

# HOMEFRONT STRATEGIC PLAN 2016-2019



March 19, 2016

# MAIN OBJECTIVES/BUCKETS

1. Program Expansion and Refinement
2. Secure Infrastructure Supports
3. Secure the Financial Base

# OBJECTIVE 1

## PROGRAM EXPANSION AND REFINEMENT

# PROGRAM EXPANSION AND REFINEMENT

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Action Steps	Year1	Year2	Year3
Centralized services at HomeFront Family Campus (HFC)	Explore needs for expanded outside partnerships. Determine appropriate use of the HFC.	Assess the value of the partnerships.	Ongoing monitoring and adjustments. Pursue new partnerships.
Develop the HomeFront Model for its Comprehensive Children’s Program	Create task force to explore existing programs (nation-wide) and develop a comprehensive vision. Consider hiring a consultant.	Develop a matrix of achievable goals and evaluation strategies.	Implement.
Develop Men’s Program	Explore existing programs/resources and begin program design.	Develop/Implement.	Implement and assess effectiveness.
Develop formal client after care (Follow up) for selected core programs	Identify core programs to be served. Design service model.	Obtain resources.	Implement programs.
Provide seamless access to mental health resources for all Housing Programs (for Adults and Children)	Implement BSI assessment Agency-wide for all residential clients. Refer all HomeFront clients to the Campus for Mental Health Services.	Research and acquire funding to hire in house Mental Health Provider or full time on-site partner.	Establish in-house mental health services.
Establish Diaper Bank	Explore needs and identify the scope.	Establish sustainable funding.	Implement.

# PROGRAM EXPANSION AND REFINEMENT

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Action Steps	Year1	Year2	Year3
Expand Parent Skills Program to include: parent teens and young adults, young parents, men and encourage permanent housing clients in classes	Develop task force to identify appropriate curriculum and program material.	Acquire resources, train and implement.	Ongoing training and review.
Enhance Youth Services and Programs	Evaluate current programs. Create Program Development. Hold monthly meetings with JHD committee/volunteers to brainstorm innovations.	Implement new program development model. Monitoring.	Review and evaluate new program model.
LCC Specific: Improve outreach to low income Lawrence families.	Develop plan and implement. Complete needs assessment.	Evaluate and modify.	Re-evaluate and modify, if needed.
LCC Specific: Increase the LCC's visibility within the community.	Complete needs assessment. Establish goals. Establish community partnerships.	Implement plan. Check progress.	Expansion/growth. Continue needs assessment.
LCC Specific: Expand programming options for the community.	Distribute survey. Analyze results and create action plan. Implement on a small scale.	Complete needs assessment and re-evaluate.	Expansion/growth. Continue needs assessment.
Explore need for core program for LGBTQ Population.	Explore funding and training options.	Schedule and implement staff training.	Evaluate and establish next steps.
Develop plans for establishment of successful social enterprises.	Research implications and current infrastructure.	Acquire funds and implement.	Explore potential revenue stream. Evaluate for expansion.

## OBJECTIVE 2

### SECURE INFRASTRUCTURE SUPPORTS

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OBJECTIVE 2

Action steps	Year1	Year 2	Year 3
Advocate for public transportation and explore partnerships to provide transportation to HomeFront Family Campus	Work with appropriate agencies so as to recommend strategies to Executive Staff.	Continue work with appropriate agencies until issues are resolved.	Assess the success of transportation provided.
HomeFront Family Campus: Develop plan for use of grounds (Phase II)	Meet with appropriate staff/board to review ideas prepared by volunteer architects. Plan follow up and fundraising.	Fundraise and begin work as planned.	Complete any work not yet done.
Refine internal communication process	Conduct employee survey. Re-establish quarterly All Staff meetings.	Decide and implement new communication processes.	Conduct assessment, obtain results and establish best practices.
Develop Staff Mentoring Program	Conduct needs assessment amongst leaders. Identify and develop mentors.	Implementation. Utilize performance management to identify employees in need of mentoring; develop a plan and match with mentor	Gather feedback from mentor and mentee. Improve process as needed.
Standardized hiring procedures and monthly mandatory training	New hire orientation and on-boarding. Begin Mandatory training by date/month of hire. Revise Job Descriptions.	Establish pay scales for each job title. Create interview guides, train hiring managers and implement.	Assess results and improve as needed.

# SECURE INFRASTRUCTURE SUPPORTS

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Action steps	Year1	Year 2	Year 3
Wellness Program for Staff	Conduct needs assessment through employee survey. Identify potential programs. Find partners	Implement program(s).	Assess and adjust as needed.
Explicitly tie employee evaluations to the Strategic Plan	Implement with Sr. Staff.	Define specific tasks to staff during anniversary review	Review/revise as needed.
Improve level of frontline employees; reduce part timers	Conduct needs assessment amongst senior staff. Train senior staff on delegating and developing their staff.	Identify stronger staff; train, develop and promote. Identify low performers and utilize performance plans.	Reassess need and organizational structure for improvement.
Develop “method” to share client history/data across agency	Determine what information should and should not be shared. Review compliance, legal and insurance issues.	Determine if there is a current tool(s) or means. If not determined, cost associated with new tools. Implement tool(s) and train staff.	Ongoing training and follow up of tools’ effectiveness.
Standardization of forms toward reduction of paperwork	Review/analyze forms and paperwork procedures for each program, learn what info/reports are essential and recommend more efficient forms/processes.	Conduct semi-annual reviews of program forms and paperwork procedures.	Conduct semi-annual reviews of program forms and paperwork procedures.
Develop system for sharing agency wide events	Establish communication needs, explore various no cost mechanisms of communication and identify staff responsible for implementation.	Train staff, assess efficacy, explore funding options if upgraded equipment and networking are needed.	Maintain an efficient form of communication that is easily accessed by entire organization.



## OBJECTIVE 3

SECURE THE FINANCIAL BASE

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OBJECTIVE 3

Action Step	Year 1	Year 2	Year 3
Maximize Purchase of Service by Expanding Outreach Beyond McBOSS (other counties, DCP&P, DOH and DOE)	Develop materials, train staff and initiate aggressive outreach.	After review of Year 1 progress, continue and expand outreach with any modifications needed .	After review of Year 2 progress, continue and expand outreach with any modifications needed.
Development-Focused Culture Change (Ambassadors)	Implement staff training. Establish Volunteer Program Committee.	Continue staff training and new employee orientation efforts. Expand Volunteer Program Committee to other program areas.	Review and modify as needed.
Capitalizing on Major Donors	Create 1) stewardship calendar, 2) action plan of tours, events and outreach and 3) goals for current and prospective major donors.	Continue stewardship efforts; establish annual calendar, plan and goals.	Review and modify, as needed.
Endowment for HomeFront's Future	Develop planned giving resources through professional development opportunities and printed materials; incorporate planned giving into major donor stewardship and within development materials and attitudes; develop strategies for sustaining HomeFront's future.	Continue development of planned giving program; incorporate planned giving into major donor stewardship.	Continue planned giving efforts; focus on next steps re: Foundation, Campaign or Buildings, based on evaluation of initial exploration.
Establish Board Fundraising Goal	Initiate Board outreach and development training efforts.	Continue Board outreach and development training.	Continue Board outreach and development training.
Maximizing 25 <sup>th</sup> Anniversary for fund raising	Develop Strategy. Focus on planned giving, Corporate cultivation and grants	Assessment review to utilize long-term giving that is established.	

# FACE OF OUR CLIENTS

## Potential New Populations to Serve

- Self-Pay Clients in Shelters
- Explore teens (not emancipated) that come with DCP or other government money.

## Currently Served

- Young Families (18 and 19)
- HIV (1 family member positive)
- Male Head of Households
- Female Head of Households
- Two Parent Families
- Single Females
- Extended and non-traditional families

# CORE SERVICES

## New Services

- Mental Health Evaluation (BSI) – Housing Programs
- 24 Hour Child Care
- After Care
- Diaper Bank

## Existing Services

- Housing (Temp and Perm)
- Homelessness Prevention
- Life Crisis Intervention
- Client Advocate–Client Management
- I&R External Agency Referrals
- Mainstream Service Navigation/Interventions
- Life Skills– (parenting, healthy living, cleanliness, nutrition, fitness, finance and budgeting and culinary arts)
- Job Skills
- Educational Assistance (non-financial)
- Food Pantry
- Furniture Warehouse
- Freestore (Clothing)
- JHD
- ArtSpace/Sewing Space
- Health and Wellness