

HOMeward BOUND

pathways to housing for the homeless



2011 - 2014 Strategic Plan

July 1, 2011 - June 30, 2014

Approved

**Adopted by the Board of Directors
Of
Homeward Bound, Inc.**

June 21, 2011

**19 North Ann Street
Asheville, North Carolina 28801**

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MISSION

The mission of Homeward Bound is working with others to end the cycle of homelessness.

VISION

We envision a day when any homeless person can move directly into service-enriched permanent housing and become a productive member of society.

We envision a day when the poor and the vulnerable among us will no longer be invisible and ignored but treated with compassion and decency.

VALUES

- We believe in the absolute value and worth of every single human being.
- We believe that housing is a basic human right, integral to self-worth and dignity.
- We believe that homelessness is a solvable problem.
- We believe that all services should be offered with respect empathy and in the spirit of hope and recovery.
- We believe that we are successful as an organization when one individual takes one step forward on the road home.

STRATEGIC DIRECTION – 2011 - 2014

Over the next three years, Homeward Bound will be closer to ending chronic homelessness. Mechanisms will be in place that decreases a person's length of time of being homeless and a person's reoccurrence of homelessness. Homeward Bound will work closely with the community to decrease the number of people becoming homeless.

- A. Community Awareness and Support** – The Asheville community understands and supports Homeward Bound's mission.
- B. Community Collaboration** – Homeward Bound actively works with a network of community partners.
- C. Organizational Capacity** – Homeward Bound has the necessary infrastructure to meet its mission.
- D. Organizational Culture** – Homeward Bound invests in its Staff and Board and they are fully engaged as Ambassadors for the homeless – passionate, dedicated and compassionate.
- E. Programming** – Homeward Bound provides a range of services to people on their road to permanent housing.

STRATEGIC DIRECTION, GOALS and OBJECTIVES

A. Community Awareness and Support – The Asheville community understands and supports Homeward Bound’s mission.

Goals

1. Raise community awareness and help lead the discussion about homelessness and shape the direction of services for the homeless in Asheville
 - a. Implement the Marketing Plan developed in 2011 to increase Homeward Bound’s visibility
 - b. Implement the Ambassador Program developed in 2011
 - c. Seek the advice of the Ambassadors as a group annually
2. Engage community members as volunteers
 - a. Finish development of a comprehensive Volunteer Program
 - b. Implement the Volunteer Program, seeking volunteers who are committed to the mission of Homeward Bound
 - c. Ask volunteers to invest financially as well as with time.
3. Educate Community Stakeholders
 - a. Identify civic groups, downtown businesses, congregations and community partners
 - b. Identify strategies for consistent outreach that is catered to the needs of each stakeholder group
 - c. Showcase the assets of Homeward Bound to increase the community’s recognition of Homeward Bound’s contributions
4. Diversify funding streams
 - a. Implement approved Fund Development Plan developed in 2011
 - b. Increase sustainable private funding to approach the level of 50% of the budget
 - c. Develop a plan to match for every dollar of new public funding with private funding

B. Community Collaboration – Homeward Bound actively works with a network of community partners.

Goals

1. Build business investment
 - a. Build connection with Asheville Chamber of Commerce
 - b. Become more active and dynamic members of Asheville Downtown Association (ADA)
 - c. Use Board and Staff connections to build investment with local businesses
2. Strengthen existing partnerships
 - a. Increase presence and more sustained interactions with existing partners
 - b. Find new avenues to expand existing partnerships
 - c. Create time to review what is working and not working, take steps to adapt as appropriate

B. Community Collaboration – Homeward Bound actively works with a network of community partners. (continued)

3. Expand active involvement of congregations
 - a. Seek congregations not already involved in Room in the Inn (RITI) and HOPE to HOME (H2H)
 - b. Maintain active connections with all existing RITI volunteers, capture names and addresses
 - c. Expand outreach to congregations already involved with RITI and H2H and provide educational programs to increase their understanding of the issues of homelessness
4. Seek new types of collaboration
 - a. Be creative in looking at collaborations beyond programmatic collaborations
 - b. Seek partnerships beyond homeless service agencies

C. Organizational Capacity – Homeward Bound has the necessary infrastructure to meet its mission.

Goals

1. Maintain Homeward Bound's building at 19 N. Ann Street
 - a. Conduct a facility audit to identify and prioritize facility issues
 - b. Create an annual maintenance plan and implement recommended repairs and maintenance
2. Maintain and expand Homeward Bound's vehicular fleet
 - a. Maintain existing vehicles by conducting a regular maintenance schedule
 - b. Assess vehicular needs, identify options and financial resources
3. Expand facilities for adequate staff office space and to provide additional client services
 - a. Explore options for existing building expansion (up or out)
 - b. Look outside of current structure - in the community - for expansion options in 2013
 - c. Develop a Capital Campaign feasibility plan in 2014, if applicable
4. Invest in technology
 - a. Update all staff computers
 - b. Provide for excellent outreach presentations (hardware and software)
 - c. Expand use of Homeless Management information Systems (HMIS) to all programs
 - d. Provide staff with necessary HMIS and technology training as needed

D. Organizational Culture – Homeward Bound invests in its Staff and Board and they are fully engaged as Ambassadors for the homeless – passionate, dedicated and compassionate.

Goals

1. Strengthen Board involvement and investment
 - a. Identify, recruit, orient and support Board members
 - b. Provide training for Board members on Homeward Bound’s unique niche in homeless services
 - c. Provide training for Board members on advocacy and fund development strategies
 - d. Ensure that all Board members support Homeward Bound financially on an annual basis
2. Strengthen staff knowledge, skills and cohesion
 - a. Develop a formal new hire staff development plan
 - b. Provide on-going staff development
 - c. Provide opportunities for full agency communication and discussion
3. Ensure that resource needs are met so that Homeward Bound’s staff can make a long term commitment to the homeless
 - a. Assess and adjust staff levels, roles and responsibilities to ensure that strategic goals can be met
 - b. Bring all staff salaries to a level commensurate with education and experience pay scales for WNC
 - c. Develop a staff 360-degree evaluation/review process that supports Homeward Bound’s strategic goals

E. Programming – Homeward Bound provides a range of services to people on their road to permanent housing.

Goals

1. Grow the Supportive Housing Program
 - a. Expand substance abuse, domestic violence and mental health services
 - b. Create a true rapid re-housing program
 - c. Explore the feasibility of developing a homelessness prevention program
2. Expand HOPE to HOME (H2H) to a full time program
 - a. Expand H2H Coordinator/Volunteer Coordinator to a full time position
 - b. Explore other funding options to cover administrative costs
 - c. Strengthen existing H2H Steering Committee to assume additional responsibility for H2H’s fund development needs

Programming – Homeward Bound provides a range of services to people on their road to permanent housing (continued)

3. Develop permanent housing component for Room in the Inn (RITI)
 - a. Develop RITI housing component
 - b. Target specific funding for RITI
 - c. Expand staff levels to provide housing case management
 - d. Strengthen existing RITI Steering Committee to assume additional responsibility for RITI's fund development needs.

4. Educate community stakeholders
 - a. Ensure that staff and Board members have a full understanding of the HEARTH Act and the implications for Homeward Bound and to the Asheville community
 - b. Work with other organizations, government, service providers, other supportive organizations, to determine the unmet needs for the homeless population
 - c. Determine if unmet needs fit into Homeward Bound's mission and if so, develop a business plan to address unmet needs

HOMeward BOUND'S HISTORY

Homeward Bound of Asheville is a 501.c.3 organization and was incorporated in the State of North Carolina in May 1988. Homeward Bound of Asheville (HB) opened the Hospitality House Shelter in 1986 to meet the community's need for 24-hour shelter. In 1990 and 1993 respectively, the agency opened the Phoenix Transitional House for Men and the Sojourner Truth House for Women and Children. At the time, these programs followed the traditional model for homeless services, providing space as homeless men and women waited for permanent housing. In 1995, the agency began the A HOPE project, initially providing outreach to people living on the streets or in places not meant for human habitation. Partnering with two faith communities, Jubilee! and First Presbyterian Church, Homeward Bound expanded these street outreach services into day services. After building the current A HOPE facility in 1998, the A HOPE Day Center expanded its scope of services to include the Safe Haven shelter for vulnerable, mentally ill persons and the Room In The Inn shelter (or adult women).

In response to the community's 10-Year Plan to End Homelessness adopted by the City of Asheville and Buncombe County in January 2005, the agency changed its name to Homeward Bound to reflect its commitment to ending homelessness through permanent housing. HB developed the Pathways to Permanent Housing program, a supportive housing program, based on the national best practices model called Housing First/Housing Plus. Housing First/Housing Plus, the basic tenet of the 10-Year Plan, assists the hardest-to-house homeless individuals often referred to as the chronically homeless, to find, procure, and maintain permanent housing long-term by providing intensive case management matched to their specific needs. Dedicated to permanent housing as the answer to homelessness, HB has since closed the Hospitality House and Safe Haven shelters as well as its two transitional houses, reallocating these financial resources to permanently housing the homeless in the community.

Homeward Bound targets the chronically homeless, persons experiencing homelessness for 12 consecutive months or more or having four episodes of homelessness in the last three years, both with a disabling condition including substance abuse, but also serves persons experiencing a period of homelessness and other low-income individuals tenuously housed. HB provides an array of services in partnership with numerous community agencies to meet client's future and immediate needs. HB serves as a leader in the community following the 10-Year Plan to End Homelessness and collaborates with other agencies and local, state, and federal governments to prevent homelessness and increase the availability of affordable housing.

STRATEGIC PLANNING PROCESS

In preparation for applying for the Organizational Development Grant, Consultants Judy Futch and Beth Trigg meet with Brian Alexander and Cindy Smith, Homeward Bound (HB) staff to map out the strategic planning and fund development process.	8 - 9/2010
HB Executive Director, Brian Alexander, leads staff in analysis of current programs during their Fall planning retreat.	9/2010
HB receives Organizational Development grant from the Community Foundation of WNC.	11/2010
Judy Futch, Judy Futch Consulting, Inc., is engaged to guide the strategic planning process. Beth Trigg, Tap Root Consulting, Inc., is engaged to guide the fund development process. .	11/2010
Consultants and Management Staff discuss the current landscape of homeless services in Asheville and North Carolina. Brian Alexander completes a Competitor Analysis and shares data with HB Board of Directors.	11/2010
Consultants and Management staff review current trends and identify key strategic issues.	1 - 2 /2011
HB Community Summit planned. Determined that timing is in conflict with City of Asheville Housing Summit. City of Asheville and Homeward Bound collaborate on agenda and Consultants conduct two focus groups at Housing Summit.	2 - 3/2011
Consultant conducts one-on-one interviews with eight Community Stakeholders.	3/2011
Board, Staff and Community Partners, individuals who attended the Housing Summit, complete on-line surveys.	3 - 4/2011
Survey data combined and analyzed. Distributed to Board and staff prior to Planning Retreat.	4/2011
Board and staff attend Planning Retreat and review and analyze the strategic planning data. Small groups draft goals and potential objectives. Retreat Meeting notes distributed to Board and Staff.	4/2011
Consultant drafts strategic plan.	5/2011
Management Staff and Consultant review and edit draft strategic plan.	6/2011
Executive Director reviews draft strategic plan with Executive Committee. Draft plan distributed to Board.	6/2011
Board discusses and approves the Strategic Plan.	6/21/2011
NEXT STEPS	
Operational Plan to be developed by staff.	
Develop plan to communicate strategic plan to community and strengthen HB brand	
Develop Dashboard monitoring system	
Incorporate strategic plan goals into staff evaluation	
Conduct Board and Staff Fall Planning session	

STRATEGIC PLANNING AGREEMENT

The Board of Directors of Homeward Bound approved the strategic plan on June 21, 2011. The plan represents the commitment of the Board of Directors to the mission, vision, values and organizational goals and objectives. The Board recognizes that active governance, oversight and participation are required. Staff is committed to developing well-defined action plans, monitoring the plans and as adapting as needed to fulfill the strategic directions outlined in this plan.

Dan Garrett, Board President
June 21, 2011

Brian Alexander, Executive Director
June 21, 2011

BOARD OF DIRECTORS

Dorinda Bennett
Gary Broome
Dan Garrett
Holly Fairbairn
A.C. Honeycutt
Alvin Long
Mark Mickey
Susan Pike
Michael Poulos
Betsy Schieber
Larry Thompson
Keri Willever

FINANCIAL SUPPORT and CONSULTANT

The Community Foundation of WNC granted Homeward Bound an organizational development grant to develop the Foundation's strategic plan. Judy Futch, President, Judy Futch Consulting, Inc., Mars Hill, North Carolina, facilitated the strategic planning process.