



**Homeless Planning Council**  
*of Delaware*

# STRATEGIC PLANNING REPORT



**2009-2011**

# MISSION STATEMENT

The Homeless Planning Council of Delaware is an independent statewide non-profit that works to strengthen the support system for people who are homeless. Through collaboration with stakeholders, data collection and coordination of funding, the Homeless Planning Council of Delaware strives to create a shared vision to remedy homelessness in Delaware.

## **Board of Directors**

John Teoli (President)  
Kirsten Olson (Vice President)  
Kimberly Kegerreis (Treasurer)  
Ben Shamburger (Member-At-Large)  
Dennis Rozumalski (Member-At-Large)  
Marguerite Ashley  
Dianne Casey  
Cliffvon Howell  
Becky McCudden  
Tracy Polk  
Patricia Cobb Richardson  
Debbie Snyder  
Tamara Varella

## **HPC Staff**

Susan Starrett  
Executive Director

# CORE VALUES

**The Homeless Planning Council of Delaware's Staff, Board, and Community Partners will...**

Be **RESPECTFUL** at all times to all persons who are involved in any and all internal and external activities of the HPC.

Be **DEDICATED, COMMITTED AND CARING** in advancing the mission of the HPC inclusive of all HPC activities.

Demonstrate **INTEGRITY** at all times in conducting HPC business or as a representative of the HPC at any activity both internally and externally.

Be **ACCURATE, DEPENDABLE AND OBJECTIVE** in any and all HPC business; including but not limited to providing services to clients and providing data on homeless issues.

Be a **LEADER** in the industry working toward the **SHARED VISION** to remedy homelessness in the First State.

Demonstrate **INCLUSIVENESS** while at the same time recognizing **DIVERSITY** in all internal and external activities of the HPC; including but not limited to the services provided to the homeless and the agencies that serve the homeless.

## Letter from the Executive Director

Dear Advocates for Delaware's Homeless:

The Homeless Planning Council of Delaware (HPC) was informally established in early 1998 and incorporated as a 501©3 non-profit agency in June 2000. The HPC is an active, cooperative coalition of public, nonprofit and private-sector organizations and individuals working together year-round to address issues related to homelessness. We currently accomplish this work through four programs.

- **Continuum of Care:** HPC works to ensure a complete, statewide continuum of services for the homeless. This keeps Delaware in compliance with the Department of Housing and Urban Development (HUD) mandate that all jurisdictions seeking McKinney-Vento Supportive Housing Program funding maintain a comprehensive Continuum of Care identifying needs of and services for homeless people. HPC's efforts have successfully brought \$45 million in federal assistance to the State.
- **Point-In-Time Studies:** HPC works with local homeless and supportive service providers to do a count of the homeless in Delaware at a point in time each year, allowing the HPC to project the number of homeless people in Delaware throughout the year. Local, State and Federal agencies and funders use the data collected through the Point-in-Time studies to complete needs assessments and plan for services focused on the homeless.
- **Homeless Management Information System (HMIS):** HMIS is a statewide database application that allows service providers to input basic client demographic information, services received, and client outcomes through a secure site. HPC works with the service providers to create aggregate data reports that can be used to demonstrate need to funders, politicians and other interested parties.
- **Advocacy:** In collaboration with other agencies as well as on its own, the HPC advocates for funding and additional services for the homeless.

By making available this four-pronged support to providers of direct services to the homeless, we have secured itself a unique and vital role in remedying homelessness in the State of Delaware. We are also able to use our strong and unique position to address the following challenges.

- confusion between the role and purpose of the Delaware Interagency Council on Homelessness versus that of the HPC;
- though well-regarded for our advocacy work, there is the simultaneous recognition that there is more that we could and should be doing in this arena;
- similarly, while praised for managing the HMIS and doing it well, there is the recognition that we are not fully maximizing this valuable database;

- there is an opportunity for us to increase its role as a convener of homeless service providers and to increase its role in the planning of services and the raising of funds; and
- being under-staffed for the amount of work we currently do and still would like and need to do.

Over the next three years, with the support and commitment from our Board, funders, members and stakeholders we will be able to continue our core programs as well as to address these challenges.

I invite you to find out more about the Homeless Planning Council and become a part of the solution to remedy homelessness in Delaware.

Very truly yours,

*Susan J. Starrett*

## **Strategic Planning Process & Evaluation**

In early 2008, the Homeless Planning Council of Delaware (HPC) undertook a comprehensive strategic planning process to establish the organizational goals for the next three years.

Seeking assistance, the HPC contracted with The Nonprofit Center at La Salle University's School of Business (The Center). Working with The Center consultant, the HPC determined that the strategic planning process should include as many external voices as possible and allow for participation by Board, staff and interested parties. Through one-on-one interviews and a focus group, conducted by members of the HPC and The Center consultant, information was gathered from peer agencies and collaborators, community members and HPC members. The goal of this data collection process was to determine how the HPC is perceived in the community, and what are seen as the organization's strengths and weaknesses. As a result of this planning process, the HPC identified goals and objectives for it to undertake over the next three years.

Progress towards meeting the goals and objectives of the Strategic Plan will be evaluated quarterly by the Board of Directors. Board Committees and Staff will have responsibility for completing the objectives in the Plan. Annual work plans and budgets will be created based upon the work outlined in the Plan. This document is meant to evolve with the changing environment and the opportunities and challenges as presented to the organization. To that end, this Strategic Plan is a living, working document for the Homeless Planning Council of Delaware and its stakeholders.

## HPC's STRATEGIC PLANNING GOALS

The strategic goals of the next three years were selected while keeping in mind the HPC's strengths and challenges. Implementing the strategic plan will ensure a stronger Homeless Planning Council, better able to serve a comprehensive pool of stakeholders from around the state.

### **Strategic Priority:**

**Create awareness that homelessness is not a simple problem affecting some but is a complex housing issue that has many causes, solutions and outcomes.**

<b><u>Programmatic Goals</u></b>	<b><u>Action Steps</u></b>
Create an advocacy and public education program that helps people understand that homelessness is a housing issue.	<ol style="list-style-type: none"> <li>1. Create a communications process for advocacy and public education utilizing press releases, policy papers, white papers, a Speakers Bureau, and a homeless services catalog.</li> <li>2. Identify and develop relationships with target populations and key collaborators.</li> </ol>
Lead a community planning process that coordinates homeless service and prevention to review needs, identify gaps, and recommend best practice solutions to end homelessness in Delaware.	<ol style="list-style-type: none"> <li>1. Develop the mission statement and goals for the community planning process.</li> <li>2. Create the team that will carry out the process.</li> <li>3. Develop the operational processes for the group.</li> </ol>
Coordinate housing efforts to create an infrastructure making housing affordable and available to all individuals and families.	<ol style="list-style-type: none"> <li>1. Focus on barriers to service providers' and consumers' ability to access affordable housing programs.</li> <li>2. Host a housing forum.</li> <li>3. Market to and Recruit providers to participate in the Homeless Management Information System.</li> </ol>

<b>Organizational Goals</b>	<b>Action Steps</b>
Balance the need to be fiscally prudent with the need to provide an adequate support of needed services.	Hire an HMIS Programs Assistant.
Create and implement a comprehensive sustainability plan with diversified fund development strategies.	Identify the desired streams of funding and the associated targets for the next three years.
Develop a comprehensive marketing plan.	<ol style="list-style-type: none"> <li>1. Review current marketing strategies focusing on gaps in program areas and marketing strategies.</li> <li>2. Identify new marketing techniques and program areas to focus on.</li> <li>3. Evaluate the strengths and weaknesses of the HPC's website to enhance the current site.</li> </ol>
<b>Governance Goals</b>	<b>Action Steps</b>
Move from being an operational to a governing Board of Directors.	<ol style="list-style-type: none"> <li>1. Secure board training on board roles and responsibilities and other related topics.</li> <li>2. Identify sources of additional education.</li> </ol>
Strategically build a diversified board, seeking to include representation from the whole state, voices outside of the Continuum of Care, and present/formerly homeless individuals.	<ol style="list-style-type: none"> <li>1. Determine the ideal composition of the board.</li> <li>2. Identify the current gaps in representation.</li> <li>3. Identify and recruit potential board members.</li> <li>4. Orient new members.</li> </ol>
Equip all board members with the knowledge and tools needed to be strong ambassadors for the HPC.	<ol style="list-style-type: none"> <li>1. Determine the message that HPC board members should deliver.</li> <li>2. Ensure that the board monitors its own ambassadorship activities.</li> </ol>

## *Acknowledgements*

Thanks to our Board members for their dedication and work towards advancing the mission of the Homeless Planning Council; to Laura Otten at The Nonprofit Center at LaSalle University's School of Business for her work in facilitating the Strategic Planning Process; our stakeholders who participated in the focus groups and one-on-one interviews; and our collaborators in the homeless services field who spend every day to improve the lives of Delaware's homeless.

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