



Strategic Plan | FY2023-2025

Because every child deserves a home

11.22.22

Family Promise of Greater Indianapolis Strategic Plan (2023-2025)

Process:

1. After multiple conversations with Family Promise of Greater Indianapolis (FPGI) leadership and an initial strategic planning session with the board that included Strengths, Weaknesses, Opportunities, Threats (SWOT) and Political, Economic, Social, Technological, Legal, Environmental (PESTLE) analyses, six key questions were identified to tackle in a broader strategic planning effort. These questions are (with board prioritization votes):
 - a. How do we make sure we have secure funding in the future? (13 votes)
 - b. How can we maintain strong congregational relationships with a new model that does not house families in congregations? How can we engage congregations differently to continue to benefit from congregational involvement and bring in new congregations as needed? (12 votes)
 - c. What do families need? Are we helping families in a way that understands them and their needs? How do we consider and respond to equality vs. equity issues families being served face? (10 votes)
 - d. What do staff and board need to be successful? What staffing structure is needed for mission success and efficiency? What does the board need to be successful in supporting the organization and providing necessary oversight? (9 votes)
 - e. What is our capacity for current and future programming? How do we best utilize our resources to meet our mission and remain sustainable? (8 votes)
 - f. What do we need to consider about the Apartment Model Program going forward and longer term? (6 votes)
2. Two committees were formed to address these issues and prepare presentations for a board retreat. Each committee consisted of board members and the executive director, and received some staff input as well as from advisors not on the board. The committees organized as follows:

One group addressed funding capacity; what do staff and board need to be successful; and questions about current staffing and programming capacity. In more detail, this group considered:

- What are the current and potential funding sources and how can we grow funding from these sources; how reliable may these funding sources be in the future; and what staff and other resources should be committed to fundraising?
- What is the capacity for current programming among staff and the organization, and how should programming be prioritized? Are there programs that are under-resourced? Are there new priorities that should emerge in terms of services being offered to families? Would additional staffing be a prudent investment at this time?
- Do staff have the resources they need to be effective in their roles? Do current pay rates and staff benefits adequately incentivize staff retention and value their contributions? Are there things FPGI should consider doing to strengthen our staff?

- Should the board receive additional training or resources? Are there steps that should be taken to strengthen the board and its impact on the organization?

Another group addressed maintaining strong congregational relationships, the question about what families need and how to address issues of equity vs. equality, and how to move forward with the Apartment Model Program. In more detail, this group considered:

- FPGI knows it benefits from strong relationships with congregations. How can they maintain and grow those relationships, as the operating model moves away from housing families in congregations? Are there new ways for congregations and their representatives to be involved that are meaningful both to families being served and those contributing their time?
 - What are the issues of equity that may serve as barriers to families' success? Are there things that FPGI can do to address these issues that would help overcome these barriers?
 - What are the impacts of the apartment model on families and FPGI's mission? Will congregations support this new model? How should FPGI move forward with the apartment model? What resources should be put toward supporting and growing it? How would a change from hosting with congregations to temporary housing in apartments impact FPGI overall?
3. During a strategic planning retreat, committees presented their recommendations to the entire board and answered questions and sought input.
 4. After the retreat, the leadership group (consisting of the executive director, committee chairs, board chair and incoming board chair) reviewed and discussed the consultant's notes and summary from the retreat. Based on discussions during the board retreat and additional discussion and feedback from the executive committee and committee planning chairs, revisions were made.
 5. A survey was created and shared with the entire board to give opportunity for feedback on post-retreat revisions.
 6. Input from congregational coordinators was sought and given about the Apartment Shelter Program Model during two virtual meetings in November.
 7. Additional revisions were made based on survey feedback and additional conversations with the executive director regarding plan and budget projections for 2024. Revisions included extending the timeline of implementation and identifying some actions as "second tier" priorities. Second tier priorities will be addressed as resources allow.
 8. Additional revisions were made and sent to the board as a final draft, with the expectation of a vote for approval at the November 29 board meeting.

Mission:

We are a partnership of congregations and community organizations responding to the crisis of children and their families who are homeless. We work to eliminate homelessness in Greater Indianapolis.

Vision:

A community where homelessness is rare, short lived, and recoverable.

The day that all Hoosier families who are homeless are sheltered on the day they become homeless, because homelessness is not an option for any family or individual.

Values:

We believe deeply in all of the following and these areas guide how we pursue our mission and vision:

Interfaith Cooperation: While our beliefs vary, our motivation for what we do is rooted in spiritual faith and a profound call to service. This allows us to bridge our differences for the sake of helping others without proselytization.

Keeping Families Together: We believe families should stay together—not be separated—during the most difficult times in their lives...no matter the makeup of a family.

Changing Lives: While we will provide assistance to meet emergency needs, it is more important that we provide access to skill development, resources, and networks to create lasting stability.

Hospitality: We try to generously give of ourselves in addition to our resources. We believe a warm welcome and compassionate service are keys to replacing despair with dignity.

Good Stewardship: We serve almost twice as many families per dollar invested as traditional shelters by utilizing existing resources of volunteers and facilities. Because children and their families are in crisis, every dollar needs to count.

Raising Awareness: We believe a big reason for homelessness is poverty, and part of the cause is systemic. Said more simply, opportunities are not equal. It is not enough to help a family without asking ourselves and neighbors why there is a need in the first place.

Strategic Plan Goals

- A. FPGI will be engaged with congregations, individuals associated with faith communities, and others who actively support the organization's mission. Thirty or more engaged congregations will commit to supporting the work of FPGI and its utilization of the Apartment Shelter Program Model.
- B. FPGI will grow its donor base and funding sources and achieve an annual revenue goal of \$1.5 million by 2025. This will sustain gains of families served that occurred during COVID-19 pandemic years and enable future expansion of services to families experiencing homelessness. Expansion goals will be set after fundamental analysis of needs and resources.
- C. FPGI will retain and attract skilled and dedicated employees and board members.
- D. FPGI will provide excellent services and support to guests that prioritizes issues of equity and equality while providing the best possible outcomes for success.
- E. FPGI will work to address structural issues that lead to homelessness within its service area and the state of Indiana and utilize existing data to assess the need for services that FPGI is uniquely qualified to meet.

Goal A.

FPGI will be engaged with congregations, individuals associated with faith communities, and others who actively support the organization's mission. Thirty or more engaged congregations will commit to supporting the work of FPGI and its utilization of the Apartment Shelter Program Model. A volunteer coordinator, when budget allows, will be hired to support this work (2023).

- I. Provide regular communication and updates for engaged faith communities and volunteers. Grow the volunteer base as a result of these efforts. Pull and develop volunteers as needed from organizations outside of faith communities as well as individuals in congregations who may be unfamiliar with the Family Promise model of shelter in congregations/synagogues.
- II. Create a revised congregational sponsorship agreement that underscores the importance of the Apartment Shelter Program which 30 congregations will sign demonstrating their commitment to FPGI.
- III. A volunteer coordinator will work closely with congregational coordinators to recruit volunteers for and also coordinate:
 - a. Meal delivery to families
 - b. Rapid response team for apartment turnover
 - c. Apartment furnishing drives
 - d. Volunteers to help with fundraising events

- e. Speakers Bureau (**Second tier**; First quarter of 2024)
 - f. Tap into individual volunteer talents and interests in support of FPGI. (**Second tier**; Third quarter of 2024)
- IV. The volunteer coordinator will work closely with congregational coordinators to coordinate a volunteer response to family needs and special events such as:
 - a. Celebrating a child's birthday
 - b. Celebrating holidays
 - c. Special need for clothing or items for the apartment
 - d. Other needs as they arise
 - V. Formalize and grow a volunteer list to support apartment turnover. (Second & Third quarter of 2023)
 - VI. Establish a referral/outreach program for volunteers to connect families to job/housing leads and other resources that will support guests' transition to stable housing. Provide outreach to potential partners and ways to connect families to existing services. (**Second tier**; Second quarter of 2024).

Goal B.

FPGI will grow its donor base and funding sources to achieve an annual revenue goal of \$1.5 million by 2025. This will sustain the gains of families served that occurred during the COVID-19 pandemic and enable future expansion of services to families experiencing homelessness. Expansion goals will be set after fundamental analysis of needs and resources. A development staff member will be hired, when budget allows, to support this work. (2023)

- I. Annually create a Development Plan that includes strategies for each major source of funding and/or funding potential including annual gifts, major gifts, congregations, foundations, corporations and events by the end of each fiscal year. (New Staff, ED, Resource Development)
- II. The development staff member will support Mike by connecting him with major donors and potential major donors.
- III. Maintain and grow relationships with current donors through regular communication and opportunities for engagement.
- IV. Develop and implement an ongoing Stewardship Plan for categories of donors (based on giving levels) to keep them informed, engaged, and aware of the impact of their gifts in tangible ways by 9/30/23. (New Staff, ED, Resource Development)
- V. Complete a review of donor events, with an emphasis on Night Without a Bed and Home Sweet Home. Determine fundraising potential and feasibility of growing financial

- impact of events. Report findings and make a recommendation to the Board about future events. (Third quarter 2023) (ED, Resource Development)
- VI. Explore and pursue new grant funding opportunities as appropriate, with a goal of increasing grant support.
- VII. Increase financial security and future of FPGI by developing a planned giving program including, but not limited to, promotion of:
- a. including FPGI in donor's will
 - b. gifts from IRAs and through other retirement plans
 - c. gifts through trusts and other estate gift instruments

Goal C

FPGI will retain and attract skilled and dedicated employees and board members.

- I. **Staff:** FPGI wants to ensure the organization is appropriately staffed and equipped for its current and future program model for maximum efficiency and best outcomes.
 - a. Invite individual staff members to board meetings to explain what they do as an engagement/storytelling activity for the board's benefit and to help staff members feel appreciated and acknowledged. (First quarter of 2023) (ED, Board Chair)
 - b. Develop a workable plan to appreciate staff throughout the year. (Second quarter of 2023) (ED, HR, Board task force)
 - c. Evaluate current staffing structure, compensation, work environment and make recommendations by (Fourth quarter 2023) (ED, HR, Board task force)
 - d. Develop a menu of training and learning opportunities for staff members and investigate increasing funding for staff education in the budget. (First quarter of 2024) (ED, HR, Finance)
- II. **Board:** FPGI will recruit, train, and engage exceptional board members to support its mission and work.
 - a. Develop a board "yardstick" of talents, skills and experiences that will benefit the work of the board and FPGI and use it to strategically recruit exceptional board members. (First quarter 2023) (ED, Past President)
 - b. Develop strategies to engage members of the Board directly in the mission of FPGI that promotes loyalty, generosity, and storytelling. (Second quarter 2023) (Task Force)
 - c. Establish Nominating Committee which will identify corporate sponsors, congregations who are particularly supportive, and consistent generous donors as potential future board members and develop strategies to further engage and recruit to the board. (Fourth quarter 2023) (Nominating Committee, ED, Task Force)
 - d. Review governance practices and policies including number of board members, board job descriptions, terms, evaluations, etc. and make recommendations for any needed changes. (Second quarter 2024) (Nominating Committee)

Goal D

FPGI will provide excellent services and support to guests that prioritizes issues of equity and equality while providing the best possible outcomes for success.

- I. Continuation of existing services and programming of:
 - a. Case worker support for families
 - b. Diversion
 - c. Aftercare services

- II. With input from faith community partners, FPGI will formalize its adoption of the Apartment Shelter Program Model for ongoing planning and implementation and formally discontinue congregational hosting in facilities. (Completed Fourth quarter 2022, continue in 2023)
 - a. Develop and execute a plan to educate and seek input from congregations regarding the shift to the apartment model.

- III. To ensure FPGI is prioritizing families most in need, develop a process that may include outside partners to vet/screen families to receive services through the Apartment Shelter Program. (Responsibility: Family Promise Staff/Board) (Second and Third quarter 2023)

- IV. Develop a lead list of potential landlord partnerships by the Second or Third quarter of 2024 to diversify the apartment communities where families are housed. The list will be built through referrals from current partners, online research and additional outlets such as email promotions distributed by Family Promise. (Responsibility: Board/Family Promise Staff)

- V. As mentioned in Goal A, connect families with congregational and community resources that may be available. (**Second tier**, Second quarter, 2024)

- VI. Seek to connect families and children to existing afterschool and other services such as (**Second tier**, Third quarter 2024):
 - a. Bright Lane Learning
 - b. AYS
 - c. Boys and Girls Clubs
 - d. Geographic opportunities such as programs through Carriage House

Goal E

FPGI will work to address structural issues that lead to homelessness within its service area and the state of Indiana and utilize existing data to assess the need for services that FPGI is uniquely qualified to meet.

- I. FPGI will continue work to raise awareness of policy issues that contribute to homelessness and advocate for better tenant protection.
 - a. Work with partners and supporters such as Hoosier Housing Needs Coalition to advocate for better policies related to tenant rights and the lack of affordable housing. (board committee, ED) ongoing
 - b. Hire or contract with a former guest to make regular presentations at faith communities and other about the issues related to homelessness. (Third quarter 2025; **Second tier** priority)

- II. FPGI will explore models where other Family Promise chapters have partnered with organizations to develop and manage affordable housing for their guests.
 - a. Conduct board conversations and facilitate sharing from other FP chapters that have entered into affordable housing development and management partnerships to learn from their experience. (First quarter 2024). Conversation to include:
 - i. Why did they do it?
 - ii. How did they do it and how did they fund it?
 - iii. How has it resulted?
 - iv. What have they learned through doing it?
How do they expect to move forward with it?
 - b. Committee forms to explore if development partnership is a path FPGI wants to follow. (Second quarter 2024)
 - c. Committee works to:
 - i. Better understand affordable housing partner models, including local nonprofits who have partnered to develop affordable housing
 - ii. Identify possible partners
 - iii. Hold initial discussions with potential partners
 - iv. Report back to board with findings (Third quarter 2025).
 - v. The Board determines interest in pursuing partnership to develop/manage affordable housing. (Fourth quarter 2025)

- III. FPGI works to understand the number of people affected by homelessness within its service area and which people/needs FPGI is uniquely qualified to address. Board committee forms to take up this task in partnership with ED. (First quarter 2024)
 - a. Utilize HUD, Department of Education, and other agency statistics to have a clearer understanding of the number of families facing homelessness in FPGI's service area.
 - b. Define/categorize homelessness on varying levels and work to determine how many families in FPGI's service areas fall into these categories. For example, those who are:
 - i. On the streets or in a car because there is no place to go. (HUD)
 - ii. In a temporary shelter program through another service provider (HUD)
 - iii. Staying in an unsafe place because of no other options (Dept. of ED)

- iv. Couch surfing with friends and relatives until they find more permanent housing (Dept. of ED)
- c. Utilize this information to identify which category(s) of homelessness FPGI wants to address and set informed goal of how many families FPGI would like to serve (Fourth quarter 2024).
- d. Review existing services and how many families are falling through the cracks in terms of receiving support through existing services.
- e. Committee forms to work with executive director to gather and analyze this data and recommend to the board an expansion goal for families served (Fourth quarter 2024).

Family Promise of Greater Indianapolis has experienced significant growth in funding and the number of families they assist since the beginning of the pandemic in 2020. This plan supports stretching toward greater levels of impact and operating sustainably into the future while remaining keenly focused on their mission.