



STRATEGIC PLAN 2020-2022

housing
FORWARD
ending homelessness

The 2020-2022 Strategic Plan will be guided by...

Our Values:

- Compassionate Empathy
- Person-centered approaches
- Engaged Community
- Innovative Solutions
- Meaningful Impact
- Inspired Teamwork



Community Health Nurse Deirdre Kassay, RN, MSN
Photo by Paul Goyette

Our Guiding Principles:

WE:

- **Believe housing is a basic human right** and that individuals cannot achieve stability until they are housed first.
 - Serve those facing or experiencing the traumatic effects of homelessness with **dignity and respect**.
 - Work **relentlessly** to support our clients and to pursue innovative solutions to prevent and end homelessness.
 - Are **progressive, proactive, transparent** and **intentional** in our thinking, words, and actions.
 - Incorporate **diversity and inclusion** in our client work, our leadership, our staff, our volunteers, and the communities we serve.
- Will **lead and influence** the effort to end homelessness through **collaborative relationships** that achieve this goal.
 - Achieve **measurable impact** and know that leveraging data and targeting our resources produce the greatest outcomes.



Andrew, the First Sojourner House Resident.
Photo by Holly Robinson-Zaid

2020-2022 Strategic Directions

1 Community Engagement

We will raise the importance of homelessness as a cause.

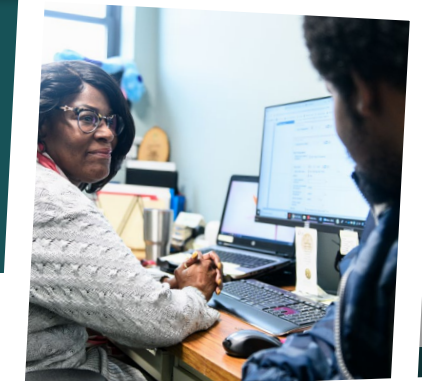
2 Strategic Partnerships

We will improve the homeless response system through community-wide planning and cross-sector; cross-community approach.



3 Person-Centered Approach

We will act to resolve a person's housing needs using a personalized, tailored approach.



4 Agency Advancement

We will make ongoing and continual improvements in the way we work each day.



5 Organizational Sustainability

We will expand and strengthen unrestricted and flexible sources of revenue.

prevent respond stabilize

ending homelessness

Emergency Assistance

Families in Transition

Short Term Stabilization

Homelessness Prevention

Street Outreach Support Center

PADS Emergency Shelter & Summer Transitional Shelter Programs

Medical Clinic

Case Management Services

Legal Services

Employment Readiness

Sojourner House

Permanent Supportive Housing

Rapid Re-Housing

Long-Term Rental Assistance

Flexible Housing Pool



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