

STRATEGIC PLAN

FY 2019–2022

MISSION

Helping people transition from homelessness to housing

VISION

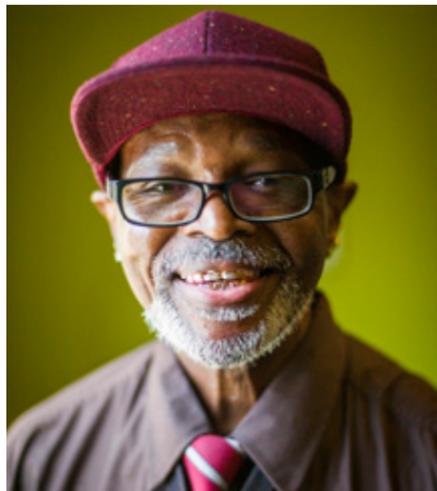
A just community in which everyone has access to a safe, affordable home



VALUES

We seek to:

welcome all, as they are;
balance patience and persistence;
improve continually;
collaborate willingly;
act transparently; adapt creatively and problem-solve;
and work relentlessly to counter inequities.



CORE BELIEFS

We believe that...

housing is a human right;
everyone should have access to shelter, food, and safety;
people are experts in their own lives and best able to determine their needs;
homelessness and the systems driving homelessness create deep personal and collective trauma;
and to end homelessness, the community will need to address its drivers, including economic inequality, institutional racism, homophobia, transphobia, and other forms of discrimination.



Over the life of this strategic plan, Transition Projects seeks to strengthen quality, sustainability, and accountability in our work through these strategic initiatives. We developed these initiatives during a yearlong process that involved the board, staff, participants, and

partners of Transition Projects. Throughout the implementation of this plan, nurturing a culture of **equity and inclusion** will be our North Star. We achieve equity when one's identity, such as race, gender, or sexual orientation, has no detrimental impact on one's outcomes in our programs.

People

Cultivate a motivated and well-supported team

We will invest in our staff to cultivate a motivated and well-supported team that provides the best possible assistance to those we serve.

- Provide more competitive wages and benefits.
- Successfully attract, promote, and retain great people.
- Promote equity in our programs and workplace.
- Expand our training and professional development opportunities.
- Develop and implement a diversity in leadership initiative to ensure that the management and board better reflect the population we serve.

Programmatic Excellence

Achieve excellence in housing retention and housing placement from shelters

We will redouble our efforts to achieve excellence in two core areas of the agency's programming: helping people transition from our shelter programs into housing; and helping those we place into housing to retain their housing.

- Increase housing retention rate to exceed industry standards.
- Increase the percentage of individuals and couples exiting from low barrier shelter into housing.
- Ensure that people of color achieve outcomes that are equal to or better than those of white people.
- Develop position-specific trainings for staff providing direct service.
- Increase support for staff in direct service roles so they can better serve participants.

Supportive Housing

Deepen our competency in supportive housing

We will deepen the agency's competency in the area of supportive housing in two ways: by developing innovative supportive housing; and by becoming the supportive service provider of choice for developers and owners serving those emerging from homelessness.

- Achieve best practices certification for our housing program by the Corporation for Supportive Housing.
- Successfully open and operate Low Income Single Adult Housing (LISAH).
- Ensure that people of color achieve outcomes that are equal to or better than those of white people.
- Ensure that our supportive services are being equitably offered to LGBTQ community members experiencing homelessness.

Telling Our Story

Increase the visibility of our work

We will increase the visibility of our work and why it deserves community support.

- Develop and implement a communication and awareness strategy.
- Expand awareness of the agency by sharing the impact homelessness has on individuals, families, neighborhoods and communities.
- Increase our communication and education capabilities.
- Increase the number of people telling the story of Transition Projects.
- Expand our circle of stakeholders (donors, volunteers, advocates, and supporters).
- Better leverage the talents of our volunteers to accomplish these goals.



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