
Throughout 2013, volunteers representing the THI Board, THI Staff, and the broader community met with consultant Janus Small of Janus Small Associates to implement a strategic planning process for Transitional Housing, Inc. as we had reached a critical juncture in the life of the organization (as transitional housing service providers nationally – including THI – shift their programming to permanent supportive housing methods). Through a series of surveys, interviews of community representatives, and a comprehensive SWOC analysis (Strengths-Weaknesses-Opportunities-Weaknesses), we identified five critical issues that had to be addressed through this planning process. These critical issues included the THI facility, THI’s identity and mission, THI’s partnerships, THI’s funding and fundraising, and THI’s marketing and public awareness. Extensive discussions (including review of research on evidence-based best practices concerning conversions from transitional housing to permanent supportive housing and varied and creative responses to this change in the homeless services landscape) led to redrafting the vision and mission statements and guiding principles and values of THI to reflect the refined and exciting direction of THI moving forward.

Our Vision

Transforming lives to end the cycle of homelessness.

Our Mission

Our organization provides individuals and families in Cuyahoga County with permanent, life-long solutions to increase self-sufficiency and independence.

(the words “our organization” will be replaced by the organization's new name)

We realize our mission through:

- Safe, affordable, housing
- Client-centered, comprehensive, case management
- Supportive services including life management, work force training, financial literacy, and family and individual programs

Our Guiding Principles and Values:

- We believe that all individuals, no matter what their backgrounds or life circumstances, have the right to safe, affordable housing.
- We believe in the human potential to make positive choices, productive life changes, and valuable contributions to the community.
- We aspire to have a deep awareness of the physical, psychological and spiritual needs of all people. We value the community’s diversity, and treating all individuals with compassion and respect.
- In our commitment to social justice, we believe in the value of advocating for individual opportunity and systemic change in our society.
- We will provide the highest quality housing, complemented by excellent, programming, services, and overall management.
- We will conduct all aspects of our business with integrity and accountability.
- We believe that collaborations and partnerships with community stakeholders will enable us to further enhance our work for our clients.

To animate our vision and mission statements during 2014 through 2016, five aspirational goals were developed:

**Goal I.** Provide safe, affordable housing to individuals and families.

**Goal II.** Offer innovative and community-aligned supportive services to guide and support clients moving from homelessness to independence to thriving.

**Goal III.** Build and continually reinforce a sound infrastructure to best support the evolving work of the organization.

**Goal IV.** Enhance visibility to maximize relationships with the organization’s multiple stakeholders.

**Goal V.** Increase and diversify income sources to provide stability for current and future operations.

Related objectives – defined, operational and specific – have been developed for each of the aspirational goals. Three-year mission-driven budget projections along with fund development parameters were developed to support the implementation of the goals and objectives. These budget projections are available upon request. See aspirational goals and objectives on page 3.

In conducting research on evidence-based best practices around conversions from transitional housing to permanent supportive housing, very exciting ideas surfaced. Community interviews and staff interviews and focus groups raised wonderful possibilities for greater impact for clients as well. In this light, the strategic planning committee views the next several years as a time of great opportunity and evolution for THI and for the individuals and families it serves! And, yes, while there are challenges to overcome, the opportunities far outweigh those challenges.

The strategic plan’s five aspirational goals and the related objectives will guide THI’s work as it addresses a new campus and facilities, new and deepened partnerships, new and expanded programs, and new ways of working. The goals and objectives will also support THI’s work as it strengthens infrastructure to support the “new”: Board evolution, staff professional development, fund development growth and expansion, increasing visibility, and more. Also, this plan provides guidance in working through challenges, small and large.

Please note that in order for THI to be successful at attaining the desired outcomes of these five goals as it shifts from being a transitional housing service provider to a permanent supportive housing model - progress must be made incrementally, consistently, and simultaneously. And, most important, attaining the desired outcomes of these goals can best be translated to mean seeing individuals and families move from homelessness and begin to thrive.
## Aspirational Goals and Objectives

**Goal I. Provide safe, affordable housing to individuals and families.**

IA. Develop and implement an “interim plan” to meet the housing needs of our clients until the new campus is ready for occupancy.

IB. Develop and implement Facilities Plan for new campus.

**Goal II. Offer innovative and community-aligned supportive services to guide and support clients moving from homelessness to independence to thriving.**

IIA. Evaluate current programs and services for impact, alignment with client needs (both current and former residents), and community partnership opportunities.

IIB. Revise program and service offerings based on findings (see objective IIA).

IIC. Explore partnerships with other organizations to enhance effectiveness and efficiency of our programming.

IID. Develop targeted, measurable outcomes and related tools to assess and evaluate programming impact.

IIE. Implement continuous program evaluation according to best practices.

**Goal III. Build and continually reinforce a sound infrastructure to best support the evolving work of the organization.**

IIIA. Evolve makeup and function of Board of Directors, including committee structure and operations, per Board Development plan.

IIIB. Evolve the staff roles, job descriptions, and requirements to support the changing work of the organization.

IIIC. Provide professional development opportunities for staff, Board, and volunteers in this evolving and challenging environment.

IIID. Explore possible roles for volunteers and interns.

IIIE. Explore potential administrative partnerships with other organizations to enhance effectiveness and efficiency of overall operations.

**Goal IV. Enhance visibility to maximize relationships with the organization’s multiple stakeholders.**

IVA. Implement naming (re-naming) and branding initiative to reflect the new work and direction of the organization.

IVB. Develop public relations and marketing plan.

IVC. Create messages and tools to implement public relations and marketing plan.

**Goal V. Increase and diversify income sources to provide stability for current and future operations.**

VA. Develop fund development infrastructure – Board, staff, data systems, donor databases, etc. – to support growth in fund development.

VB. Provide professional development training opportunities for Board, other community volunteers, and staff engaging in fund development on behalf of the organization.

VC. Develop and implement plan to deepen and diversify support from individuals, foundations, businesses/corporations, and governmental sources.

VD. Explore earned income opportunities including but not limited to entrepreneurial ventures and “sharing” programs and services with other organizations.