



Strategic Plan Narrative

2022 through 2025



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EXECUTIVE SUMMARY

OVERVIEW

The Inn Between has a 30-year legacy of providing vital support helping our St. Vrain Valley neighbors avoid or exit homelessness. Today, organizations providing transitional and permanent supportive housing and support services are faced with a multitude of challenges unlike ever before.

To remain relevant and vital means innovating -- being responsive to the changing pressures on, requirements of, and priorities of the people we support. It means having candid conversations and making tough choices. It means building up a vibrant, trusting community. It means saying 'no' to some of what has been and 'yes' to new ways of providing value. It means getting clear on where we are headed and staying focused. It means infusing vision and energy into The Inn Between while strengthening our foundations.

The Inn Between is pleased to share our strategic plan for 2023 through 2025. This plan represents months of planning by our board and staff with input from residents, partners, peers, donors, funders, and other supporters.

OUR HISTORY

The Inn Between was established in 1993 out of the collective efforts of 23 community agencies looking to address homelessness in the St. Vrain Valley. Our founders recognized that there was a need for an agency that could provide both affordable housing and complementary Supportive Services to help local folks break the cycle of homelessness and build a brighter future.

Initially, The Inn operated under a parent agency, Family Extensions, and provided services to tenants in one building with 31 units. The agency received 501(c)(3) status in 1999. Over time, our community's need for affordable housing for very low-income families and support for those facing homelessness has grown.

With the help of our many supporters, The Inn Between has grown to include 88 units in six buildings around Longmont. In addition to a growth in our housing capacity, The Inn has developed new tools and resources overtime to meet the needs of our residents. With housing stabilized, our residents can work to achieve long-term housing stability for their families.

PLANNING PROCESS

The Inn Between embarked on a process designed to develop and adopt a three-year strategic plan, a roadmap that would set the direction and clear priorities for the organization's future. The process included field research, data collection, stakeholder input, a SWOT analysis, a board and staff planning retreat, narrative writing, and formal adoption of the plan followed by creation of an implementation plan.

A strategic planning steering committee, the full Board, and a workgroup spent dedicated time on the process and was supported by Jennie Arbogash Consulting, a third-party consultancy that specializes in social good organizations.

GUIDING PRINCIPLES



VISION

St. Vrain Valley residents have the keys to home and a brighter future.



MISSION

To provide affordable housing and promote stability to diverse families and individuals by utilizing community resources, support services, advocacy, and life skills training.

EXECUTIVE SUMMARY

The keys to home are hope, safety, and stability. The Inn Between provides support that helps residents develop connections and a community, experience reliability, build up their own agency, know how to access what they need, strengthen their confidence, improve self-awareness, and firm up employment or other appropriate financial stability.

ORIENTATION

If The Inn Between is working towards our vision of St. Vrain Valley residents having the keys to home and a brighter future, then **our orientation must balance prudent growth with attention to strengthening the organization and well stewarding our resources**. This orientation will be characterized by a focus on:

- ✓ Doing what we do best – prioritizing the ways in which we have the most impact
- ✓ Fully utilizing the ecosystem in which we operate to multiply impact for our residents
- ✓ Valuing new and alternative ways to increase supportive housing
- ✓ Growing awareness and advocates for safe, supportive housing
- ✓ Tending to our own capacity

STRATEGY PILLARS



Inclusivity, Diversity, Equity, and Improved Access

Enrich The Inn Between by creating a welcoming, safe, and inclusive environment by inviting participation from those with lived experience of homelessness; board and staff members, as well as community partners that represent diverse backgrounds, perspectives, and experiences.



Strong Operations

Strengthen internal foundations in staffing, financial resources, tools, systems, and other capacities so The Inn Between becomes a sustainable organization that continues to grow, demonstrates excellence, and delivers on its mission.



Prudent Growth

Grow impact in measured and thoughtful ways while focusing priority participants and outcomes so The Inn Between has sustainable increased impact.



Relationships, Partnerships, and Awareness

Build new and strengthen existing relationships, partnerships, and awareness to improve movement towards The Inn Between's vision.

GUIDING PRINCIPLES



VALUES

- Home
- Respect and Dignity
- Honesty and Integrity
- Compassion
- Growth
- Inclusivity
- Accountability



CORE COMPETENCIES

Building community – Oriented to people and building engaged trusted relationships.

Facilitating safe, supportive spaces – Providing structure, predictability, stability, respect, dignity, solidarity, opportunity, and love.

Responsive and relevant – Able to secure meaningful input, hear with humility, and be responsive to changing needs and environment.

GUIDING PRINCIPLES

VISION STATEMENT

St. Vrain Valley residents have the keys to home and a brighter future.

Our vision statement reflects our purpose, the “why” behind everything The Inn Between does.

MISSION STATEMENT

To provide affordable housing and promote stability to diverse families and individuals by utilizing community resources, support services, advocacy, and life skills training.

Our mission statement reflects what we do and who we serve to reach our vision. This is what The Inn Between is right now.

VALUES

Home – We believe housing is a fundamental right.

Respect and Dignity – We appreciate the inherent value and potential in each person and treat each other with dignity and respect.

Honesty and Integrity – We build trusting relationships built on honesty and integrity.

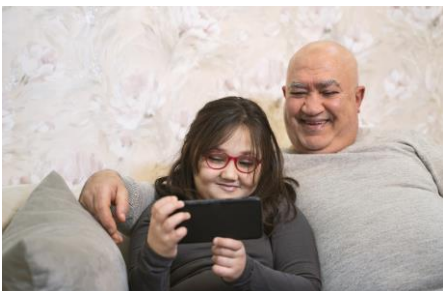
Compassion – We recognize each other’s lived experience and choose to support through love, rather than judgement.

Growth – We believe everyone has the ability to learn, grow, and have hope.

Inclusivity – We believe we are strongest with diversity and welcoming, accessible, inclusive spaces. We commit to developing our cultural understanding and equitable practices.

Accountability – We hold each other accountable to our commitments.

Our values reflect what we stand for, our expectations for how we conduct ourselves, inform decision-making, and guide implementing ideas for change. In short, they are the framework for our culture.



STRATEGY – 2023 THROUGH 2025

STRATEGIC ORIENTATION

The direction, or foundational ideas and actions, an organization will take to reach success is its strategic orientation. If The Inn Between is working towards our vision of St. Vrain Valley residents having the keys to home and a brighter future, then **our orientation must balance growth with attention to strengthening the organization and well stewarding our resources**. This orientation will be characterized by a focus on:

- ✓ Doing what we do best – prioritizing the ways in which we have the most impact
- ✓ Fully utilizing the ecosystem in which we operate to multiply impact for our residents
- ✓ Valuing new and alternative ways to increase supportive housing
- ✓ Growing awareness and advocates for safe, supportive, and affordable housing
- ✓ Tending to our own capacity

STRATEGIC PLAN PILLARS

The following pillars of The Inn Between strategic plan were developed based on input from organizational stakeholders, research and trends from the field, leading thinking on housing, and the board and staff. In order to support residents in having hope, safety, and stability and meet our vision, in the next three years The Inn Between will:

Inclusivity, Equity, Diversity, and Improved Access

Enrich The Inn Between by creating a welcoming, safe, and inclusive environment by inviting participation from those with lived experience of homelessness; board and staff members, as well as community partners that represent diverse backgrounds, perspectives, and experiences.

Strong Operations

Strengthen internal foundations in staffing, financial resources, tools, systems, and other capacities so The Inn Between becomes a sustainable organization that continues to grow, demonstrates excellence, and delivers on its mission.

Prudent Growth

Grow impact in measured and thoughtful ways while focusing priority participants and outcomes so The Inn Between has sustainable increased impact.

Relationships, Partnerships, and Awareness

Build new and strengthen existing relationships, partnerships, and awareness to improve movement towards The Inn Between's vision.

STRATEGY – 2022 THROUGH 2025

CORE COMPETENCIES

Core competencies are the collective learning in the organization, or foundational knowledge and core skills. To deliver on its goals over the next three years, The Inn Between will prioritize excelling at three competencies, ensuring they are the bedrock for how the organization conducts its business and crafts its culture. These competencies reflect themes that consistently arose during the planning process:



Building community – Oriented to people and building engaged trusted relationships.



Facilitating safe, supportive spaces – Providing structure, predictability, stability, respect, dignity, solidarity, opportunity, and love.



Being responsive and relevant – Able to secure meaningful input, hear with humility, and be responsive to changing needs and environment.

PRIORITY PARTICIPANTS AND OUTCOMES

The Inn Between is most skilled at serving, and will prioritize participants who are:

- ✓ Families with children, both single and dual parent households
- ✓ Those in need of transitional housing
- ✓ Those who have experienced stability in the past
- ✓ Those with skills to live independently (not in a group setting)
- ✓ Those who are motivated
- ✓ Those with stable mental health
- ✓ Those who can work The Inn’s supportive programs

The Inn Between prioritizes the following outcomes for residents:

- ✓ develop connections and a community,
- ✓ experience stability,
- ✓ build up their own agency,
- ✓ know how to access what they need,
- ✓ strengthen their confidence,
- ✓ improve self-awareness, and
- ✓ firm up employment or other appropriate financial stability.



STRATEGY – 2022 THROUGH 2025

GOALS, SUCCESS MEASURES, AND FIRST YEAR PRIORITIES

PILLAR ONE

INCLUSIVITY, DIVERSITY, EQUITY, AND IMPROVED ACCESS

Goal

Enrich The Inn Between by creating a welcoming, safe, and inclusive environment by inviting participation from those with lived experience of homelessness; board and staff members, as well as community partners that represent diverse backgrounds, perspectives, and experiences.



Success means, by 2026:

- The Staff and Board of Directors represents a diverse population of ages, race, abilities, and historically marginalized identities.
- Barriers have been eliminated in internal systems and processes, as shown by increased participation and stakeholder feedback*.
- The Inn Between actively engages with underrepresented communities of people.
- Residents, staff, board members, and agency supporters report* participating in a supportive environment where they are welcomed and can express their whole selves.

First Year Priorities

In the first year, The Inn will uphold the agency’s Guiding Principles through the lens of greater Inclusivity, create and execute data collection measures* and surveying material for residents/staff/board/constituents, and recruit a diverse pool of residents to serve on the Resident Advisory Committee.

PILLAR TWO

STRONG OPERATIONS

Goal

Strengthen internal foundations in staffing, financial resources, tools, systems, and other capacities so that The Inn Between is a sustainable organization that continues to grow, demonstrates excellence, and delivers on its mission.



Success means, by 2026:

- There is adequate staffing for current needs and staff members report* having the resources and support to be successful.
- Internal systems, processes, and outward-facing documents are current.
- Staff members acknowledge* feeling supported and have clarity as to work-flow, internal processes, transparency, expectations, and individual responsibilities.

* Feedback/input/reporting could come through surveys, focus groups, interviews, conversations, or other methodologies.

Goals, success measures, and first year priorities continued on next page.

STRATEGY – 2022 THROUGH 2025

GOALS AND SUCCESS MEASURES

PILLAR TWO STRONG OPERATIONS *(cont.)*

Success means, by 2026 *(cont.)*:

- The Inn has an appropriately sophisticated data collection practice and a learning culture.
- Data* provides timely information and is used to make regular improvements to services and accountability.
- The Board of Directors demonstrates, within its prescribed duties, the regular monitoring of all financial, program enablement, and governance protections.

First Year Priorities

In the first year, The Inn will identify and hire positions to support the agency’s ability to deliver overall mission, update standard operating practices and enhance data collection, create annual surveys for residents/staff/board, and review the Board’s Annual Calendar.

PILLAR THREE PRUDENT GROWTH

Goal

Grow impact in measured and thoughtful ways while focusing priority participants and outcomes so that The Inn Between has sustainable increased impact.



Success means, by 2026:

- A sustainable application process with well-suited candidates exists.
- 85% of transitional Housing residents exit into stable housing while 10% (or less) of permanent residents exit involuntarily.
- Agency growth is considered only if supported by sufficient resources and a reviewed operational plan.
- All Board members report they are well-informed to provide direction around agency growth.

First Year Priorities

In the first year, The Inn will prioritize auditing program components and intake practices, educate referrals partners on changes to practices, complete Wesley Homes pre-development activities and continue capital fundraising, and update revenue planning.

** Feedback/input/reporting could come through surveys, focus groups, interviews, conversations, or other methodologies.*

Goals, success measures, and first year priorities continued on next page.

STRATEGY – 2022 THROUGH 2025

GOALS AND SUCCESS MEASURES

PILLAR FOUR

RELATIONSHIPS, PARTNERSHIPS, AND AWARENESS

Goal

Build new and strengthen existing relationships, partnerships, and awareness to improve movement towards The Inn Between’s vision.



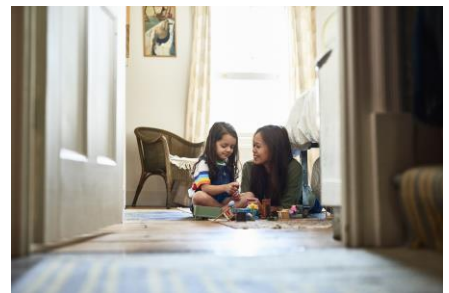
Success means, by 2026:

- Stakeholder and community member reporting* demonstrates improved understanding of issues relevant to affordable housing and how The Inn Between addresses these issues.
- Data* shows community partnerships yield success for participant engagement and successful exits.
- Donors, peer organizations, collaborators, and community members report* feeling more connected to The Inn and how to access its services.
- New and diversified funding sources provide increased and ongoing revenues.
- Board and staff member advocacy efforts increase awareness and expansion of affordable housing locally and regionally.

First Year Priorities

In the first year, The Inn will prioritize educating and building out relationships with current partners, identification of new partners, selecting key opportunities for affordable housing advocacy, and formalize collaborations/partnerships.

** Feedback/input/reporting could come through surveys, focus groups, interviews, conversations, or other methodologies.*



STRATEGY – 2022 THROUGH 2025

DECISION-MAKING SCREEN

Having a framework for decision-making helps the people within an organization stay aligned with mission and strategy, provides clarity, and makes it easier for supporters to understand what’s happening and why. The planning team, in concert with the planning consultant, created a set of questions designed to be used internally (by the board of directors, staff, committees, and volunteers) to have effective conversations when making decisions during the life of this strategic plan.

QUESTIONS	DISCUSSION NOTES
Is this aligned with our vision, mission, and values?	
Will this grow The Inn’s impact?	
Does this fit within our priority participants and outcomes for residents?	
Is this viable for both human and financial resources?	
Do we have the data we need to make a case for this decision?	
Does this prioritize building relationships and/or community?	
Does this support an accessible, inclusive, and diverse community?	
Will this increase awareness and support?	
Do we have the internal capacity to do this or are we increasing our internal capacity and strength with this activity?	
Will key stakeholders understand and be excited about where the organization is headed?	
Are we being brave while acknowledging the limitations that exist?	

PLANNING OVERVIEW

In the Summer of 2022, The Inn Between board and staff embarked on a process designed to develop and adopt a three-year strategic plan. To undertake an extensive, inclusive, and thoughtful process, The Inn engaged a third-party consultant – Jennie Arbogash Consulting (JAC).

ACKNOWLEDGEMENTS

The Inn’s board would like to recognize the contributions of our communities to the development of this strategic plan. More than 100 individuals contributed their insights, expertise, and experience regarding our future direction. We are grateful for the ongoing support we receive and are committed to creating a stronger organization to serve our community. Finally, a special thank you to Chris Ray, Eldon Mast, Tim Rakow, and Laura Liotino for serving on the strategic planning steering committee.

PROCESS

Discovery and Process Planning	Summer of 2022
Data Collection (Stakeholder Input and Research)	September to November 2022
Situational Analysis	December 2022
Retreat	January 2023
Strategic Plan Narrative	Approved by the Board in March 2023
Implementation Plan	Developed in spring of 2023

STAKEHOLDER INPUT METHODOLOGY

The Inn Between asked its planning consultant to craft and conduct stakeholder input. Hearing from a broad swath of internal and close external stakeholders ensures decisions are based on a diversity of organizational experiences, perspectives, and needs. Jennie Arbogash Consulting (JAC) conducted an electronic survey, one-on-one interviews, and focus groups with stakeholders. The methodology section of the Situational Analysis (Attachment A) outlines the ways in which data were collected and is followed by a section summarizing the results, highlighting themes and critical points. The SWOT analysis section of the Situational Analysis also reflects stakeholder input. Detailed aggregate results of data collection have been shared with The Inn’s staff for future use, with all identifying information removed.

RESEARCH

Jennie Arbogash Consulting (JAC) interviewed and conducted online research on peer service providers. JAC also reviewed online resources and conducted additional research on the field. See the Situational Analysis for Research. Full notes from interviews with peer organizations (*that reflect the broad and deep conversations*) have been shared with The Inn staff for future use.

ATTACHMENT A:

STRATEGIC PLAN IMPLEMENTATION

A successful strategic plan is one that becomes a living document, guiding everyday decisions and actions. Everyone from the board, to staff, to volunteers are accountable for reaching goals and transparently sharing updates internally and externally. Strategic plans are a team sport.

AGREEMENTS

Ways in which the strategic plan will be made a living document:

- Extensively communicating to/with stakeholders by making it a feature of ongoing communications and a staple of interpersonal conversation.
- Included as an agenda item at each board meeting and regularly within staff meetings.
- Creating a dashboard with key performance indicators (KPIs).
- Assigning people or teams as responsible for driving portions of the implementation plan.
- Revisiting the strategic plan annually.

RECOMMENDATIONS FROM THE PLANNING CONSULTANT

Organizations that make their plan a daily guide of their work, and something that changes as the environment changes, typically use the following techniques:

- Involve as many close stakeholders as possible in implementing the plan. The more people engaged, the higher chance of success.
- Provide board members, committee or team members, and other volunteer leaders with copies of the narrative plan and sections of the implementation plan relevant to their work.
- Integrate existing work into the strategic implementation plan. If current work doesn't fit in the strategic plan, consider whether to continue the work.
- Tie the plan into existing committee work. Develop committee work plans that tie back to achieving plan objectives. Committee meetings should include time to discuss how that period's committee activities supported achieving the plan strategies and approaches.
- Add teams to tackle any objectives that don't have a home within an existing committee.
- Add the action plan to board meeting agendas. Take 10 minutes to discuss progress toward achieving the goals and objectives. Spend five minutes discussing obstacles and brainstorming how to overcome them or whether the strategy needs to be adjusted.
- Create a visual executive summary for distribution to stakeholders and the community.
- Talk about the plan. Develop a common language by repeatedly referring to the plan's vision and goals. Make the plan a part of everyday discussions and people will join in.
- Plan for annual updates. Schedule a half-day session to celebrate implementation successes, review and revise strategies and approaches to achieve the future vision (if needed).
- See the implementation plan as a guide, not a prescription. Make regular adjustments as new information becomes available, tracking changes along the way. For example, (a) if one action step of the implementation plan becomes obsolete, cross it out but don't delete it; (b) when a new item is added, use a different color or font.

ATTACHMENT A:

STRATEGIC PLAN IMPLEMENTATION

IMPLEMENTATION PLAN STRUCTURE

Following approval of the plan by the board, the staff will develop an action plan to support implementation of the strategic plan, with a head-start provided by a working group comprised of board and staff members. A model for creating and tracking the action plan follows and may be adapted to best meet the needs of The Inn – the best action plan is one that the organization will use!

Goal 1: Write the goal here and follow with details for the goal.					
Tactics	Activities	Timeline	Individual(s) or Team(s) Responsible	Key Performance Indicators	Status
Objective 1: Write objective here and follow with details for that objective.					
1.A	1.A.1 Should be concrete, comprehensive, and explain what will occur. how much, or to what extent, these actions will occur.	When will work on this action step start and when will it end? Don't plan to start everything at once (or accomplish everything in the first year).	Which person, committee, or team is responsible for driving this action step? Also note who else may be involved.	A quantifiable measure that indicates you've met your intended outcome.	Narrate progress and use colors to denote the status of that progress (green, yellow, red).
	1.A.2				
	1.A.3				
1.B	1.B.1				
	1.B.2				

The planning consultant recommends using **SMARTIE** formatting:

- **Specific** — It reflects some important dimension of what an organization seeks to accomplish.
- **Measurable** — It includes a standard or benchmark to be met.
- **Achievable or Ambitious** — It is challenging to the degree that accomplishment would mean significant progress or even a “stretch” for the organization.
- **Relevant or Realistic** — It isn't overly challenging or reflective of too little thought to resources or execution.
- **Timebound** — It includes a clear deadline.
- **Inclusion** – It brings traditionally excluded individuals and groups into processes, activities, decisions, and policy making in a way that shares power. (Diversity is about who is present at the table, inclusion is about who gets to make decisions or participate in a meaningful way.)
- **Equity** – It includes an element of fairness or justice to address systemic injustice, inequity, or oppression.



ATTACHMENT B: Situational Analysis Report

December 2022

- Table of Contents
- Introduction
- Strategic Planning Overview
- Guiding Principles
- Strategic Orientation
- SWOT
- Research
- Stakeholder Input

Steering Committee Members

Chris Ray | Eldon Mast | Tim Rakow | Laura Lotino

INTRODUCTION

The Inn Between has a 30-year legacy of providing vital support helping our St. Vrain Valley neighbors avoid or exit homelessness. Today, organizations providing transitional and permanent supportive housing and support services are faced with a multitude of challenges unlike ever before.

To remain relevant and, more importantly, be vital means innovating -- being responsive to the changing pressures on, requirements of, and priorities of the people being served. It means having candid conversations and making tough choices. It means building up a vibrant, trusting community. It means saying 'no' to some of what has been and 'yes' to new ways of providing value. It means getting clear on where the organization is headed and staying focused. It means infusing vision and energy into the organization while strengthening its foundations.

In Taking Charge of Change, Paul Shoemaker posits that leaders within organizations must now exhibit at least two of the following: a generosity mindset, data conviction, 24/7 authenticity, capacity for complexity, and cross-sector fluency. The Inn Between may need to exhibit more than two of these qualities moving forward.

Shoemaker's words, and much of the input received in preparation for our strategic planning retreat, reminded the report author of the concept of 'trojan mice.' Trojan mice are small, well-focused changes, which are introduced on an ongoing basis in an inconspicuous way. They are small enough to be understood and owned by all concerned but their effects can be far-reaching. They give an organization opportunities to make small bets and operate in an agile way.

This only works, however, if there exists good alignment between the organization's Board and staff, strong operational infrastructure, and on-going attention to agreed-upon strategy.

The Inn Between has embarked on a process designed to develop and adopt a three-year strategic plan, a roadmap that sets the direction for the organization's future. The process includes research, data collection, stakeholder input, a SWOT, planning retreat, narrative writing, and formal adoption of a plan followed by creation of an implementation plan.

Highlights of research, focus groups, interviews, and survey, along with key information for retreat participant's preparation follow.

Current Guiding Principles

MISSION

To provide supportive housing and promote stability to diverse homeless families and individuals by utilizing community resources, advocacy, and life skills training.

GOALS

Provide safe, time limited, low-cost supportive housing to those facing homelessness.



Continue to build a workplace culture of belonging, diversity and inclusivity.



Enhance supportive services in alignment with client needs.



HOME IS

- ✓ Safety
- ✓ Comfort
- ✓ Respite
- ✓ Dignity
- ✓ Health
- ✓ Solidarity
- ✓ love

STRATEGIC PLANNING OVERVIEW

Nonprofit organizations typically use strategic planning to provide a structured process to define success, to create the container for operational and programmatic steps that will get the organization there, and to align resources and staff to achieve the goal within a given timeframe. In short, it's about direction setting for the future. While we call it strategic 'planning,' it's more about strategy as 'purpose' and 'way of life.' It defines who and what you will be.

The ultimate objective of defining an organization's purpose in the world, and strategy to get there, is to ensure that everyday actions and decisions align with and enhance your intended value. So strategic planning involves examining an organization's intended impact along with analysis of the organization's internal capabilities, programs, external environment, participant trends, and trends in the field to identify opportunities with the greatest potential for impact. In other words, to determine what kind of growth the organization will commit to in the near-term on its way to meeting organizational vision. Strategy is about making choices. By choosing what you will prioritize, you are also choosing what you won't be about, what you won't do, what you won't invest in with your dollars and people.

Most everyone in an organization should contribute to the strategy. It's the Board's job to approve the strategy. The strategic plan narrative lives at the big-picture level. It's about overall approach, providing a framework for the organization's decisions, priorities, investments, and actions. The implementation plan and/or action plan lives at the ground level. It provides the detail to be used on a day-to-day basis. It's typically the staff's responsibility to create and manage the implementation plan. The Board influences the implementation plan through budget approval, annual planning activities, and annual review of the executive.

THE INN BETWEEN PLANNING PROCESS

Discovery and Process Planning	Summer
Data Collection (<i>Stakeholder Input and Research</i>)	September to November
Situational Analysis	December
Retreat Planning	January
Retreat	January
Strategic Plan Narrative	Draft in February, approved by the Board in March
Implementation Plan	Staff develops March through April

PLANNING DEFINITIONS

Guiding Principles: Nonprofit guiding principles are typically communicated in writing as vision and mission statements and a set of values. Your guiding principles quickly tell others your reason for being, what you stand for, and how you operate. They should be concise and easy to understand.

Strategic plan: The high-level strategy an organization will use to meet its purpose. It provides an overall approach -- a framework for the organization's decisions, priorities, investments, and actions.

Strategic orientation: The direction, or foundational ideas and actions, an organization will take to reach success. Allows for consistency in strategy over time.

Goal: Broad statements that describe the intended result for a specific strategy.

Objective: A measurable step towards achieving a goal. Objectives should be SMARTIE – Specific, Measurable, Achievable or Ambitious, Relevant or Realistic, Timebound, Inclusive, and Equitable.

Tactics or Actions: Specific activities that must take place to achieve objectives.

Core Competencies: What it's imperative a nonprofit must do/excel at to live its values, meet its mission, deliver on its strategy, and achieve its goals. As with the other guiding principles, it's best to keep the list short.

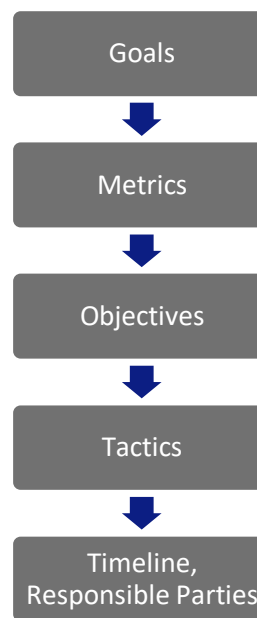
SWOT: A SWOT analysis is a simple framework for leveraging the organization's strengths, improving weaknesses, minimizing threats, and taking the greatest possible advantage of opportunities.

Nonprofit Governance: The process of providing strategic leadership to a nonprofit organization, including setting direction, making policy and strategy decisions, partnering to support staff, and ensuring overall accountability to the community. There are numerous approaches to governance. The best approach is the one that will serve the needs of the organization and lead to successful achievement of purpose.

ANTICIPATED STRATEGIC PLAN NARRATIVE STRUCTURE



ANTICIPATED IMPLEMENTATION PLAN STRUCTURE



STRENGTHS, WEAKNESSES, OPPORTUNITIES, and THREATS

A SWOT analysis is a simple, but powerful, framework for leveraging the organization's strengths, improving weaknesses, minimizing threats/challenges, and taking the greatest possible advantage of opportunities. The following SWOT analysis also reflects trends for organizations providing transitional and permanent supportive housing.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Solid reputation, valued resource • Do best work with participants committed to change • Partnerships and collaborations • Strong balance sheet and fiscal management • Strong relationships with funders and donors • Improved pay scale and flexible benefits • Have been growing • Quality staff and leadership • Good at problem solving and adjusting • Enjoy a long history with staunch supporters and still bringing in new donors • Resilient organization • Board is high-functioning, engaged, and more diverse • Have implemented more checks and balances • Integrity • Internal age diversity 	<ul style="list-style-type: none"> • Trying to be too many things to too many people • Clear, consistent strategy • Lack of alignment and competing priorities • Intended outcomes with measurements • Staff burnout, turnover and being short-staffed • Staff orientation, training, and support • Written processes and procedures • Documented decisions • Cross-training is lacking • Too much on Executive Director's plate • Staff does not feel empowered • Trauma-informed work environment • Need clearer messaging • Building maintenance (short on supplies and staffing) • Residents not reflected in diversity of staff/board • Feeling that residents may be penalized for doing better at a detriment to their ability to move on
<ul style="list-style-type: none"> • New building • Advocate for affordable housing with city and county • Deeper relationships with local decision-makers and peer organizations • Expanded partnerships with both nonprofits and local municipalities to provide housing and supportive programs • Innovations in housing on small plots or through partnerships over owning additional real estate • More permanent supportive housing • Housing variety that will allow residents to move through stages of development • Increased communications and awareness • Fast access to emergency rent assistance • Seniors - affordable housing and services to enable staying in existing home; multi-generation housing • Longmont city building more low-income housing 	<ul style="list-style-type: none"> • Mortgage balloon payment • Waiting list for The Inn Between housing • Meth use is increasing, with significant implications to resident's sense of safety and clean-up expenses • Economic instability, inflation, and interest rates • The 'great resignation' and an 'employee market' • Lack of accessible, affordable independent housing • Incidence and lethality of domestic violence has been rising – impacts programming and safety • Mental health crisis and lack of available supports • Skyrocketing cost of building and building maintenance • Diminishing availability of land for housing • Economy's effect on fundraising and continued competition for philanthropic dollars • Food insecurity and cost of daycare • Immigration • Waning trust in nonprofits • Population growth and changing demographics • Hurdles to access government support • Longmont city building more low-income housing
Opportunities	Threats + Challenges

RESEARCH

Jennie Arbogash Consulting (JAC) interviewed and conducted online research on peer organizations, selecting those recommended by staff of The Inn Between. JAC also reviewed online resources provided by The Inn Between and conducted self-directed research. Research highlights follow on pages 11-16. Full notes from interviews with peer organizations (*that reflect the broad and deep conversations*) have been shared with The Inn Between staff for future use.

TRENDS IN THE FIELD

- Rapid re-housing and permanent supportive housing spots are increasing at the fastest pace of any housing assistance in the United States. Emergency shelter beds are also increasing.
- Allowed length of stay for transitional housing programs is decreasing on average.
- Partnerships and collaborations are being used more frequently to increase available transitional and permanent supportive housing spots in innovative ways, with a goal to reduce capital costs. These partnerships may be private-public or private-private and involve two or more entities.
- More nonprofits are using funding mechanisms beyond pure building ownership supported by fundraising. While this provides opportunities for increasing service, it results in less control over programs.
- Public-private and private-private collaborative partnerships are being leveraged to provide wraparound services at reduced cost.
- Tiny homes are being used more frequently to provide permanent supportive housing.
- Participants are experiencing more intersectionality and complexity from mental illness to addiction to trauma to immigrations status.
- Risk of homelessness and need for supportive housing remains significantly tied to gender, race, and ethnicity.
- External policy and systems-level changes affect organization's approach to the work.
- There remain significant gaps in research for medium and long-term outcomes and funding for evaluation.

*“Overall, homeless services systems have actually **increased** their capacity to serve people. As illustrated in the below visualization (Permanent vs Temporary Bed Inventory Trends, 2007-2021), systems have been steadily growing their available bed numbers. However, they have been increasingly focusing their resources on permanent housing rather than temporary shelter. Thus, more and more people may be benefitting from housing and services, but an increasing share is living in permanent housing as opposed to languishing in temporary shelters. Further, growth in overall bed numbers is likely failing to keep pace with the number of new people entering homelessness, and specifically unsheltered homelessness.”*

State of Homelessness: 2022 Edition - National Alliance to End Homelessness.

STAKEHOLDER INPUT – PARTNER ORGANIZATIONS

SUMMARY OF INPUT FROM PARTNER ORGANIZATIONS

- Appreciate and value The Inn Between as a peer, partner, and needed component of the continuum of services
- Partner organizations are addressing complex issues with their participants, and they cannot achieve the success/impact they desire on their own. The ecosystem needs The Inn Between.
- The Inn Between makes it possible to meet goals for inclusionary housing
- Wraparound service for families and benefit throughout every service they offer and so valuable to us; their heart and compassion is great, treat people with respect; rely on the agency collaborations heavily
- The more we collaborate and sit at the same tables, the better communication and alignment gets.
- Really valued the training The Inn Between used to provide on how to be a partner and work with them.
- Growing supportive services
- Increased focus on doing no harm and trauma-informed models and services.

Q: What do you need to maintain a trusting, productive relationship with The Inn Between?

A: Choosing to invest more in relationship maintenance as evidenced by:

- Maintaining more regular communication
- Making sure the Inn Between program staff are familiar with MOU details so our staff doesn't have to convince your staff of what's in the MOU
- Ensuring information is shared between agencies
- Participating in quarterly case review and systems reviews; also sharing feedback with each other regularly in that setting
- Initiating a collaborative client-directed meeting before a problem gets out of hand

“Please prioritize being in more strategic conversations with partners and members of the ecosystem through increased participation in groups such as the Family Homelessness Subcommittee, HSBC, and TRT.”

Participant in partner organizations focus group

Research continued on next page.

RESEARCH *(cont.)*

BENCHMARKING PEER ORGANIZATIONS

	Emergency Family Assistance Association	Partners in Housing
Mission	EFAA provides stabilizing services, innovative programs, and transformative advocacy to strengthen families and create a thriving community.	Partners in Housing guides families in housing crisis from insecurity to stability, self-reliance and prosperity.
Values	Community, Resiliency, Innovation, Integrity, Equity, Impact	Nonjudgmental service; Do no harm; Believe in potential to succeed; Transparency and measurement
Assets*	\$12.9M	\$3.36M
Expense Budget	\$4.9M cash / \$6.7M with in-kind	\$2.5M
Funding Sources	Contributions 59.7%; events 7%; private grants 6.3%; govt grants 22.4%; earned income 4.2%; other 4.6% (<i>does not include in-kind</i>). No govt support for case management or support services.	Earned income 20.3%, Govt grants 16.6%, In-kind 16.6%, Private grants 14.2%, Events + donations 12.1%, VOCA 4.5%, Other: remainder. Govt support primarily for housing, not services.
Program Strategy	Balance housing stock versus rental. Housing is high cost. How much more do we need to own? Will become more opportunity driven. Service model? Average stay is 18-months, but allow 2 years. Will be testing 1 year in a new facility.	Priority goal is to expand housing, service breadth and depth. Tailor life skills classes for small groups of families. Highly emphasize financial - money mentors, credit counselors, employment support with career assessment.
Program Opportunities	Consistently rethinking models and way of working.	Provide free Wi-Fi and laptops. Developed Family Solutions Collaborative (case conferencing, family voice, collaborating).
Program Challenges	Difficult to figure out true demand. Successful exits challenging due to expensive and tight housing market. Maintaining staffing. Recovering from pandemic.	Physical and mental health has declined so hired a new staff position. Affordable housing is hard for participants to find.
Staffing Structure	Housing program includes Program Manager (1), Case manager (4), Program staff (3), and facilities staff	Executive team (1), Family services team (18), Housing Operations team (5), Development (3), Other (2)
Number of Staff	40	29
Service Area	Housing across the county, otherwise City of Boulder and local mountain communities	Colorado Springs
Clients Served*	Housing for 125 families with 255 children; 5,925 all programs	134 households
Priority Participants	Families and seniors	Families
Units	55-60 units (20-25 very short-term and remainder transitional) with 11 units in Longmont	68 transitional units, 119 affordable units
Eligibility	Lived in Boulder County for 90+ days; have kids that live with you at least 50% of the time; have about \$1,000 or more in income a month; background check and no violence or sexual offenses allowed; have to commit to the program (no drugs, meet with case manager, etc.); no immigration documentation is required	Applicant must be 18 years or older with dependent children; Documented to live and work in the United States; Must pass criminal background check; Must be willing and able to work; Must pass a drug test; Household must be currently experiencing homelessness, in imminent danger of experiencing homelessness or fleeing domestic violence
Wraparound Services	Food pantry, financial assistance for housing, medical expenses and other basic needs, family housing, and child/youth/family enrichment programs; case management; employment support plus some financial assistance for a course or tools or clothing; family + skill development support	Free Donation Centers, Personalized Case Mgmt, Money Mentoring, Credit Counseling, Life Skills Classes, Technology Support, Child Enrichment Center, Housing Navigation, and Job Readiness

* In most recent year available.

Benchmarking continued on next page.

22

RESEARCH *(cont.)*

BENCHMARKING PEER ORGANIZATIONS

	Bridge House	TGTHR
Mission	Bridge House connects people experiencing homelessness to housing and employment opportunities so they can realize and embrace their future.	We are building a movement that galvanizes communities, empowers young people, and puts an end to youth homelessness.
Values	See “We believe that...” section at About Bridge House - Boulder Bridge House	We believe growth is rooted in relationships, We believe in wildly celebrating resilience, We believe there is strength in diversity, We believe in promoting youth voices, We believe that housing is a fundamental right
Assets*	~\$13M	\$2.6M
Expense Budget	~\$5M	\$4.1M
Funding Sources	Govt grants 28%; Program Rev 21%; Other contributions 26%; Events 4%; other 21%	Contributions 42%, govt grants 38%, events 7.8%, other 12.2%. Govt grants only provide a little for overhead such as case managers.
Program Strategy	Basic needs to employment and housing, with a special focus on workforce development (work-first approach).	Moving towards more permanent supportive housing (PSH). Advocacy to help legislators understand how funding affects service quality and equitable systems. Awareness to increase community engagement in ending youth homelessness.
Program Opportunities		Transitional: leverage collaborative partnerships to provide some of the supportive services. PSH: lower barrier access to housing; more opportunities to partner; creative models – e.g., intergenerational (seniors paired with youth)
Program Challenges		Transitional: housing market/inventory; more funding for rental assistance but that doesn't come with dedicated tenancy support \$ and they have to be paired to have participant success; how to engage landlords to reduce bias and barriers. PSH: slow to get new projects off the ground; how to pair different interventions while waiting for PSH; PSH isn't for everyone; funding and ownership structure can be complex; building costs
Staffing Structure	Executive staff (3), fundraising (4), program directors (4), plus program staff (25).	Executive staff (5), other admin (6), fundraising (3), program staff 15, plus 11 on-site staff.
Number of Staff	36	40
Service Area	Boulder and Aurora	Front Range, moving towards whole state
Clients Served*	94 housing, 1,400+ in all programs	64 PSH and 30 transitional; 435 youth in all programs
Priority Participants	adults	Youth ages 18-24 for housing; 12-24 for other programs
Units	94	PSH 40 units (one + two bedroom); Transitional 2 facilities
Eligibility	Stay drug and alcohol-free. Willing to pay 1/3 of salary for room and board.	PSH: access through either Housing + Human Services Child Welfare Dept or the One Home coordinated entry system (vulnerability assessment); pass low-barrier background check (no cooking meth, two banned felonies); housing first model - don't have to be employed or sober; Transitional Housing: coordinated entry process, vulnerability assessment, background check, income and employment requirements
Wraparound Services	Social enterprise work program; case management; career mentoring and job readiness classes; financial management and incentives; recovery groups, onsite medical and dental care, and parenting classes; aftercare services for long-term success in employment and housing	Residential program for 12-18 yr-olds, drop-in center for 12-24 yr-olds, overnight emergency shelter for 12-21 yr-olds, supportive housing for 18-24 yr-olds, transitional living program for 18-24 yr-olds, street outreach; employment and education support, life-skills development, mental and physical wellness, case management, food, social and recreational activities, clothing, family coaching, financial literacy, financial assistance, and more

* In most recent year available.

Benchmarking continued on next page.

RESEARCH *(cont.)*

BENCHMARKING PEER ORGANIZATIONS

	BeyondHome	Dream Center's Mary Home
Mission	BeyondHome offers a comprehensive approach for families to become self-sufficient for life.	To provide health and hope for people working to rebuild their dreams.
Values	Accountable, Focused, Compassionate, Empowered, and Resilient	
Assets*	\$2.8M	\$4.9M
Expense Budget	\$1.3M	\$2.138M
Funding Sources	Foundations and grants 39%, Sold Assets 18%, Individual Contributions 16%, Earned Income 14%, Section 8 Housing 13% <i>(on income of \$1.9M+)</i>	Individual contributions 72%, Grants 17.2%, Contributed Services and Rent 9.8%, Program Income 1%
Staffing Structure	Program staff (4+), facilities manager (1), administrative and other staff (5)	Executive staff (7), Mary's Home (9), Clinic (4+)
Number of Staff	10+	20 (plus more clinic staff)
Service Area	Jefferson County	El Paso County
Clients Served*	50 families, 192 individuals	15 families
Priority Participants	Families	single mother families
Units	39, transitional housing with 2 and 3-bedroom homes	Unable to determine number. Transitional and permanent supportive housing (1-5 yrs).
Eligibility	Be 21 years old or older. Have a household with 2 or more individuals. Have no felonies. Have no prior court-ordered evictions. Have no pets. Earn less than 50% of the area median income for Jefferson County. Pay 30% of income in rent. Meet with an assigned case manager weekly. Complete community service within the BeyondHome community monthly. Adults must work and/or attend school. Participate in bi-monthly Group Night classes.	Single mothers; 18+ years old with 3 or fewer children who are between newborn to 7 years old; be homeless, imminently homeless, and/or leaving domestic violence with their children; live in El Paso County and be eligible for TANF, CCAP, and SNAP for a minimum of eighteen months; be motivated to gain holistic health, basic life skills, and financial independence; cannot have a recent history of severe behavioral issues, criminal activity, or substance abuse; families best suited for Mary's Home can manage daily schedules with minimal supervision, coexist peacefully in a highly relational community, follow program rules and responsibilities, and make progress towards personal and program goals.
Wraparound Services	Case management, counseling, life + parent coaching, career counseling, financial literacy, WWAC Scholar program, community gardening, group night courses, youth program	Case management and trauma-informed care, childcare, career and life skills, employment support

* In most recent year available.

Benchmarking continued on next page.

RESEARCH *(cont.)*

BENCHMARKING PEER ORGANIZATIONS

	Warren Village	Operation Homefront
Mission	Warren Village exists so low-income, single-parent families can achieve sustainable personal and economic self-sufficiency.	Build strong, stable, and secure military families so they can thrive—not simply struggle to get by—in the communities that they’ve worked so hard to protect.
Values	Accountability, Collaboration, Empowerment, Excellence, Inclusion, Integrity	Do what’s right, Respect others, Perform with excellence, Gratitude
Assets*	\$12.9M	\$30.8M
Expense Budget	\$6.2M	\$28.7M
Funding Sources	Contributions 37.4%, Grants 37.3%, Program Revenue 6.3%, Events 3.2%, Investment income 10.3%, Oher 5.5%	In-kind 40%, Corporations 18%, Foundations 14%, Individuals 11%, Capital Campaign 11%, Other 6%
Staffing Structure	Executive team (5), no additional information available	Executive team (11), no additional information available
Number of Staff	Unavailable	Unavailable
Service Area	Denver	Transitional: Maryland, Texas, California PSH: Across the U.S.
Clients Served*	229 parents and 411 children	PSH: 8 families in 2021, 700 families since 2012. Transitional: 5 families in 2021, 21 since 2018.
Priority Participants	Single parent families	Veterans and military families
Units	92, transitional housing	Unavailable
Eligibility	Currently homeless or unstably housed, motivated to set and achieve goals, high school diploma or GED, 18+, custody of one or more children, work or school full time, willing to take life skills classes, will actively participate in wellness initiative and other programs, will volunteer	Transitional: Honorably discharged veterans within 4 years of discharge, not eligible for retirement pay, and within 200 miles of Home of Record. PSH: Non-home owning veterans or currently serving members of the Guard and Reserves.
Wraparound Services	Case management, resource navigation, financial counseling, coaching, life skills classes, college to career classes, volunteering, wellness initiative, family nights, child learning center, childcare, after school programs, pediatric clinic, child developmental assessment and early intervention	Transitional: case management, employment and financial counselor services. PSH: Case management, financial counseling, homeowner counseling, home repairs.

* In most recent year available.

STAKEHOLDER INPUT

The Inn Between board of directors and staff embarked on a process designed to develop and adopt a three-year strategic plan in summer of 2022. To undertake an extensive, inclusive, and thoughtful process, The Inn Between engaged a third-party planning consultant – Jennie Arbogash Consulting – and asked the consultant to craft and conduct stakeholder input. Hearing from a broad swath of internal and close external stakeholders ensures decisions are based on a diversity of organizational experiences and perspectives.

In partnership, The Inn Between’s strategic planning steering committee and Jennie Arbogash Consulting resolved to conduct an electronic survey and focus groups with stakeholders. The methodology section outlines the ways in which data were collected and is followed by a section summarizing the results, highlighting themes and critical points. We have included select quotes and survey responses. The SWOT analysis and Key Takeaways sections also reflect stakeholder input. Detailed aggregate survey and research results are being shared with The Inn Between staff for future use, with all identifying information removed.

METHODOLOGY

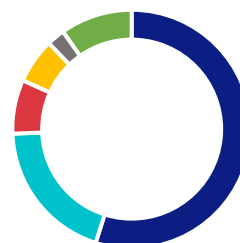
SURVEYS

To gather input from a variety of stakeholders, an electronic survey was conducted in October. Jennie Arbogash Consulting (JAC) wrote and conducted the survey, providing participants with response anonymity to encourage candid input. As such, The Inn Between has no access to original data. All findings are being shared here without identifying information. To increase response rates, the survey request and web collector link was sent to stakeholders by The Inn Between both passively (e.g., through a newsletter request) and directly (e.g., through direct email). This was followed by reminders. 82 individuals completed at least part of the electronic survey. Additionally, JAC reviewed results of 2022 resident surveys conducted by The Inn Between staff.

FOCUS GROUPS

To gather deeper input, focus groups were held with internal and external stakeholders. The steering committee determined the peer groups to be included and provided input to the questions asked. The Inn Between identified ideal potential participants and sent invitations using a variety of approaches. Jennie Arbogash Consulting conducted five focus groups between September and November; 37 individuals participated.

Survey Respondents



- Donor - 45
- Partner/Peer Organization - 16
- Volunteer - 6
- Board Member - 5
- Staff - 2
- Other - 8

Focus Group Participants



- Residents - 8
- Partner/Peer Organizations - 4
- Donors - 7
- Board members - 9
- Staff - 9

STAKEHOLDER INPUT *(cont.)*

SUMMARY OF INPUT (THROUGH ALL METHODOLOGIES) ON IMPACT

MOST FREQUENT RESPONSES

- Improved stability, health, safety, trust, and security for families and individuals
- Families able to stay together or come back together
- A chance to thrive
- Another achievement on the path to home ownership
- The Inn Between is a critical part of the ecosystem and continuum of support
- The Inn Between is an important voice and perspective to inform decisions made by governmental and peer entities

SUMMARY OF INPUT (THROUGH ALL METHODOLOGIES) ON WHAT SHOULD BE TRUE AT THE END OF THE STRATEGIC PLAN

- More housing is available to prevent homelessness, especially permanent supportive housing
- Follow-on supportive services are provided after residents move out of The Inn Between (either by Inn Between or other service provider)
- There is better connection between staff and board
- Residents are connected to affordable daycare resources (either in-house or external)
- Residents have access to quality mental health services (either in-house or external)
- More Board and staff members reflect relevant lived experience
- There is a resident manager at every building

SUMMARY OF INPUT (THROUGH ALL METHODOLOGIES) ON WHAT TO FOCUS ON OVER NEXT THREE YEARS

- Increase number of units available in service area to prevent homelessness
- Improved, new, and different collaborations for increased access to housing (and better communication to supporters on collaborations)
- Enough staffing, or a change in job descriptions, that will allow staff time to build trusting, reliable relationships with residents
- Mental health support for residents (e.g., having an on-staff therapist was mentioned many times)
- Education support for residents
- Prioritize housing systems meetings and connecting with partners more; stronger and broader communications within the local field
- Increase role in advocating for affordable housing, even if that means collaborating with the regional housing partnership and ECHO. The Inn Between is seen as having an important perspective to share.

Stakeholder input continued on next page.

STAKEHOLDER INPUT *(cont.)*

SUMMARY OF INPUT (THROUGH ALL METHODOLOGIES) ON WHAT THE INN BETWEEN IS DOING WELL

MOST FREQUENT THEMES

- Path to permanent housing and community reintegration
- Stable and affordable housing
- Case management
- Life skills training; finance savings and savings program; and other education
- Employment support
- Connections to other resources
- Support for families and teens unable to live at home
- Good fundraising and stewardship of dollars

Stakeholders shared opposing views on The Inn Between's flexibility, innovation, and whether it is well-organized and efficient; with some saying these items are a strength and others a weakness.

SUMMARY OF INPUT (THROUGH ALL METHODOLOGIES) ON WHAT THE INN BETWEEN COULD DO BETTER OR ADD

MOST FREQUENT RESPONSES

- Expand case management and staffing of advocates
- Add housing units, especially tiny housing and permanent supportive housing
- Expand mental health support
- Provide supportive services while people are on the waitlist
- Be more consistent in decision-making
- Expand support for teens and single adults experiencing homelessness
- Be more flexible with length of stay
- Add more tiny home communities
- Work more closely with peer organizations and local municipalities, including participating in affiliation meetings
- Increase awareness of The Inn Between
- Improve communication – with partner organizations, with community, with donors
- Offer a skill or job development program
- Increase supportive services that lead to home ownership
- Advocate for housing solutions in city and county, but also through opportunities such as Prop 123

“Prioritize. Don't try to be everything to everyone.”

Stakeholder input continued on next page.

STAKEHOLDER INPUT *(cont.)*

SUMMARY OF INPUT (THROUGH ALL METHODOLOGIES) ON WHAT THE INN BETWEEN SHOULD NOT LOSE

MOST FREQUENT RESPONSES

- Case management and coordinated entry
- Broad desire to keep programs low-barrier
- Continue to be as transparent as possible with partners, donors, funders, residents, and staff
- Maintain eagerness to have a conversation about being part of the solution, being open to new ideas and willing to take risks, adjust and adapt
- Maintain open-hearted, respectful approach that lifts up dignity
- Continue to cover all of SVVSD
- Financial classes, Match program

“One of reasons they {The Inn Between} have been so successful is because they have been so focused, so caution expanding in a way that would dilute; do what you do well so don’t expand too much and become thin.”

STAKEHOLDER INPUT – DONORS

DONORS WANT THE INN BETWEEN TO KNOW...

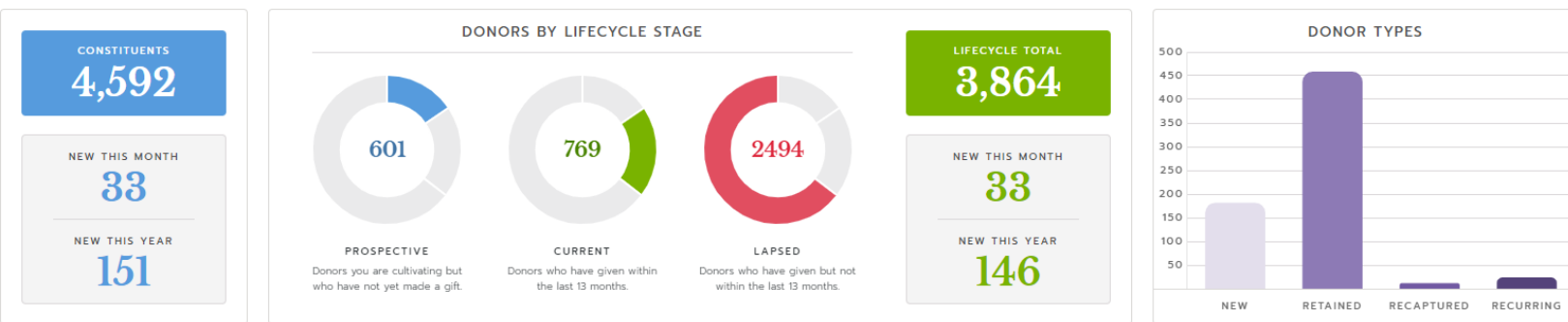
- They trust The Inn Between, see a strong success rate for helping participants become self-sufficient, and believe the organization stewards donations well.
- They would like to see The In Between increase awareness and communicate more broadly throughout the service area.
- They generally feel appreciated and welcome. Still, could invite donors to be more involved, tell donors more about what hope to do with donations, and make more of an effort to say hello when in person.
- They give because The Inn Between is a local organization helping people with a hand up to be permanently successful (*helping people help themselves*), especially with training and skills development, wraparound resources/services, and permanent supportive housing.
- They like that participants work, pay rent, and take skills classes.

“PS. Am VERY glad you sent me this survey!” *A donor*

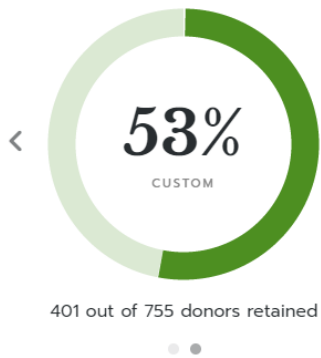
STAKEHOLDER INPUT – DONORS (cont.)

DONORS WOULD GIVE MORE IF...

- They were asked more often
- The Inn Between highlighted direct result success stories
- They were more familiar with the program and opportunities to be involved
- The Inn Between grew the pipeline to education so participants could earn more
- There was a capital campaign that specifically would increase housing units
- The Inn Between increased awareness
- The Inn Between invested in more admin staff



DONOR RETENTION



The average donor retention rate is 45%.

	2021	2020	2019	2018
Contributions	\$295,890	\$281,368	\$132,180	\$150,783
Foundations	\$220,750	\$188,256	\$208,284	\$159,469
Government	\$170,195	\$838,438	\$280,000	\$262,350
Corporate	\$42,032	\$39,882	\$24,478	\$13,603
Events	\$4,755	\$21,205	\$41,669	\$42,868
Total Revenue	\$1,589,275	\$2,292,186	\$1,307,127	\$1,247,060
Total Expenses	\$1,454,530	\$1,363,955	\$1,109,604	\$1,027,503

STAKEHOLDER INPUT – RESIDENTS

WHAT RESIDENTS NEED MOST TO ACHIEVE DESIRED OUTCOMES

(ACCORDING TO RESIDENTS AND PROGRAM STAFF)

MOST FREQUENT RESPONSES

- Trusting, safe relationships
- Being treated with dignity and respect
- Safe and stable housing
- Comprehensive support services (with a priority on Advocates)
- Tools to help stand on their own
- Assistance with finding, securing, and moving into permanent housing
- Connections to and assistance with accessing other resources

WHAT RESIDENTS WANT THE INN BETWEEN TO KNOW...

- Grateful for having housing and support
- Broad concern that The Inn Between is frequently short-staffed on Advocates and worried for the overwhelm experienced by Advocates; see a direct correlation to resident success
- Feeling safe in The Inn Between housing is dependent on the building (*250 Kimbark gets lowest marks*)
- Would appreciate doing three-month success plans, rather than six months, so they have more opportunities to adjust their plan and more pressure to achieve steps in a timely manner
- Some residents feel unheard and disrespected by non-Advocate staff, especially when individuals respond defensively rather than sharing follow up questions and asking how they might address concerns together
- Value good communication, clarity, consistency, and reliable information
- Would like to see more PSH and the sense of security it provides to work on becoming ready for independent housing
- Residents desire to have relationships with other residents and a sense of community; it is easier to do in smaller housing communities
- Program staff could be more knowledgeable about other community resources

WHAT ELSE WOULD BE HELPFUL?

- Hire an on-staff counselor
- Additional addiction support
- Increase Starfish Fund
- Assistance with accessing school
- Assistance with buying a house
- More preparation for being independent
- Help with moving and access to furniture
- Diversify Advocate's gender
- More assistance with getting vouchers
- Improved air quality in buildings

Stakeholder input continued on next page.

STAKEHOLDER INPUT – STAFF

WHAT IS WORKING WELL FOR STAFF...

- Believe have impact for residents
- Value their co-workers
- Time is not micromanaged and they have scheduling flexibility

The number one benefit staff does not want to lose is flexibility.

WHAT WOULD HELP STAFF FEEL SECURE, VALUED, AND EMPOWERED WHILE IMPROVING PRODUCTIVITY?

- Consistent training for staff: especially a thorough orientation, details on grant requirements, direction on how to use data bases, and guidance on standard practices
- Clear and transparent description of expectations and priorities
- Written practices and procedures
- Documented decisions
- Clear role definition
- Feedback, 90-day reviews, and annual reviews provided to staff
- Give staff's questions and input thought/consideration before responding; reduce defensiveness
- Standardized document management

A top concern for program staff is that they could personally experience legal risk due to the lack of clear policies, procedures, and documented decisions.

STAFF'S FEEDBACK ON PARTICIPANT REFERRALS

Staff broadly prefers using a referral system, but shared that the process itself doesn't always work well. Staff likes that the partner organization's do the screening and ensure a variety of populations are coming to The Inn Between. However, they would appreciate some flexibility or exceptions for people who already live with The Inn Between. Staff also wants to maintain better communication with referral organizations.

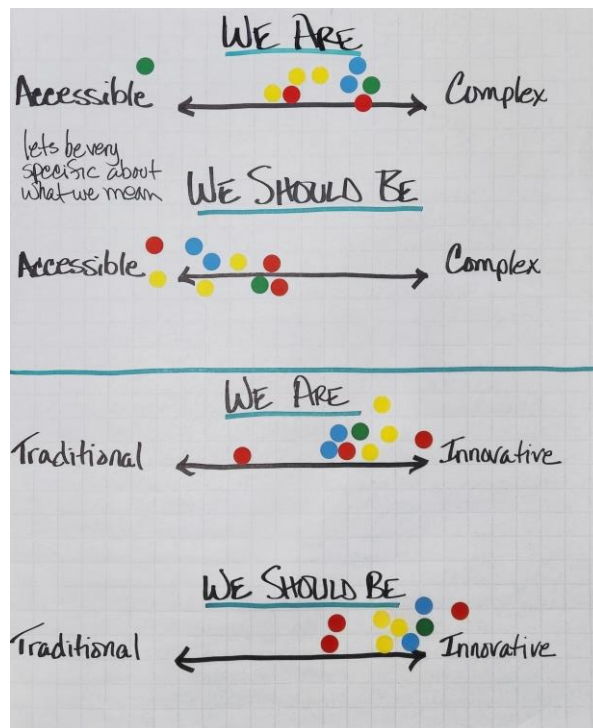
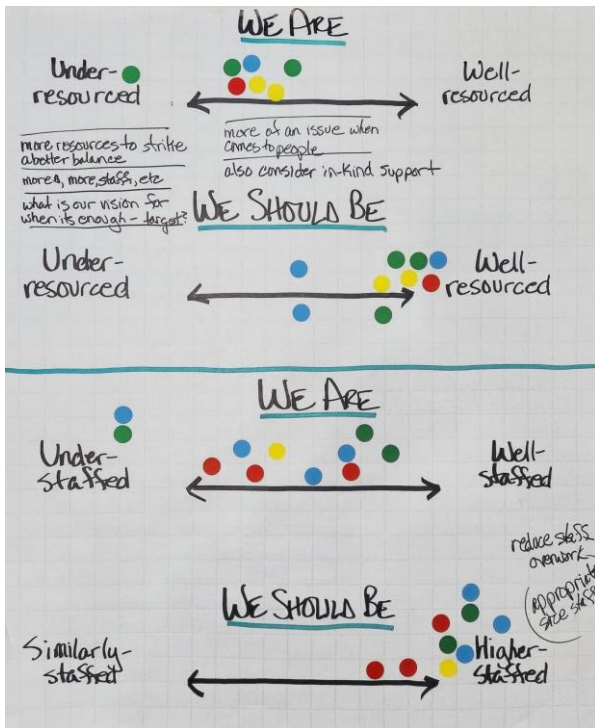
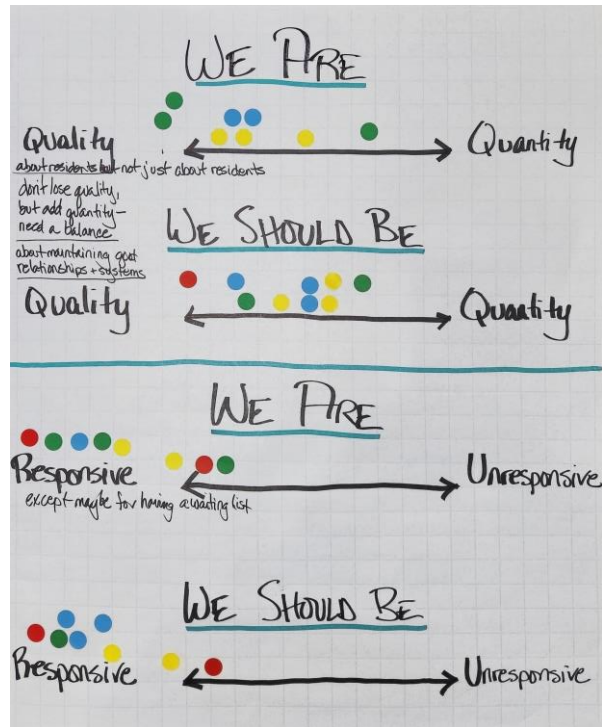
Stakeholder input continued on next page.

STAKEHOLDER INPUT – BOARD

AS A GOVERNANCE BOARD, NOT A ‘WORKING BOARD,’ THE INN BETWEEN BOARD OF DIRECTORS SEES ITS ROLE AND VALUE FOR THE ORGANIZATION AS:

- Deliver on fiduciary responsibilities
- Support the executive
- Expand the organization’s network
- Engage in awareness and advocacy activities
- Share unique skills and perspectives
- Bring a diversity of lived experiences

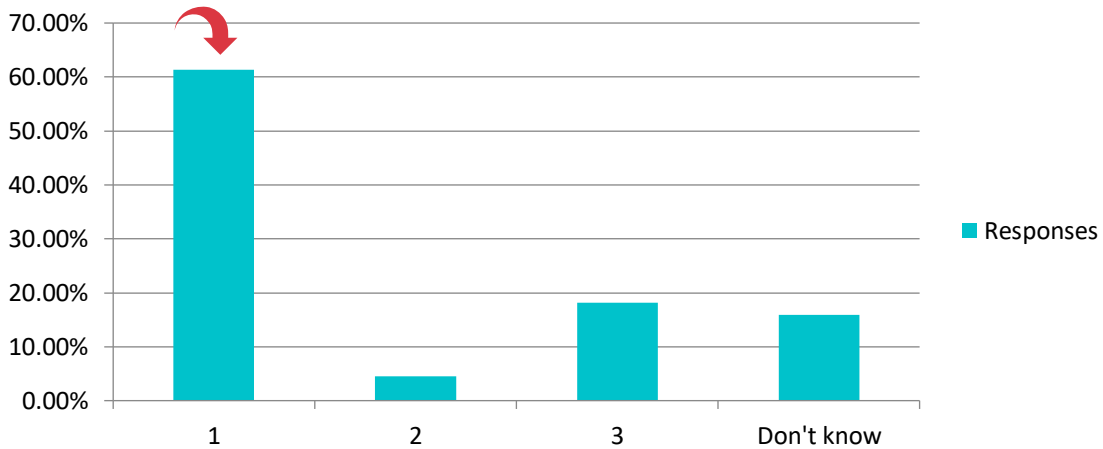
THE INN BETWEEN BOARD OF DIRECTORS ASSESSED THE ORGANIZATION ON SIX QUALITIES TO INFORM DISCUSSION AT THE STRATEGIC PLANNING RETREAT:



STAKEHOLDER INPUT– SURVEYS

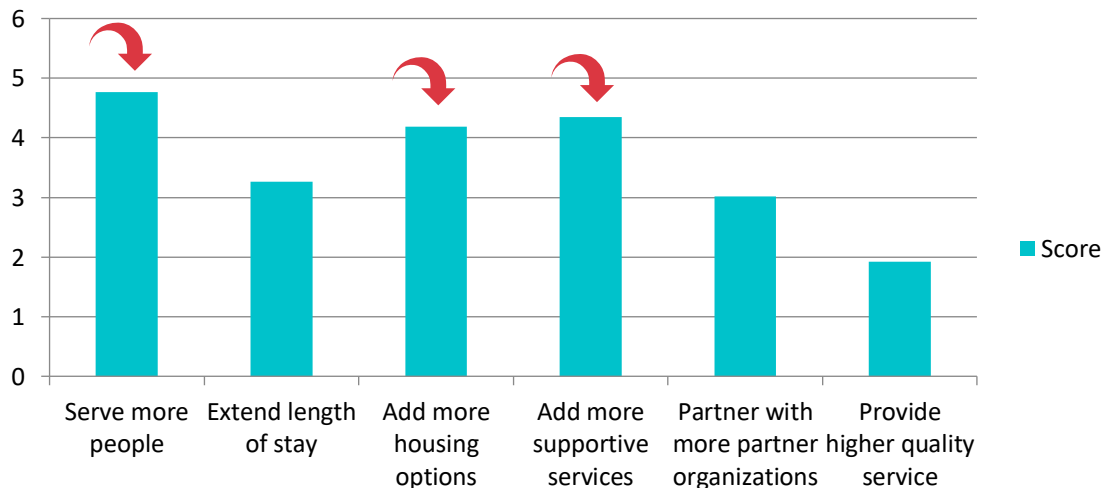
ADDITIONAL HIGHLIGHTS FROM SURVEY INPUT BEYOND WHAT HAS BEEN INCLUDED ABOVE

Inn Between provides affordable housing and supportive services for people facing homelessness in the St. Vrain Valley. How well is Inn Between doing this on a scale of 1-3, with 1 being very well and 3 being not at all well?



72% of respondents believe The Inn Between has a positive to very positive reputation.

Rank your priority for the type of expanded impact you want Inn Between to have in the next 3 years, with 1 being most important and 5 being least important.



Stakeholder input continued on next page.

STAKEHOLDER INPUT *(cont.)*

Rank your priority for how Inn Between can be more welcoming and inclusive over the next three years, with 1 being most important and 6 being least important.

Rankings averaged to:

- 1 Increase bilingual staff, communications, and signage.
- 2 Increase diversity of staff and board members.
- 3 Expand orientation and ongoing support for participants, staff, and board members.
- 4 Solicit input more frequently and engage participants in more decisions.
- Tied 5 Make spaces more accessible
- 6 Increase flexibility.

What else is important to you in a welcoming and inclusive environment?

Answer highlights:

- Be actively welcoming to anyone who walks into the admin office, housing, the board room *(various respondents called out being more welcoming to residents, volunteers, staff, board members, and donors)*
- Spend time on building community
- Provide classes to assist with conflict among residents
- Friendly, compassionate, and empathetic people who listen well
- Good communication
- Make sure written and visual materials are inclusive
- A clean and safe environment
- A statement of what inclusivity looks like, what it means to The Inn Between
- Asking donors, residents, board members, and volunteers for help
- Increase representative diversity on board and staff of race, class, experience, and more

Although ranked at #4, participants having a seat at the decision-making table was mentioned numerous times in the open-ended answers and focus groups.

Stakeholder input continued on next page.

STAKEHOLDER INPUT *(cont.)*

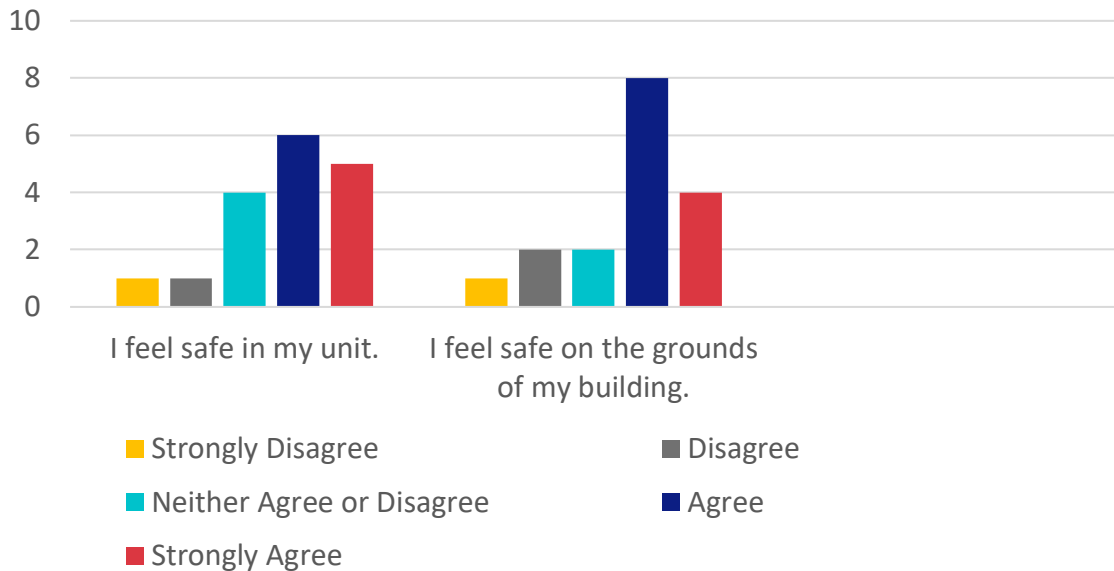
Rank from most (1) to least (6) important the following are on your decision to donate to, volunteer, or otherwise support Inn Between.



77% of respondents were likely to extremely likely to recommend others support The Inn Between.

FROM 2022 RESIDENT SURVEY

Please indicate the extent to which you agree or disagree with the following statements:





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