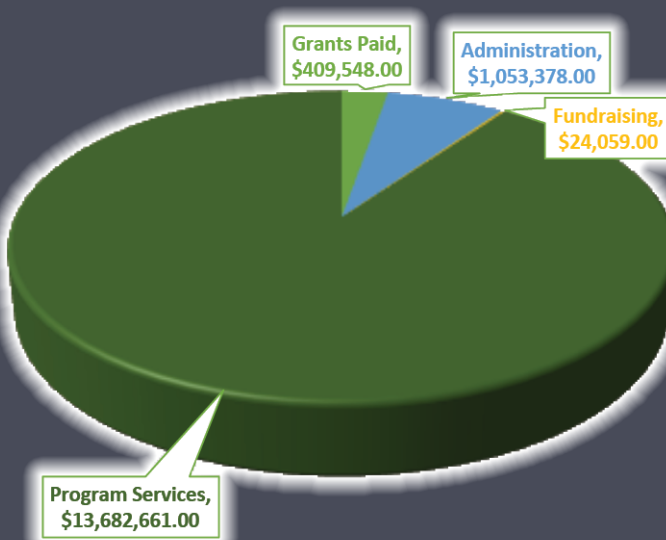


SOME OF OUR CURRENT NUMBERS

REVENUE



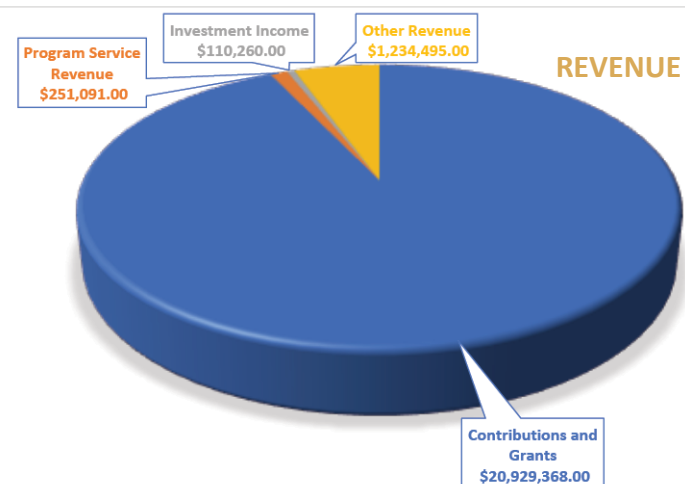
EXPENSES



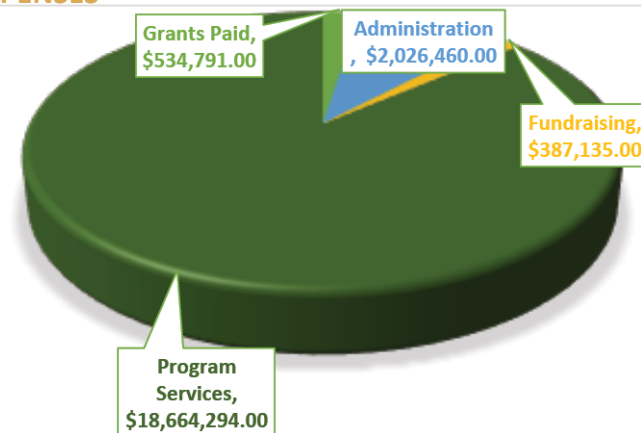
*Source: 2018 IRS Form 990

2025 PROJECTIONS

REVENUE



EXPENSES



Saying 'thank you for your service' is a genuine way to show respect and appreciation to a veteran. At the same time, actions speak louder than words. We're serious about ending veteran homelessness and hardship, which is why we spend every day delivering the supportive services our veterans need to help them improve their lives in a measurable way.

NATION'S FINEST LEADERSHIP

BOARD OF DIRECTORS

JAMES LARSON - RETIRED CEO,
CALIFORNIA STATE CENTRAL CREDIT UNION
US ARMY

DANIEL RUSCH - DATA ARCHITECT
US OLYMPIC COMMITTEE
US ARMY

LARRY CONNOLLY - RETIRED PHILANTHROPIST
US MARINES

CHUCK HELGET - PRESIDENT
SECTOR STRATEGIES
US ARMY

MARY NICHOLSON - FOUNDER/DIRECTOR
HEALINGS IN MOTION

KOBY J. LANGLEY - SENIOR VICE-PRESIDENT
SERVICE TO ARMED FORCES, AMERICAN RED CROSS
US ARMY

BURT MCCHESENEY - PUBLIC POLICY CONSULTANT
US ARMY

PHILIP WILLIAMS - ATTORNEY
US ARMY

JIM MCHUGH - VETERANS SERVICE OFFICER
US NAVY

JIMMY RADFORD
US MARINE

STAFF

CHRIS JOHNSON - PRESIDENT/CEO

CHRIS CABRAL - CHIEF ADMINISTRATIVE OFFICER

JASON HENRY - PERFORMANCE IMPROVEMENT AND INNOVATION DIRECTOR

MIA GOAN - CONTROLLER

MARK MILLER - COMMUNICATIONS DIRECTOR

JENNIFER CAMPBELL - DEVELOPMENT DIRECTOR

BRAD LONG - EXECUTIVE DIRECTOR, VETERAN HOUSING DEVELOPMENT CORP.

KENDRA BARTER - RESIDENTIAL PROGRAMS DIRECTOR

TOM ISAKSON - COMMUNITY PROGRAMS DIRECTOR

JIM LUPER - CLINICAL SERVICES DIRECTOR

TREY MITCHELL - IT DIRECTOR



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