



**FRIENDS
IN
DEED ***

STRATEGIC PLAN 2024-2027

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ABOUT US

Friends In Deed (FID) is celebrating 130 years of service to our community! Through the years we slowly but steadily expanded and diversified our services. In the past eight years however, we've grown from a staff of 5 to a staff of 30, from a budget of \$500K to a budget of \$5M, and increased services by 182% across all programs!

Today, Friends In Deed operates five key programs.

The Food Pantry

The Food Pantry currently serves 600 households a week with a variety of foods that include plenty of fresh produce and protein.

Emergency Shelter Program

Our Emergency Shelter Program includes both a seasonal bad weather shelter, and year round motel stays.

The Women's Room

The Women's Room provides guests with daily respite and essential services like laundry, showers, meals, health check ups, computer access, and case management.

Eviction Prevention and Rental Assistance

Our Eviction Prevention and Rental Assistance program provides short-term rental assistance to individuals and families threatened with eviction.

Street Outreach and Housing

The Street Outreach and Housing program reaches out to individuals on the street, connecting them to critical homelessness services and addressing the barriers keeping them from permanent housing.



STRATEGIC PLANNING PROCESS

In order to continue serving our community in the most impactful ways, FID embarked on a comprehensive strategic planning process facilitated by Leadership Savvy. Board members and staff collaborated with input from clients, volunteers, partners, community leaders, funders, and donors for eight months to hone the organizational priorities of Friends In Deed. This committed group of internal and external stakeholders clarified our identity (mission, vision, values, motto), updated our programs approach and strategy, and developed a plan for expanding our facilities, including a capital campaign.

This process also confirmed for us that FID is a well-respected organization, delivering critical programs that the community trusts. People recognize and appreciate our evolution over the years to serve the pressing needs of neighbors experiencing homelessness and vulnerability.



The process included four phases:

- 01** stakeholder surveys and interviews
- 02** strategy sessions and meetings
- 03** topic-specific planning groups
- 04** collaborative drafting of the plan

FID STRATEGIC PRIORITIES 2024-2027

The strategic priorities that emerged from the planning process are as follows:

01 Mission, Vision, and Values

02 Programs: Quality, Impact, and Capacity

03 Facilities and Capital Campaign

The following pages provide details on the strategic priorities, corresponding strategies, and the person(s) responsible. Also included are benchmarks for each strategy for the next three years (2024-2027). FID will track progress on the plan quarterly and adjust strategies as needed annually.



STRATEGIC PRIORITY 1:

MISSION, VISION, AND VALUES

Through the planning process, stakeholders suggested that FID's mission could be more concise and integrate the core values "compassion" and "dignity" directly into the mission. Board and staff collaborated on the mission statement and discussed how to respectfully and inclusively describe the people we serve. There was a well-considered decision to replace 'at-risk' with 'vulnerability.'

We agreed that 'interfaith' was important to the

organization's history and that it conveyed the inclusive approach of Friends In Deed. Thus, 'Interfaith' was adopted as one of the values.

Conjointly, a vision statement emerged that conveys who we are now, what we are striving to become, and our unique approach to serving/accompanying clients who receive services.

We continue to be proud of and lean on the truth of our long-time motto.

MISSION

Providing supportive services with compassion and dignity to our neighbors experiencing homelessness and vulnerability.

VISION

A community where everyone experiences housing, food, and financial stability, and enjoys the support they need to flourish.

MOTTO

Doing together what we cannot do alone.

VALUES

Caring

Compassionate, responsive, understanding, dedicated
We seek to be responsive to the needs around us, moving with a sense of urgency, dedication, and compassion in support of our neighbors.

Resourceful

Flexible, adaptable, programmatic synergy
With flexibility and a spirit of creativity we look to utilize our programmatic synergies to adapt to every situation.

Human-centered

Holistic approach, personal
Using a holistic approach in the services we deliver and acknowledging the complexity of each individual's situation, we commit to serve the whole person.

Interfaith

Service to others, tradition, trusted
With strong traditions steeped in over a century of work, we lean into the importance of trust and mutuality in our service to others.

Inclusive

Diverse, dignity, unity
Recognizing the diversity of our community, we remain open to others, celebrating unity over uniformity.

Community-based

Connection, volunteerism
Leveraging the strength and support we find in partnerships and through our volunteers, we embrace the unique gifts we all have to offer with a spirit of connectedness.

BENCHMARKS & ACTIVITIES

Persons Responsible: Senior Director of Development and Board Governance Committee



Mission Update

- Update the mission on the website, proposals, and other external communications.
- Support staff and board in internalizing and sharing updated mission statement.
- Update "about us" paragraph that can accompany the mission statement on the website, proposals, and other external communications.
- Include information about FID's interfaith roots/history on the website and other major communications.
- Maintain, deepen, and cultivate strong partnerships with faith communities (i.e. volunteers and donors).

Vision and Motto

- Add FID's vision to the website, proposals, and other external communications.
- Support staff and board in internalizing and sharing FID's vision.
- Add FID's motto to the website and other appropriate communications.
- Update marketing efforts to increase awareness and knowledge of FID impact, especially with local leaders, foundations, and donors.

Organizational Values

- Update marketing, proposals, and other communications to share and reflect FID values and messaging.
- Develop phrases and messaging that describe and communicate FID's values.
- Analyze program and internal initiatives and systems to reflect FID values and make updates as needed.

STRATEGIC PRIORITY 2:

PROGRAMS: QUALITY, IMPACT, AND CAPACITY

STRATEGY 2A: QUALITY & HOLISTIC SERVICES

Holistic Approach to Homelessness and Programs

Friends In Deed will prioritize program quality over growth. Our clients' needs are many and successful outcomes depend upon meeting a diversity of needs. We will not seek to serve all the needs in-house, but will hone our programs to clarify our focus and connect clients to other providers to meet needs we are unable to address.

Quality Care and Communication of Our Services

FID will continue to hold ourselves to high standards of quality in program development and planning even as we are challenged by high numbers of clients, limited facilities, and lack of staff. FID has increased capacity to track and deliver quantitative and qualitative data regarding our impact and will continue to strengthen this capacity.

BENCHMARKS & ACTIVITIES

Persons Responsible: Senior Director of Programs and Board Programs and Strategies Committee

Intentional Commitment to Quality and Holistic Service

- Define and assess what a quality, holistic approach looks like by program and across programs. Develop a clear understanding of what specific services our programs are capable of delivering and clear guidelines on what we do not provide.
- Each program will have a document defining their capabilities and guidelines. This will include the health of staff and clients.

Internal Synergy and Partnerships Process

- Clarify process for appropriate referrals between programs.
- Establish clear and specific eligibility requirements for clients within each program.

External Referrals and Partnerships

- Increase informal and formal partnerships with mutual referrals to support clients more holistically.
- Develop Memorandums of Understanding (MOUs) with at least one primary service provider in each referral category (legal, mental health, physical health, employment, etc.) to encourage "warm handoffs" for service referrals.

STRATEGIC PRIORITY 2:

PROGRAMS: QUALITY, IMPACT, AND CAPACITY

STRATEGY 2B: IMPACT EVALUATION & SERVICE CAPACITY

Prioritizing building systems building for longer term impact, sustainability, and quality.

Friends In Deed has seen continuous year-over-year growth in all its programs and is at a point where capacity issues are a primary consideration. The board and staff are aligned regarding the importance of addressing program resources (i.e. staff and facilities) to mitigate the challenges of operating in an environment where the need will always outmatch the capacity.

FID will prioritize program sustainability and organizational excellence over continuing to expand services due to demand. The goal is to ensure FID continues to improve the quality of its programs while also building up its resources, including improved and/or expanded facilities.

BENCHMARKS & ACTIVITIES

Persons Responsible: Senior Director of Programs and Board Programs and Strategies Committee

Updating Messaging on Programs Approach

- Develop capacity guidelines for each program.
- Develop quarterly directors' meetings to assess current risk, both internally and externally.
- Annually assess core priorities for each program.

Building Staff Capacity

Grow staff to improve program quality, stability, and ability to provide holistic services. Allow for redundancies in staffing to reduce risk of staff burnout and enhance flexibility in program management.

Add:

- program administrative support
- volunteer/community engagement staff
- street medicine/mental health specialist

STRATEGIC PRIORITY 2:

PROGRAMS: QUALITY, IMPACT, AND CAPACITY

STRATEGY 2C. SECTOR INFLUENCE & ADVOCACY

Friends In Deed will use its voice and influence to better meet community needs. We have an excellent reputation with the local government, area businesses, congregations, community organizations, and the general population. The range of our programs and diversity of clients we serve give us unique insight into the varied needs of our community's vulnerable individuals and families.

An Advocacy Committee will be created to determine how to best advocate for our clients and our programs with government agencies. Initial focus will be on local impact, but over time may include regional, state, and national. We'll develop a strategy to identify and cultivate opportunities, potential partnerships, and local networks.

BENCHMARKS & ACTIVITIES

Persons Responsible: Executive Director and Board President (with future Advocacy Committee)

Develop an Advocacy Plan

- Explore opportunities and focus advocacy efforts.
- Outline key strategies and goals for engaging in advocacy.

Shorter-term Stakeholder Connections

- Identify key stakeholders that can be a part of an advocacy committee.
- Work with congregations to establish "action alerts" for pressing issues.
- Develop a policy that spells out the kinds of support letters, campaigns, and/or propositions with which FID can be associated.
- Develop training for clients who wish to speak publicly on behalf of FID and the kinds of issues we address in the community.

Longer-term Advocacy Efforts

- Develop a plan to "activate" supporters, board members, and volunteers when an issue is being raised at the city council.
- Engage board members to support and participate in advocacy efforts (create ad hoc committee).
- Conduct ongoing research and education regarding clients' need for services and best practices for meeting those needs, so that programs can be appropriately adapted.

STRATEGIC PRIORITY 3:

FACILITIES AND CAPITAL CAMPAIGN



There are two key limitations to Friends In Deed's current facilities. 1) FID's programs are housed in two separate facilities, making cross-program referrals difficult. 2) FID House, where The Women's Room and Food Pantry are located, is an older building with increasing structural issues. Moving to a larger facility could address both of these issues.

Acquiring a larger facility requires embarking on a capital campaign to help purchase/rent and renovate the building. This strategic planning process helped FID identify some concrete steps for capital campaign planning, including developing a Board/Staff Facilities Committee. The goal is to prepare and launch a capital campaign in the next few years. We have a very promising prospect to partner with the New Macedonia Church (455 E. Washington Blvd.), which is directly across the street from the Friends In Deed House. There is potential to build our new facility in their large and empty parking lot.

BENCHMARKS & ACTIVITIES

Persons Responsible: Executive Director, Program and Strategies Committee, and Facilities Capital Campaign-Committee



Address shorter-term facilities needs

- Identify and implement updates to current spaces to keep programs as functional as possible without undue investment.
- Explore foundation/donor support to supplement these costs/renovations.

Prior to launching a capital campaign, FID will work on the following:

- Convene a skills-based Facilities Committee (board and staff).
- Complete the writing of a “case for support” document.
- Outline development staff fundraising capacity to inform timing of hiring a campaign consultant.
- Determine scope of the facility: location(s), size, cost, facility plans, purpose statement (building, renovations, and operations).
- Budget for consultant, development staff, and other capital campaign costs.
- Interview and engage capital campaign consultants.
- Engage in feasibility study and campaign planning.
- Identify silent/seed donors (50-75% committed prior to formal launch).
- Plan optimal timing of capital campaign launch.