

# Strategic Vision

2019-2024



Pathways  
to Housing PA

## **Our Mission**

Empowering people with disabilities to improve their housing stability, achieve better health, and reclaim their lives.

## **We Believe**

- Access to decent, safe, affordable housing without precondition is a basic human right
- Every person should have the opportunity to set their own goals and realize their full human potential
- A home is more than just four walls

## **Our Core Services**

- Providing homes for people who have experienced chronic homelessness and suffer from serious mental illness, substance use disorders, and/or multiple other disabilities
- Restoring health by providing low barrier primary care services, medication management, and the coordination of psychiatric and addictions services to program participants, while using harm reduction as a method for achieving goals
- Reclaiming lives by promoting community inclusion and helping participants to be a part of the community and be valued for their own uniqueness and abilities, just like everyone else
- Operating the Philadelphia Furniture Bank that receives donations of gently used furniture from the public and redistributes it to individuals and families exiting homelessness and in other situations that put them in need
- Disseminating the Pathways Housing First model through training and technical assistance to other communities and organizations nationwide

## **Our Impact**

- 450 formerly homeless people with disabilities are living independently in every neighborhood in Philadelphia
- 92% of participants see a primary care physician at least once per year
- 2,996 hours of paid transitional employment were provided at the Philadelphia Furniture Bank for people with barriers to employment in 2018
- 85% of those who were previously chronically homeless retained their housing
- 1,325 medical appointments, 2,327 psychiatry visits, and 198 behavioral health visits were held in our clinic in 2018
- 2,500 households furnished for people and families moving out of homelessness

**Providing Homes | Restoring Health | Reclaiming Lives**

**Strategic Goal # 1:** Enhance the Pathways Housing First model to help people who experience chronic homelessness and suffer from serious mental illness, substance use disorders, and/or multiple other disabilities maintain permanent housing and achieve better health.

## Objectives

1. Continually improve the quality of our core services
2. Strengthen and expand partnerships with primary and behavioral healthcare organizations serving the medical and substance use treatment needs of participants
3. Develop new partnerships and alliances to connect participants with more employment and job training opportunities
4. Restructure our Representative Payee Program to focus on graduating participants out of requiring a payee and align staffing as needed
5. Explore the feasibility of a shallow subsidy program for participants who no longer need full housing subsidies and/or an Assertive Community Treatment (ACT) level of care
6. Establish a regular feedback loop with participants

## Measures of Success

- Number of former chronically homeless people participating in our Housing First program
- Percent of participants who retain their housing for at least five years
- Percent of OUD participants who retain their housing for at least five years
- Percent of participants who see a primary care physician at least once per year
- Percent of participants suffering from substance use disorders who have entered a treatment program
- Number of participants who have graduated from the Representative Payee Program
- Number of people who require less of a subsidy or lower ACT level of care

**Strategic Goal #2:** Position the organization for long-term sustainability and future growth.

## Objectives

1. Raise brand awareness, identity, and visibility among policymakers, funders, and the public
2. Cultivate and retain more individual and corporate donors
3. Expand use of the Philadelphia Furniture Bank to include other populations living in poverty in need
4. Build internal capacity and infrastructure for fundraising, communications, financial management, and information technology
5. Develop a culture of philanthropy among all Pathways' stakeholders, staff, and board
6. Explore the feasibility of relocating offices and the Furniture Bank to one location owned by Pathways
7. Increase professional development opportunities for all staff
8. Establish a three-month Operating Reserve
9. Identify and develop volunteer opportunities for individuals and groups

## Measures of Success

- Number of website visitors
- Number of social media followers and levels of engagement
- Number of new donors per year
- Donor retention rate
- Revenue generated from contributed income sources, including donations and philanthropic grants
- Percent of revenue secured from individual and corporate donations
- Increase number of partnerships working on employment and education for participants
- Number of Furniture Bank member organizations
- Number of Furniture Bank donors
- Decrease in expenses related to office space
- Staff retention rate
- Number of months per year in which the organization maintains a three-month Operating Reserve
- Number of individual volunteers
- Number of partners that provide groups of volunteers
- Percent of staff using technology for better communications

**Strategic Goal #3:** Advance diversity, equity, and inclusion at every level of the organization to better recognize, appreciate, and value people’s perspectives and experiences based on their race, ethnicity, gender, gender identity, age, disabilities, religion, and sexual orientation.

## Objectives

1. Foster a more inclusive and culturally responsible organizational culture
2. Provide regular education and training to Board members and staff in diversity, inclusion, unconscious bias, and related topics
3. Introduce formal programs to recruit, develop, and retain a diverse and inclusive workforce
4. Implement strategies to recruit and maintain a diverse and inclusive Board of Directors
5. Establish data analytics to identify disparities in program outcomes for participants based on their race, ethnicity, gender, or sexual orientation
6. Develop strategies to reduce disparities in program outcomes based on historical or systemic injustice and discrimination

## Measures of Success

- Number of Board and staff members trained in diversity, inclusion, unconscious bias, and related topics
- Board and staff satisfaction with organization’s efforts to advance a more equitable and inclusive organizational culture (as measured by annual surveys)
- Number of core service outcome measures analyzed for disparities in outcomes every year
- Increased diversity of people serving on the Board of Directors and in management level staff positions

**Strategic Goal #4:** Develop more safe, affordable, and dignified housing in Philadelphia.

## Objectives

1. Establish a subsidiary corporation to purchase or lease and renovate affordable rental units
2. Subsidize market rate housing for program participants
3. Provide affordable rental units to high-rent burdened households
4. Create choices within a Housing First philosophy for participants who don't want to live alone
5. Remove blighted and vacant properties from the neighborhoods we serve in Philadelphia

## Measures of Success

- Number of low income housing units developed
- Rates of tenancy for housing units

**Strategic Goal #5:** Effectively measure and communicate the impact of the Pathways Housing First model.

## **Objectives**

1. Partner with academia to build a larger evidence-base to support and improve the Pathways Housing First model
2. Refine housing, health, social, and employment outcome measures for participants
3. Demonstrate the cost savings to public systems and taxpayers of the Pathways Housing First model versus other subsidized housing interventions
4. Communicate the impact of the Pathways Housing First model through conference and speaking engagements

## **Measures of Success**

- Number of Housing First evaluation projects
- Number of evaluation publications created
- Number of evaluation publications distributed in print and online
- Number of speaking engagements at conferences and events

## **Strategic Goal #6:** Establish a national Pathways Training Institute.

### **Objectives**

1. Create a nationally recognized training curricula in Housing First, landlord engagement, harm reduction, and related topics
2. Develop a financially viable Training Institute model and business plan in conjunction with Pathways DC and Pathways Vermont
3. Use emerging technologies to design and provide training and technical assistance
4. Contribute more thought leadership to the field
5. Provide more fee-based technical assistance and consulting to help communities and organizations improve their use of Housing First
6. Secure funding to hire a Training Institute Manager to develop curriculum and provide training

### **Measures of Success**

- Number of people participating in training and technical assistance
- Number of organizations participating in training and technical assistance
- Income generated from training and technical assistance
- Number of articles published in print and online featuring thought leadership

## Next Steps

- Baseline benchmarks will be determined for each of the strategic goals outlined in this plan to determine where the agency currently falls for each measure of success.
- SMART (specific, measurable, attainable, relevant, and timely) goals will be defined for the measures of success defined in this plan, using the baseline benchmarks as a starting point. Goals will cover the entire five-year period for the plan.
- Tools will be developed to measure the goals, which will be presented to the board regularly in the form of a dashboard.