



PARTNERS IN HOUSING – STRATEGIC ACTION PLAN

Approved by Board of Directors – November 2019

Reviewed and Updated – Approved by Board of Directors February 2023

MISSION

Partners in Housing guides families in housing crisis from insecurity to stability, self-reliance and prosperity.

ORGANIZATION AND HISTORY

Started by Catholic Charities of Colorado Springs, Partners in Housing (PIH) incorporated in 1991 as a local 501(c)(3) non-profit corporation to provide transitional housing and supportive services for the growing population of families with children experiencing homelessness in the Colorado Springs area. PIH began with five donated apartments, and over the last 28 years has steadily acquired an additional 63 units of housing to support more families experiencing homelessness.

During 2004, PIH's program capacity expanded with the opening of the Colorado House and Resource Center, a former hotel that now offers transitional housing units, computer resource center, child enrichment center, life skills classroom, dining hall and a few offices. In 2007, The Myron Stratton Home selected PIH as one of three non-profits to move our offices to a newly renovated building on their campus. Today, PIH operates 68 transitional housing units, and owns or co-owns an additional 119 affordable housing units.

The primary goal of Partners in Housing is to help families gain the stability, skills, knowledge, resources, and other tools needed to successfully transition from homelessness to self-sufficiency. We call the clients in our program "Partners" because we work with them to help them achieve self-sufficiency. Our secondary agency goal is to help prevent and alleviate homelessness by providing affordable housing to low-income households. The affordable housing inventory both meets a community need and supports the homeless self-sufficiency program with rental income earned.

PIH believes in managing to outcomes: we track services provided to our Partners and measure the success of our program by the ultimate outcomes each Partner achieves as they leave our program. To continuously improve service delivery and program quality, PIH

staff utilizes data to make adjustments when trends are identified. While difficult to achieve, our goal is to help every Partner family transform their lives to never be homeless again.

As the largest and longest running transitional housing program in the Pikes Peak region, PIH seeks to collaborate with other nonprofit agencies, local government entities and the public sector to increase our scope of service and benefit to the families in our community.

With a change in federal government focus for the allocation of U.S. Dept. of Housing and Urban Development funds, Partners in Housing, with the guidance of the Board of Directors, has successfully managed new funding strategies to replace the HUD contracts we no longer receive.

Partners in Housing's commitment to diversity, equity and inclusion is reflected in all of our human resource practices and policies. We promote community outreach to ensure those we serve reflect the scope of the homeless population in our region and our services are shaped by diverse stakeholder input.

Diversity and inclusion is sponsored at the highest levels in the organization and recognized as a critical component of client and organizational success, with every level of the organization holding responsibility.

PLAN PROCESS

The Board of Directors and Staff of Partners in Housing determined the need to update and develop new goals for a strategic plan to guide the business, leadership, and resource development of the agency. With a new mission statement approved, a Board planning retreat was held in June 2019, during which aspirations, current status of the agency, a SWOT analysis and impact vs. efforts were discussed and examined. Simultaneously, Partners in Housing staff met to determine the opportunities which would best serve our Partner families. The combined results of staff and Board input were incorporated into the discussions and ultimately into the initiatives.

November 2022 through January 2023, Partners in Housing staff met and discussed the initiatives included in the November 2019 plan. Progress has been measured in the current plan, with some initiatives as ongoing efforts. Initiatives were further defined and proposed new initiatives were added. In February 2023, the Board of Directors reviewed the proposed revisions and approved.

The following five goals and relative initiatives were approved and will be pursued. Ongoing review and progress will be measured as the agency grows in support of the families we serve.

GOALS AND INITIATIVES

The Partners in Housing Board of Directors has agreed the goals with initiatives listed below will be pursued:

Goal #1 Expand Depth of Services to Partner Families

Initiatives: 1.1 Increase direct services to youth/children In Partner households to include Incorporation of Two-Gen programming, children’s health matrix assessment and financial training for youth

1.2 Optimize connections to education and employment services

1.3 Continue to enhance defined program components for families on waitlist and after exiting PIH housing (pre and post)

1.4 Improve access to livable wages through enhanced career planning and connections

1.5 Enhance community connections for transportation, legal aid, savings accounts, and therapy

1.6 Continue to define the work of the Partner advisory council for program enhancements and to fill one Board of Directors position

1.7 Continue to optimize the Housing Navigation program component and review potential for project to provide lower rents for PIH students continuing their education

1.8 Research potential for a Micro Loan program for our Partners

1.9 To foster the increase in savings and promote debt reduction, implement PIH Partner rent deductions program while maintaining the importance of rental payment history

Goal #2 Provide Services to More Families

Initiatives: 2.1 Increase transitional housing inventory to serve more families

2.2 Increase staffing level to support the housing needs and the supportive services for more families

2.3 Targeted outreach to community organizations who connect to families in crisis

Goal #3 Develop a Broader Messaging Plan

Initiatives: 3.1 Strengthen community awareness – Who is Partners in Housing?

3.2 Increase social media – engage younger audience

3.3 Advocate for families in crisis – “hidden homeless” directly through PIH messaging and through work with the Family Solutions Collaborative

3.4 Continue to focus outreach to those in our region who are disproportionately affected by the housing crisis, to include members of the BIPOC community and others who are underrepresented, are in greater need of support, and are facing barriers due to discrimination or victimization.

Goal #4 Diversify Funding Base to Allow for Continued Growth

Initiatives: 4.1 Increase inventory of affordable housing units

4.2 Generate revenue from services provided by PIH to community (property management, social enterprise)

4.3 Develop culture of ongoing, long term support by donors

4.4 Continue engagement opportunities with corporate and foundation funders for growth

Goal #5 Elevate Use of Technology

Initiatives: 5.1 Enhance communication of staff/partners with online portal and expand use and accessibility of website for client and staff communications

5.2 Expand knowledge of Partners' needs, services and progress towards goals

5.3 Track services and outcomes for youth/children

5.4 Optimize the donor database and donor information in all fundraising efforts

5.5 Maximize access to broad range of property information, for cost/income analysis and internal and external reporting needs

5.6 Continue provision of internet and computers to Partners in need to overcome "digital divide"