Vision Statement

Inspiration Corporation will be Chicago’s leading facilitator of personal transformation, helping the most vulnerable exit homelessness and poverty.
Inspiration Corporation
FY 2011-2015 Strategic Plan

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Executive Summary

This document represents the results of Inspiration Corporation’s strategic planning process for 2011 to 2015, which was planned and implemented with Maureen O’Connor of MOC Associates, Inc. from January to September 2010.

Inspiration Corporation’s mission and core values were the fundamental aligning principles for three key steps.

1. Understand where the organization is right now by looking at its history and current programs in the context of the previous strategic plan.

2. Identify the organization’s internal strengths (what it has to work with) and weaknesses (what it must remedy or work around), as well as the opportunities available and the threats that it must consider, address or avoid.

3. With this understanding of the organization and the environment in which it operates, determine the optimal path to advance the mission (strategic directions) and the key milestones along the way (goals and objectives).

Throughout the process, Inspiration Corporation sought input and feedback from multiple stakeholder groups, including its board of directors, staff, participants, volunteers, funders/donors, and others. Methods included small and large group meetings as well as an online survey.

Inspiration Corporation recognized that there is inherent tension between mapping out a multi-year path for the future and remaining responsive to emerging opportunities and challenges. As a result, Inspiration Corporation has used a hybrid approach that incorporates “real-time strategic planning” to guide decision-making.

Strategic Directions and Goals

For the next five years, 2011 to 2015, Inspiration Corporation will focus on the following four strategic directions and related goals.

Mission

In an atmosphere of dignity and respect, Inspiration Corporation helps people who are affected by homelessness and poverty to improve their lives and increase self-sufficiency through the provision of social services, employment training and placement, and housing.

Core Values

We believe in treating all people with dignity and respect.

Every person is worthy of acceptance, assistance and support and has the right to make his or her own choices.

Sharing high quality meals is a foundation of our organization.

Inspiration Corporation does not work in isolation: honest, constructive and engaged relationships enable us to achieve our mission.

We are committed to quality, creativity and continuous improvement.

We cultivate a spirit of social entrepreneurship to support our mission.
Strategic Direction 1: Expansion of Employment Training

- Expand hard-skills employment training in food service and develop new training modules (e.g., advanced culinary skills, front-of-house service, etc.).

- Expand soft-skills employment training through fee-for-service collaborations with other organizations (e.g., customer service, conflict resolution, communication skills, etc.).

- Develop new training in industries other than food service that offer employment as well as personal and professional growth opportunities, regardless of participant background.

Strategic Direction 2: Job Creation to Expand Opportunities

- Expand transitional jobs (1-6 month paid work experiences to help bolster skills and employability).

- Explore another social enterprise (possibly in addition to restaurants and catering) focused on job creation.

Strategic Direction 3: Housing Solutions to Address Critical Unmet Needs

- Explore the development of up to 25 units of permanent supportive housing for homeless families.

Strategic Direction 4: Building Capacity to Support the Mission

- Give staff the resources to be “best in class”: adequate space, training, leadership development, compensation/benefits, manageable caseloads, culture of openness and inquiry.

- Expand administrative and fundraising capacity (e.g., IT support, government contracts management, fundraising resources) to better support the mission.

- Restructure supportive services (including case management, meals, food pantry, small grants, etc.) to better support employment and housing program participants.
Strategic Decision Making Criteria

To guide strategic decision making in “real time” over the next five years, particularly related to unanticipated opportunities, Inspiration Corporation will use 10 criteria (listed in order of importance).

1. **Mission** – The possibility being considered aligns with our mission, and emphasizes self-reliance

2. **Sustainability** – It contributes to the bottom line and/or we can pay for it with existing or new resources

3. **Need** – It addresses a critical need, does not unduly duplicate other agencies’ programs and uses our resources wisely

4. **Quality** – We can do it well and maintain high quality without sacrificing creativity

5. **Evaluation** – It has measurable outcomes, dashboard indicators and interim milestones

6. **Input & Buy-in** – It has the support of key staff, board, participants, volunteers and supporters

7. **Visibility** – It will increase the visibility of Inspiration Corporation and our work

8. **Impacts** – It benefits key constituencies (participants, staff, volunteers), maintains a healthy ratio of program to administration, etc.

9. **Good Partners** – We trust the partners involved, and feel confident of their integrity

10. **Expands Support** – It should expand our base of volunteers and donors

**Vision Statement**

To complement the organization’s mission and values, and to reflect its plans for the coming five years, Inspiration Corporation articulated the following vision statement.

> **Inspiration Corporation will be Chicago’s leading facilitator of personal transformation, helping the most vulnerable exit homelessness and poverty.**

**Organizational Snapshots**

Finally, Inspiration Corporation captured its recent growth and future plans in two brief organizational snapshots included on the following page. The past five years, 2006-2010, are characterized by incremental growth and transformative investment. In the coming five years, 2011-2015, Inspiration Corporation will become a citywide service provider.
2006-2010: Incremental Growth & Transformative Investment

*Added depth and reach to Inspiration Corporation’s services, and laid the foundation for future expansion through the Catalyst Campaign*

**Services**
- Expanded soft-skills and hard-skills employment training
- Expanded and integrated supportive services
- Expanded housing services
- Improved outcome measurement and evaluation

**People Served**
- From 1,600 to 3,000

**Geography**
- Same facilities in Uptown and Woodlawn, but deeper levels of service
- Housing Services program grew to 146 apartments citywide

**Ventures**
- Completed planning and pre-development for a second social enterprise restaurant and training center in East Garfield Park

**Resources**
- Strategic additions of staff, 50% greater budget
- Broader funding base and professionalized brand management and marketing
- Transformative investments through the 20th anniversary Catalyst Campaign
- More and better coordinated volunteers
- Stronger administrative and financial infrastructure

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2011-2015: Citywide Service Provider

*Inspiration Corporation provides housing, employment and supportive services to people in need on the north, south and west sides of Chicago*

**Services**
- Increased soft-skills employment training & transitional jobs through partnerships
- Expanded hard-skills employment training and transitional jobs through social enterprise development
- Growth in housing services for homeless families
- More intentional integration of supportive services into all programs

**People Served**
- From 3,000 to more than 3,500

**Geography**
- Citywide, with facilities in Uptown, Woodlawn and East Garfield Park

**Ventures**
- New social enterprise restaurant and training center & new catering company
- Expanded Inspiration Kitchens partnerships, e.g. Intelligentsia Coffee & Tea

**Resources**
- Broader funding base, with greater emphasis on earned income
- More volunteers
Performance Report on Achievement of FY 2006-2010 Strategic Goals

Inspiration Corporation achieved substantially all of the goals set forth in its FY 2006-2010 strategic plan, preparing the organization for sustained growth and development.

Financial Overview
Inspiration Corporation has a solid track record of prudent financial management and, thanks to its Catalyst Campaign, is building the financial stability to sustain development.

<table>
<thead>
<tr>
<th></th>
<th>FY 2007</th>
<th>FY 2008</th>
<th>FY 2009</th>
<th>FY 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$2,903,953</td>
<td>$3,511,160</td>
<td>$7,819,132</td>
<td>$4,608,912</td>
</tr>
<tr>
<td>Expenses</td>
<td>$2,831,409</td>
<td>$3,453,684</td>
<td>$3,866,997</td>
<td>$4,334,675</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>$72,544</td>
<td>$57,476</td>
<td>$3,952,135</td>
<td>$274,237</td>
</tr>
<tr>
<td>Assets</td>
<td>$634,284</td>
<td>$673,460</td>
<td>$4,700,736</td>
<td>$4,908,490</td>
</tr>
<tr>
<td>Liabilities</td>
<td>$427,080</td>
<td>$441,138</td>
<td>$519,279</td>
<td>$376,123</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$207,204</td>
<td>$229,322</td>
<td>$4,181,457</td>
<td>$4,532,366</td>
</tr>
<tr>
<td>Employees (FTE)</td>
<td>41</td>
<td>53</td>
<td>61</td>
<td>62</td>
</tr>
</tbody>
</table>

Inspiration Corporation’s private revenue grew by more than 10% annually during this period, chiefly as a result of expanded individual donor development efforts.

In 2008, Inspiration Corporation upgraded to Fund EZ financial management software to improve its accounting and cost allocation capabilities. Inspiration Corporation received the 2008 Best Fiscal Management Program Award from the Greater Chicago Food Depository. In July 2010, Inspiration Corporation received a four-star rating from Charity Navigator for sound fiscal management, placing it in the top quartile of charities rated by this national evaluator.

Through its $6 million Catalyst Campaign, Inspiration Corporation is building a two-month reserve fund, named in honor of Paul & Mary Ann Judy, and renovating its first owned property at 3504-18 W. Lake Street in Chicago’s East Garfield Park community, to be named in memory of Mollie Goodman. Inspiration Corporation booked campaign gifts and pledges of $5,389,116 in FY 2009 and FY 2010. In addition, The Kresge Foundation awarded Inspiration Corporation a $300,000 challenge grant.

In FY 2010, more than 1,500 volunteers contributed 18,457 hours of service – worth more than $250,000 – to Inspiration Corporation’s Meals program, The Employment Project and administrative departments.
Programmatic Overview

Housing & Supportive Services

<table>
<thead>
<tr>
<th></th>
<th>FY 2007</th>
<th>FY 2008</th>
<th>FY 2009</th>
<th>FY 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Housing Services Program</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Units</td>
<td>32</td>
<td>97</td>
<td>135</td>
<td>146</td>
</tr>
<tr>
<td>12-mo. Retention Rate</td>
<td>63%</td>
<td>89%</td>
<td>85%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Supportive Services Program</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meals Served</td>
<td>27,482</td>
<td>30,999</td>
<td>35,575</td>
<td>36,638</td>
</tr>
<tr>
<td>Cafe Guests</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guests Served</td>
<td>82</td>
<td>121</td>
<td>81</td>
<td>79</td>
</tr>
<tr>
<td>Guests Graduated</td>
<td>37%</td>
<td>9%</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>Engagement Center Intakes</td>
<td>180</td>
<td>215</td>
<td>119</td>
<td>n/a</td>
</tr>
<tr>
<td>Open Case Management Cases</td>
<td>n/a</td>
<td>n/a</td>
<td>665</td>
<td>599</td>
</tr>
<tr>
<td>Direct Support Grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$152,770</td>
<td>$179,172</td>
<td>$191,500</td>
<td>$295,060</td>
<td></td>
</tr>
<tr>
<td>Eviction Prevention Grants Processed</td>
<td>n/a</td>
<td>n/a</td>
<td>154</td>
<td>207</td>
</tr>
</tbody>
</table>

During this period, Inspiration Corporation added 114 units of scattered-site permanent supportive housing, with funding from city and state agency partners for deep rent subsidies and case management, and began processing Illinois Homelessness Prevention Fund grants in partnership with Emergency Fund.

At the beginning of this period, Inspiration Corporation’s Housing Services program staff consisted of one housing services manager. Case management services to housing participants were provided by staff of Inspiration Corporation’s Supportive Services program, Cafe Too program and The Employment Project. During this period, Inspiration Corporation’s Housing Services team grew to include five housing retention specialists to provide case management to housing program participants. This programmatic change has allowed Inspiration Corporation to focus on activities that help program participants to maintain their housing.

By fiscal year 2009, all of Inspiration Corporation’s programs incorporated harm reduction strategies in their work with program participants. Inspiration Corporation’s Housing Services program discontinued its sobriety requirement to enter our housing in January 2009.

**Training and Employment Services**

Inspiration Corporation’s The Employment Project increased its capacity to serve unemployed and underemployed homeless and low-income Chicagoans by 23% during this period, and has helped 1,271 homeless individuals become employed since 1994.
<table>
<thead>
<tr>
<th>The Employment Project</th>
<th>FY 2007</th>
<th>FY 2008</th>
<th>FY 2009</th>
<th>FY 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduates</td>
<td>176</td>
<td>218</td>
<td>289</td>
<td>216</td>
</tr>
<tr>
<td>Graduation Rate</td>
<td>84%</td>
<td>76%</td>
<td>75%</td>
<td>84%</td>
</tr>
<tr>
<td>Job Placement Rate</td>
<td>47%</td>
<td>44%</td>
<td>32%</td>
<td>42%</td>
</tr>
<tr>
<td>6-mo. Retention Rate</td>
<td>80%</td>
<td>81%</td>
<td>69%</td>
<td>69%</td>
</tr>
<tr>
<td>Enrolled in School</td>
<td>21/9</td>
<td>22/17</td>
<td>27/30</td>
<td>23/33</td>
</tr>
<tr>
<td>New/Carryovers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Completed School</td>
<td>85%</td>
<td>100%</td>
<td>100%</td>
<td>91%</td>
</tr>
<tr>
<td>% Employed in Field for which Trained</td>
<td>70%</td>
<td>86%</td>
<td>92%</td>
<td>86%</td>
</tr>
</tbody>
</table>

| Contracted Services    |         |         |         |         |
| Graduates              | n/a     | n/a     | 62      | 108     |
| Graduation Rate        | n/a     | n/a     | 62%     | 74%     |
| Average Wage           | $8.24   | $10.22  | $10.45  | $9.88   |
| Average Wage (Career Connections) | $9.10 | $10.43 | $10.67 | $10.81 |

| Cafe Too               |         |         |         |         |
| Graduates              | 43      | 36      | 46      | 42      |
| Graduation Rate        | 48%     | 32%     | 42%     | 45%     |
| Job Placement Rate     | 72%     | 81%     | 61%     | 58%     |
| 6-mo. Retention Rate   | 68%     | 55%     | 64%     | 18%     |
| Average Wage           | $7.95   | $8.38   | $9.53   | $9.59   |

| Community Voice Mail   |         |         |         |         |
| People Served          | 1,661   | 1,325   | 1,488   | 1,332   |

^Data incomplete: In fiscal year 2010, 50% of job placements occurred in the last quarter of the year; therefore, these individuals have not worked long enough to be included in the 6-month retention rate. Also, since fiscal year 2010 just ended, there will be increases in the placement and retention rates for that group of graduates.

Due to the recession, The Employment Project has struggled with the twin challenges of increasing demand for assistance and decreasing job availability. Staff responded by increasing class sizes, which caused graduation rates to dip as the participant-to-staff ratio rose, and more graduates chose to pursue further education rather than immediate employment.

In addition to serving the general homeless population, The Employment Project collaborates with Chicago House and Social Service Agency, St. Leonard's Ministries, and Broadway Youth Center to provide training and employment services to people living with HIV and AIDS, ex-offenders, and at-risk youth, respectively. With federal stimulus funding, The Employment Project increased the number of employment preparation trainings contracted with Broadway Youth Center and added a new partner, Central States SER, which serves homeless adults.
Since fiscal year 2007, 102 people have enrolled in Career Connections, which facilitates education and training in high-job-growth fields. A total of 54 have completed their education or training to date. Thirty-six have been placed in employment, with 84% being placed in jobs within the industries for which they were trained. The average wage for graduates is $10.25 per hour, with the highest paid graduate earning $40,000 per year as a truck driver. The program celebrated its first Bachelor of Arts degree in fiscal year 2009.

Over the past several years, Cafe Too has struggled to replicate the high graduation rates of its early years, when the program served fewer people and accepted the most high-functioning candidates. In 2009, Inspiration Corporation staff visited FareStart in Seattle – a national model for food service skills training and social enterprise. During this visit, staff learned that FareStart regards 50% graduation and 75% placement rates as the industry standards in this field, based on a national survey of similar programs. As a result, Inspiration Corporation has revised its expectations for Cafe Too. At the same time, staff has continued to adjust admission criteria in an effort to increase graduation rates. In fiscal year 2009, Inspiration Corporation identified a formula which uses a “stages of change” framework to help staff identify participants who are motivated to change and select them for admission.

At the end of fiscal year 2010, Cafe Too had completed 68 of the 13-week training sessions and graduated 386 students. The cumulative graduation rate was 47% (386 out of 814), and the cumulative placement rate was 74% (284 out of 386). Sixty-one percent of those placed have kept a job for 180 days. Because Inspiration Corporation works with populations that have greater barriers than are standard in our field, staff is pleased with the cumulative and current rates. Nevertheless, placements in fiscal years 2009 and 2010 suffered from the lack of job opportunity in the current environment; staff hopes to see improvements with economic recovery.

With federal stimulus funding from the Chicago Department of Family and Support Services, Cafe Too piloted a front-of-house service training. Graduates received five weeks of trade-specific and soft-skills training, four weeks of work experience at Cafe Too, and a four-week paid externship experience. Participants received the same case management and supportive services that participants in the traditional Cafe Too program enjoy. Twelve students started the front-of-house pilot and six finished; one student who did not complete found work at the business where she did her externship and dropped out. Out of the six who completed, three found work and remained employed for over six months. [Note: the Cafe Too program and social enterprise will be renamed Inspiration Kitchens in 2011.]

The 2007-2008 dip in Community Voice Mail utilization was due to a national system conversion from analog to Voice over Internet Protocol (VoIP) telephony in 2007. From 2008 to 2010, more than 20 agency partners discontinued their partnership in the Chicago Community Voice Mail network due to recessionary budget constraints, despite very low annual fees subsidized by Inspiration Corporation. To compensate, Inspiration Corporation expanded partnerships with larger member agencies to serve more than 1,300 phoneless individuals annually.
Goal-by-Goal Performance Report

Key: FY 2006-2010 Strategic Plan Goals
- Progress Report

Growth Goals

1. Provide employment preparation (soft skills) training at more locations, including on the south side
   - Substantial progress: Inspiration Corporation offered its employment preparation training at more sites, including The Living Room Café and Growing Home (discontinued in 2009) on the south side, Chicago House & Social Service Agency and Broadway Youth Center on the north side, and Central States SER and St. Leonard’s Ministries on the west side

2. Bring the Cafe Too training program to new communities, including the south side
   - Substantial progress: Inspiration Kitchens – Garfield Park is set to open in early 2011; this project is a key priority of the Catalyst Campaign

3. Expand the number of scattered site, subsidized apartments
   - Substantial progress: the Housing Services program now offers 146 scattered-site permanent supportive housing units (up from 32 units in FY 2007)

4. Develop the 4715 N. Sheridan Building as project-based housing
   - No progress: Inspiration Corporation was unable to acquire this building from the owner, who redeveloped the property as an market-rate rental building

5. Expand the Community Voice Mail program with Voice-over-Internet Protocol (VoIP) telephony
   - Substantial progress: the transition to VoIP was completed in FY 2007

6. Grow the individual giving program
   - Substantial progress: Inspiration Corporation exceeded individual fundraising goals from FY 2006 to FY 2010 and has raised more than $4.7 million from individual donors for its Catalyst Campaign

7. Continue to grow foundation and corporate giving
   - Substantial progress: Inspiration Corporation exceeded overall private fundraising goals each year from FY 2006 to FY 2010 and has developed a mature institutional giving program
Organizational Development Goals

1. **Continue to build and diversify Inspiration Corporation’s Board of Directors, Advisory Board and staff**
   - Substantial progress: the Inspiration Corporation Board of Directors recruited 17 new Board members between FY 2006 and FY 2010, seeking greater diversity of backgrounds and professional skills, including five people of color, two of whom are program alums; Inspiration Corporation’s FY 2010 staff of 62 full-time equivalents includes 42 people of color and 24 people with life experience of homelessness, poverty and/or incarceration

2. **Develop and integrate volunteer coordination**
   - Substantial progress: Inspiration Corporation created a full-time VISTA Volunteer Coordinator position from FY 2007-2009 and a permanent part-time Volunteer Coordinator position starting in FY 2010, and invested in the Volgistics online volunteer coordination system in FY 2009; more than 1,500 volunteers helped Inspiration Corporation in FY 2009 and FY 2010, and 499 new volunteers completed orientation in FY 2010

3. **Professionalize marketing and public relations; develop a consistent, integrated external relations program for Inspiration Corporation and Cafe Too**
   - Substantial progress: the organization completed brand redevelopment efforts for Inspiration Corporation and Cafe Too with Taproot Foundation and UpShift Creative Group in FY 2009 and developed the new Inspiration Kitchens™ brand for its food service social enterprises with its Social Enterprise Branding Committee and pro bono partner Tom Dick & Harry Advertising in FY 2010

4. **Establish financial policies and procedures that meet Generally Accepted Accounting Principles**
   - Continued progress: Inspiration Corporation engaged Lumity consultants to assist with conversion to Fund EZ software; consulted with auditors at Frank L. Sassetti & Company and peer organizations to develop capital campaign accounting policies

5. **Improve cash-flow management and banking relationships**
   - Substantial progress: Inspiration Corporation improved cash flow management process and tool; developed strong banking relationships at Bridgeview Bank and IFF; created the Sustainability Fund through the Catalyst Campaign in FY 2009; and established a Financial Advisory Committee in FY 2010

6. **Expand the employee benefits program**
   - Continued progress: Inspiration Corporation added a 401(k) plan with employer contribution, flexible spending accounts, improved employee assistance program, and new HR Online system in FY 2009, and created a Human Resources Generalist position in FY 2010 to improve internal customer service
7. Improve grant and contract management
   • Substantial progress: Inspiration Corporation refined cost-allocation and maximized contract recoupment from FY 2008 to FY 2010

8. Standardize filing for all departments and sites
   • Limited progress: standardized filing systems not completed

9. Create an annual salary plan and scale
   • Limited progress: Inspiration Corporation raised compensation levels for part-time and entry-level full-time staff in FY 2010, and will complete a market compensation study in FY 2011

10. Ensure compliance with government agency requirements
    • Continued progress: Inspiration Corporation maintained the highest level of compliance with contractual and other legal requirements, and achieved top scores on fiscal and programmatic audits by public agencies in FY 2010

Program Enrichment and Integration Goals

1. Ensure strong reporting and program evaluation
   • Substantial progress: Inspiration Corporation unveiled a new dashboard report in FY 2007 and continued to refine it annually thereafter; the organization invested in a new program database in FY 2008; and in collaboration with Public/Private Ventures, program managers and staff participated in a series of outcome measurement and evaluation training sessions in FY 2010

2. Improve client outcomes and department outcome measurement tools
   • Continued progress: improved staff involvement in planning and evaluation

3. Create professional development opportunities through Inspiration University and partnerships
   • Limited progress: a series of six Inspiration University training workshops was offered in FY 2009 and FY 2010 in collaboration with Paychex Premier training services

4. Provide case management to all of Inspiration Corporation’s clients by integrating Clinical Services into every service area
   • Continued progress: extensive program integration and program flow planning was completed and the Supportive Services and Housing Services programs were merged in FY 2008

5. Expand direct financial support for clients
   • Substantial progress: $295,060 in small grants was distributed to participants in FY 2010 for emergency and transitional needs
6. Become a model/leader in providing culturally competent clinical services to a diverse clientele, including women, people of color, immigrants, and members of the LGBT community
   - Continued progress: ongoing diversity and harm-reduction training; in addition, a partnership with the Broadway Youth Center of Howard Brown Health Center to provide employment services to at-risk youth, including LGBT youth, was established in FY 2009 and expanded with federal stimulus funds in FY 2010

7. Expand Business Services (employer outreach) through job fairs, company-sponsored training and other strategies
   - Substantial progress: Inspiration Corporation maintained a team of 2.5 full-time Business Services Representatives to recruit employers in FY 2010

8. Redesign Cafe Too as a modular, open-entry, open-exit program
   - Continued progress: Cafe Too made adjustments to its program design to facilitate more frequent participant enrollment in FY 2008, and plans to test an open-entry, open-exit model at Inspiration Kitchens – Garfield Park in FY 2011

9. Develop bridges to hard-skills training programs, apart from restaurant skills
   - Substantial progress: ongoing partnership development with other training and education agencies, including City Colleges of Chicago, through Career Connections

10. Provide computer skills training to clients
    - Limited progress: computer skills tutoring offered via Inspiration Corporation volunteers and referral to other agencies

11. Provide greater financial management assistance for working-poor housing tenants, including budgeting assistance, and banking and savings plans
    - Continued progress: a new financial literacy training module was added to The Employment Project in FY 2008

12. Implement the Housing Locator project
    - Limited progress: the Housing Locator service was discontinued due to loss of government funding in FY 2008; limited private-market housing location assistance is provided to participants by staff in each program

13. Assist in developing family housing in Woodlawn
    - Continued progress: this project was removed from the Catalyst Campaign due to the suspension of capital grant making by key funders during the recession. In FY 2010, Inspiration Corporation collaborated with IFF (acting as developer) to submit a proposal for HUD Neighborhood Stabilization Program grants to the City of Chicago. The proposal was given preliminary approval and Inspiration Corporation continues to identify foreclosed properties that it hopes to renovate and lease, with subsidies, to homeless families in FY 2011 or 2012
A New Context: Economic Uncertainty

Inspiration Corporation began planning for 2011 to 2015 at a time of tremendous economic and social upheaval in the United States. The financial crisis that began in December 2007 has given rise to levels of foreclosure, bankruptcy, joblessness and hunger not seen in generations.

“Today, one in five Americans is unemployed, underemployed or just plain out of work. One in nine families can’t make the minimum payment on their credit cards. One in eight mortgages is in default or foreclosure. One in eight Americans [and 1 in 4 American children] is on food stamps. More than 120,000 families are filing for bankruptcy every month. The economic crisis has wiped more than $5 trillion from pensions and savings, has left family balance sheets upside down, and threatens to put ten million homeowners out on the street.”

Elizabeth Warren, Leo Gottlieb Professor of Law, Harvard Law School, and Chair of the Congressional Oversight Panel created to oversee the federal banking bailouts
Huffington Post, December 2, 2009

Impact on Nonprofits

The impact of the economic crisis on nonprofits has been severe. According to a June 2010 survey by GuideStar (a website that maintains financial data about charitable organizations) of more than 7,000 nonprofits nationwide:

- 63% of nonprofits reported an increase in demand for their services compared to the previous year
- 40% said contributions dropped compared to the previous year (the biggest reason was that fewer people are giving, plus the average gift size decreased)
- 40% said both corporate and foundation grants were smaller than last year
- 22% said foundation grants were discontinued, 19% said corporate grants were discontinued
- 20% said government grants were smaller, 10% said government grants had been discontinued
- 8% said their organizations were in imminent danger of closing

In 2008, Inspiration Corporation began to experience significant and sustained growth in demand for assistance, including requests from the newly homeless and those experiencing severe economic dislocation for the first time.

Limited Public Funding & Coordination of Workforce Programs

Just as human need is rising, resources are becoming more uncertain. The impact of the recession on foundation donors and government partners has emerged as a significant source of risk for human services organizations throughout the country. Foundation endowments lost substantial value from 2008 to 2010, threatening years of reduced grant-making levels. As this plan is being written, the City of Chicago faces a budget shortfall of $675 million and the
State of Illinois a staggering $9.1 billion for the fiscal year that began on July 1, 2010, and deep cuts to human services spending appear inevitable in the near term.

In 2005, the Chicago Jobs Council (CJC) released *Big Shoulders, Big Challenges: Preparing Chicago’s Workforce for the New Economy*, a report on public workforce development funding in Chicago. The report cited that less than 1% of public workforce development funding in Chicago targeted men and women who were homeless. In CJC’s 2007 follow-up report, *Big Shoulders, Big Challenges: An Update on Workforce Development Funding in Chicago*, funding commitments to help homeless adults enter the workforce had not changed. Inspiration Corporation’s employment services benefited from some federal stimulus investment in 2009 and 2010, but this investment was limited in scope and not sustained.

Chicago’s 10-Year Plan to End Homelessness acknowledges that employment is a key component to ending homelessness. Yet there is not a coordinated strategy to ensure that homeless individuals have access to and are served by the workforce development system.

**An Aging Population**

Inspiration Corporation and other homeless service providers are seeing increasing numbers of older adults. One reason is the worst economic crisis since the Great Depression, which is pushing more people below the poverty line while also cutting public and private funding for agencies that strive to meet their needs. Another factor is the demographic bulge of the Baby Boomer generation, who are between the ages of 46 and 64 in 2010.

A June 2008 study of homelessness among older adults, *Homeless Over 50: The Graying of Chicago’s Homeless Population*, by the Chicago Alliance to End Homelessness and Loyola University’s Center for Urban Research and Learning, had five key findings.

1. **For these older adults, becoming homeless is new – and a surprise.** A majority of people aged 50 to 64 became homeless for the first time in middle age, and many of them never imagined becoming homeless.
2. **The numbers are growing.** Over the past five years, agencies saw 26% more people in this age group, on average. (This was before the current economic crisis.)
3. **Employable older adults can’t get jobs.** Up to 40% of this population has the will, ability, and work history to become employed, but they cannot obtain employment. The three major reasons for this are a mismatch of their skills to the job market, the decrease in jobs paying a living wage, and ageism in the employment market.
4. **Less employable older adults have few if any options.** The remaining 60% of older adults have one or more factors, such as chronic illness, that further limit their ability to secure employment.
5. **They can’t count on a safety net.** In addition to the impact of funding and program cuts, most programs for seniors cannot be accessed until age 62 (housing) or 65 (SSI).

Most homeless service providers are unaccustomed to serving this age group and so are not equipped to understand and meet their unique needs. Likewise, senior centers and other
senior-serving institutions lack the knowledge and skills to serve people at the lower end of the economic spectrum, particularly people who are homeless or on the brink.

**Inspiration Corporation in the New Context**

The new context of economic uncertainty – with limited funding and growing need, including from increasing numbers of older adults – presents challenges for Inspiration Corporation and other nonprofit service providers. However, Inspiration Corporation is well positioned to meet these challenges in several ways.

Inspiration Corporation remains financially strong, even after several years that have pushed peer organizations into deep service cuts, mergers or dissolution. The organization has achieved consistent annual growth in revenues, strengthened its diversified base of support, and created a reserve fund. This stability allows Inspiration Corporation to successfully undertake new efforts to address unmet needs, such as through its new Inspiration Kitchens social enterprise and training facility in East Garfield Park.

In addition, Inspiration Corporation has developed proven employment programs with related services and resources that support participants’ success. Having focused on serving people who have experienced homelessness, deep poverty and/or recent incarceration, Inspiration Corporation has learned how to assist people with the most challenging barriers to employment and self-sufficiency. As a result, Inspiration Corporation is better equipped to address the needs of emerging and underserved populations, including the growing numbers of older homeless adults.
Stakeholder Input & Feedback

Inspiration Corporation’s core stakeholders – its board of directors and staff – had numerous structured opportunities for input and feedback throughout the strategic planning process. These included a board/staff retreat as well as sessions focused on specific topics, such as analyzing organizational strengths and weaknesses, articulating a vision for the organization, brainstorming and discussing opportunities, and developing and fine-tuning real time strategic planning criteria.

Inspiration Corporation also conducted an online survey of multiple stakeholder groups, including donors, volunteers, and staff. Finally, three focus groups were conducted, each with a specific stakeholder group: program participants and graduates, volunteers, and foundation and corporate funders.

The survey asked stakeholders to consider 10 accomplishments of Inspiration Corporation during the past fiscal year (ended June 30, 2010) and select up to three accomplishments that stood out for them. The result was a prioritized list that indicates what stakeholders value most about Inspiration Corporation right now.

1. Cafe Too and The Employment Project placed 160 men and women into jobs and 58 people into further education and training opportunities.

2. Inspiration Corporation served more than 3,000 people facing homelessness, deep poverty and recent incarceration.

3. Inspiration Corporation broke ground in July for a new facility in East Garfield Park, which will expand service capacity, establish a presence on the city’s west side, and create a second restaurant and training center, Inspiration Kitchens.

4. Our Housing Services program grew to include 146 scattered-site subsidized apartments, which accommodated 210 formerly homeless people.

5. Inspiration Corporation completed our most recent fiscal year “in the black,” exceeding our revenue goals despite difficult economic times.

6. Our Supportive Services team helped 599 people through Open Case Management and processed 207 eviction prevention grants to help people avoiding becoming homeless.

Comments from foundation/corporate focus group participants:

“You are best in class, do a really good job. The better you do, the more people expect. Inspiration Corporation has a smart staff, you think things through, are dedicated, people have been there many years—that’s a real strength. One of the issues is managing expectations.”

“It’s impressive that the Inspiration Corporation model is well respected by peer organizations across the country, with awards, etc... I often hear other organizations describe their efforts as ‘trying to be like Inspiration Corporation.’”
7. Inspiration Corporation’s founder, Lisa Nigro, was named Outstanding Community Leader by the Association of Fundraising Professionals’ Chicago Chapter and was honored at the White House with a Presidential Citizens Medal for her service to vulnerable Chicagoans.

8. Inspiration Corporation raised 88% of its $6.55 million Catalyst Campaign goal to support Inspiration Kitchens - Garfield Park, and secured a $300,000 challenge grant from The Kresge Foundation.

9. More than 1,500 volunteers contributed 18,457 hours of service.

10. Inspiration Corporation’s Executive Director & CEO, John Pfeiffer, won a year-long Chicago Community Trust Fellowship to explore social enterprise.

Direct services for people in need, particularly in the area of employment, were most important to stakeholders. In comments explaining their selections, a number of respondents said that while they valued other accomplishments such as awards/recognition and strong financial performance in difficult economic times, they were most moved by the direct benefits for people in need.

Respondents were also asked in an open-ended format what they most wanted to see Inspiration Corporation accomplish in the next five years. The responses were extremely varied, but several themes predominated:

- 30% of the responses indicated that Inspiration Corporation should grow or expand what it already does – serve more individuals, more communities in Chicago and beyond, etc.
- 22% of the responses focused on employment as an urgent unmet need, with particular emphasis on job placement.
- 20% of the responses emphasized that Inspiration Corporation should stick to its core competencies, continue to improve client outcomes, and “keep up the good work.”

The survey presented nine strategic goals being considered for the next five years. Respondents were asked to rate each goal as Essential (“must do”), Important, or Optional. Those rated “Essential” were ranked as follows.

1. Expand transitional jobs (1-6 month paid work experiences to help bolster skills and employability).

2. Expand hard-skills employment training in food service and develop new training modules (e.g., advanced culinary skills, front-of-house service, etc.).
3. Give staff the resources to be “best in class”: adequate space, training, leadership development, compensation/benefits, manageable caseloads, and a culture of openness and inquiry.

4. Expand soft-skills employment training through fee-for-service collaborations with other organizations (e.g., customer service, conflict resolution, communication skills, etc.).

5. Develop new training in industries other than food service that offer employment as well as personal and professional growth opportunities, regardless of participant background.

6. Explore the development of up to 25 units of permanent supportive housing for homeless families.

7. Expand administrative and fundraising capacity (e.g., IT support, government contracts management, fundraising resources) to better support the mission.

8. Explore another social enterprise (possibly in addition to restaurants and catering) focused on job creation.

9. Restructure supportive services (including case management, meals, food pantry, small grants, etc.) to better support employment and housing program participants.

When both “Essential” and “Important” ratings were considered, two goals moved up significantly in their ranking. “Expand administrative and fundraising capacity” moved from #7 to #3. “Restructure supportive services” moved from #9 to #6.

The three goals that were considered most “Optional” were:

a) Explore another social enterprise (other than restaurants and catering) focused on job creation – 27% of “Optional” responses

b) Develop new training in industries other than food service that offer employment as well as personal and professional growth opportunities, regardless of participant background – 17% of “Optional” responses

c) Expand soft-skills employment training through fee-for-service collaborations with other organizations (e.g., customer service, conflict resolution, communication skills, etc.) – 16% of “Optional” responses

Based on analysis of past performance, the current environment, and extensive stakeholder input, Inspiration Corporation articulated its organizational strategy for the next five years – the foundation for the strategic directions and goals that follow.
FY 2011-2015 Organizational Strategy

Scope

Inspiration Corporation provides high-quality supportive housing, employment training and services, and supportive services to people facing homelessness, deep poverty, recent incarceration and other barriers to self-sufficiency.

Comparative Advantages

- Reputation for programming excellence and innovation
- Philosophy of care guided by housing-first and harm-reduction approaches
- Comprehensive array of services and resources; one-stop shopping
- Lifetime access to services for alums
- Deep participant engagement in program design
- Cultural competency: 30+% of staff members are alums or have experienced homelessness, deep poverty, incarceration or other barriers to self-sufficiency
- Culture of hospitality rooted in the sharing of meals in a community setting
- Vibrant partnerships and a culture and history of collaboration
- Social enterprises that offer participants opportunities for training and transitional employment and enable the organization to earn revenue
- Strong brand and inspiring creation story
- Actively involved founder
- Charity Navigator four-star rating

Logic

- Citywide operations: north, south and west side locations
- Clear, lean organizational structure
- Strong and consistent organizational leadership and sound governance
- Highly experienced and passionate staff and volunteers, many serving 5+ years
- 86% of resources devoted to programs
- Continuous program development
- Open communication that facilitates idea generation and collaboration
- High degree of accountability and outcomes focus
- Strengthening asset base and mature fundraising and marketing capacity
- Cheerful, inviting and safe facilities
- Deep community engagement: more than 1,500 volunteers
- Strong and steady partnerships with funders
- Public policy engagement through Chicago Alliance to End Homelessness, Chicago Jobs Council, Social Enterprise Alliance, Supportive Housing Providers Association, etc.
FY 2011-15 Strategic Goals and Objectives

In the next five years, Inspiration Corporation will seek to maintain its current array of programs and enhance its work in four strategic directions:

1. Expansion of Employment Training
2. Job Creation to Expand Opportunities
3. Housing Solutions to Address Critical Unmet Needs
4. Building Capacity to Support the Mission

For each of these strategic directions, Inspiration Corporation identified one or more goals to be achieved. For each goal, objectives were specified for three timeframes – one year, three years, and five years – as well as key outcome measures for the five-year period.

STRATEGIC DIRECTION 1: Expansion of Employment Training

Goal 1A: Expand hard-skills employment training related to food service and develop new training modules (e.g., advanced culinary skills, front-of-house service)

1-year Objectives
- Implement front-of-house training at Inspiration Kitchens – Garfield Park
- Develop a fleshed-out curriculum for advanced culinary skills training
- Standardize current curriculum to be used at all training sites

3-year Objectives
- Identify potential students and set standards for why particular students would be accepted for advanced training
- Identify staffing needs and funding streams/sources

5-year Objectives
- Establish an advanced training program and begin a pilot class
- Refine and fully implement the advanced training program
- Market advanced training to employers for a fee

<table>
<thead>
<tr>
<th>Key Outcome Measures for Goal 1A:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Front-of-house training implemented</td>
</tr>
<tr>
<td>• Advanced curriculum completed and shared at all training sites</td>
</tr>
<tr>
<td>• Student eligibility determined</td>
</tr>
<tr>
<td>• Funding sources adequate to cover pilot costs identified</td>
</tr>
<tr>
<td>• Pilot class completed</td>
</tr>
<tr>
<td>• Training fully implemented</td>
</tr>
</tbody>
</table>
Goal 1B: Expand soft-skills employment training through partnerships, including fee-for-service collaborations with non-profits and businesses, with increased partners and participants on the south and west sides. Training topics might include customer service, conflict resolution, communication skills, diversity, performance management, leadership development, etc.

1-year Objectives
Inspiration Corporation:
- Identify staffing needs and funding streams/sources to increase the volume of current services
- Generate ideas/define improvements to current services to better meet participants’ needs
- Complete outcome analysis with the CHANG database

Fee-for-service Partners:
- Develop a business plan: define the product; current/future costs and expected profits; demands/customers/fit; competition; partnering opportunities; metrics for success

3-year Objectives
Inspiration Corporation:
- Enroll 25% more participants
- Add staff to support increased participation
- Implement program improvement ideas

Fee-for-service Partners:
- Implement, evaluate and refine business plan
- Increase number of fee-for-service partners and modules
- Identify staffing needs and funding streams/sources
- Achieve 80% or better satisfaction rating on participant evaluation forms

5-year Objectives
Inspiration Corporation:
- Improve participants’ retention in programs
- Evaluate effectiveness/impact of program improvement ideas

Fee-for-service Partners:
- Maintain expanded fee-for-service partners and modules
- Maintain 80% or better satisfaction ratings on participant evaluation forms
- Evaluate and refine business plan

**Key Outcome Measures for Goal 1B:**
- Increased enrollments
- Increased number of fee-for-service partners
- Completed/refined business plan
- Improved participant retention and satisfaction
Goal 1C: Explore the development of new training in industries other than food service that offer employment as well as personal and professional growth opportunities, regardless of participant background.

1-year Objectives
- Identify specific industries that could best fit with current resources to expand service line
- Prepare to engage current staff to train potential employees in that area

3-year Objectives
- Engage business and community partners to identify training needs/opportunities

5-year Objectives
- Complete program development plan, with staffing needs and funding plan

<table>
<thead>
<tr>
<th>Key Outcome Measures for Goal 1C:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Industry targeted</td>
</tr>
<tr>
<td>• Business/community partners identified and engaged</td>
</tr>
<tr>
<td>• Program plan completed</td>
</tr>
</tbody>
</table>

STRATEGIC DIRECTION 2: Job Creation to Expand Opportunities

Goal 2A: Expand transitional jobs within Inspiration Corporation and with partner employers (1-6 month paid work experiences to bolster skills and employability).

1-year Objectives
- Evaluate current transitional jobs programs
- Develop internal best practices for transitional jobs programs
- Identify staffing needs and funding streams/sources

3-year Objectives
- Expand transitional jobs programs in Cafe Too and The Employment Project
- Develop a strong network of businesses in a variety of industries to support subsidized placements
- Hire new staff to develop and maintain business relationships and to support participants while in subsidized employment

5-year Objectives
- Strategically select businesses for subsidized placements that will lead to well-paid full-time positions with benefits
- Explore research opportunities with data over last 5 years

<table>
<thead>
<tr>
<th>Key Outcome Measures for Goal 2A:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Development of best practices</td>
</tr>
<tr>
<td>• Expanded transitional jobs programs</td>
</tr>
<tr>
<td>• Expanded business network for placements</td>
</tr>
</tbody>
</table>
Goal 2B: Explore another social enterprise focused on job creation.

**1-year Objectives**
- Research social enterprise opportunities
- Evaluate existing programs, assess what works

**3-year Objectives**
- Select social enterprise focus
- Develop business plan, identifying staffing needs and funding streams/sources

**5-year Objectives**
- Implement based on business plan

**Key Outcome Measures for Goal 2B:**
- Social enterprise focus selected
- Business plan completed
- Business plan implemented

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**STRATEGIC DIRECTION 3: Housing Solutions to Address Critical Unmet Needs**

**Goal 3A:** Explore the development of up to 25 units of permanent supportive housing for homeless families. (Inspiration Corporation has partnered with landlords to rent units primarily for single adults but has not owned units nor focused on family housing.)

**1-year Objectives**
- Secure and occupy a six-unit building in Woodlawn
- Learn from that experience, measure outcomes
- Explore other models, and other organizations using these models, to learn how to make development and staffing sustainable
- Develop preliminary property management model
- Establish performance measures (e.g., 1-3 year retention rates, lease compliance, attainment of family reunification to achieve visitation rights or custody, exit into permanent housing)

**3-year Objectives**
- Formalize Inspiration Corporation’s property management model
- Compare participant outcomes for scattered-site vs. project-based housing
- Explore feasibility of adding permanent supportive housing units via project-based (with mini-capital campaign) vs. scattered-site model
- Create plans to develop up to 25 units of permanent supportive housing

**5-year Objectives**
- Explore ways to engage community members in supporting residents, e.g. the Bridge Communities model
- Implement plans to develop up to 25 units of permanent supportive housing
STRATEGIC DIRECTION 4: Building Capacity to Support the Mission

Goal 4A: Restructure supportive services (including case management, meals, food pantry, small grants, etc.) to better support employment and housing program participants.

1-year Objectives
- Gather and analyze data on meal attendance by program, including alums; determine alternatives to transition meals from a “program” of Inspiration Corporation to a supportive service which program participants can access
- Explore options to create a uniform process for program participants to access meals (e.g., single definition of eligibility for meals, “guest” and “alum”; the number of meals a guest or alum can receive on a monthly basis; the length of time a guest or alum can receive meals)
- Explore restructuring the supportive services program from a stand-alone program to a function embedded in the other program areas; analyze challenges of this transition on current funding sources and performance reporting requirements
- Clarify staff changes and identify staffing needs to implement the restructuring of services/programs
- Create a draft program flow model and a process for gathering feedback from staff, participants, Board members and volunteers

3-year Objectives
- Determine process for accessing meals and implement changes
- Meet with funders to inform them of plan to restructure supportive services
- Identify data to be gathered to analyze the impact of implementing the new model on funding, participant access to program services and meeting participant needs
- Approve program flow model and implement changes
- Update policies and procedures and job descriptions to align with the approved program flow model

5-year Objectives
- Evaluate the impact of implementing the program flow model on meal access and delivery and refine as needed

Key Outcome Measures for Goal 4A:
- Participants, including alums, have universal access to Supportive Services
- More participants have access to meals
- Participant satisfaction survey implemented
Goal 4B: Give staff members the resources to be “best in class”: adequate space, training, leadership development, compensation/benefits, manageable/best practice caseloads, culture of openness and inquiry.

1-year Objectives
- Conduct audit of existing space at all agency sites; determine areas where space can be used more efficiently (e.g. office sharing and utilizing agency Outlook calendar for reserving classrooms and meeting rooms)
- Create 5-year facilities plan to accommodate staffing needs cost-effectively
- Complete employee compensation/benefits analysis, including an internal review (i.e., job descriptions, salary ranges among and within employee levels, etc.) and comparison to other organizations similar in size, scope and types of services
- Review and update existing policies and procedures for agency and programs; identify areas where policies and procedures need to be written
- Determine “best practices/standards” (including manageable caseload sizes and culture of openness and inquiry) with input from staff, participants, Board members and volunteers; identify staff development and training needs; identify trainers and develop training calendar
- Develop mechanism and process to celebrate agency and program successes internally and externally; create a permanent and visible space at each Inspiration Corporation site where staff can see progress towards performance goals, including both program-specific and agency-wide goals
- Develop useful reports that can be created by computer software tracking systems
- Implement a process to recognize individual staff and team efforts and accomplishments
- Analyze administrative support staffing needs and identify funding streams/sources

3-year Objectives
- Address space requirements identified in 5-year facilities plan
- Implement recommendations from the employee compensation/benefits analysis
- Develop centralized documentation of all formal policies and procedures for agency and programs
- Commit 1% of annual budget to staff development and training
- Put “best practices/standards” in writing; implement staff development and training calendar; develop process for continuous improvement
- Maintain visible spaces to track progress towards goals

5-year Objectives
- Adopt the recommendations identified in the 5-year facilities plan
- Implement recommendations from the employee compensation/benefits analysis
- Commit 1.5% of annual budget to staff development and training
- Review and update “best practices/standards” documents and maintain continuous improvement processes

Key Outcome Measures for Goal 4B:
- Common understanding of best practices and culture of openness and inquiry
- Consistent measures to evaluate performance in these areas
- Improved performance on annual employee satisfaction survey
**Key Outcome Measures for Goal 4B:**

- Reduced incidence of employee and participant grievances
- Reduced employee turnover
- Improved volunteer satisfaction rates
- Each employee receives at least one professional development training per year
- Facilities plan completed and implemented

**Goal 4C:**
Expand administrative and fundraising capacity (e.g., IT support, government contracts management, fundraising resources) to better support Inspiration Corporation’s mission.

**1-year Objectives**
- Add one Raiser’s Edge license
- Improve government contracts administration and stewardship
- Add receptionist at Inspiration Cafe

**3-year Objectives**
- Explore event management software
- Increase IT support, including for websites, to 5 days/week
- Increase support for volunteer coordination/engagement
- Add administrative staff to support growth

**5-year Objectives**
- Create an individual major gifts position to expand individual giving

**Key Outcome Measures for Goal 4C:**

- Private funding is increased by at least 5% to 10% annually
- Higher government contract expenditure rates and audit scores
- Increased efficiency and productivity through adequate technology
“Real Time” Strategic Decision Making Criteria

Inspiration Corporation board and staff members understand that unanticipated opportunities and challenges will arise while the strategic plan is being implemented over the next five years. They worked to identify and then to prioritize a series of decision-making criteria or filters to evaluate new developments in real time and determine the most strategic course of action. These criteria are listed below, in order of importance.

1. MISSION: The possibility being considered aligns with our mission, and emphasizes self-reliance (20% of total votes indicating priority)

2. SUSTAINABILITY: It contributes to the bottom line and/or we can pay for it with existing or new resources (16.5% of total votes)

3. NEED: It addresses a critical need, does not unduly duplicate other agencies’ programs and uses our resources wisely (14.2% of total votes)

4. QUALITY: We can do it well and maintain high quality without sacrificing creativity (12.3% of total votes)

5. EVALUATION: It has measurable outcomes, dashboard indicators and interim milestones (10.4% of total votes)

6. INPUT & BUY-IN: It has the support of key staff, board, participants, volunteers and supporters (6.9% of total votes)

7. VISIBILITY: It will increase the visibility of Inspiration Corporation and its work (6.6% of total votes)

8. IMPACTS: It benefits key constituencies (participants, staff, volunteers), maintains a healthy ratio of program to administration, etc. (5.0% of total votes)

9. GOOD PARTNERS: We trust the partners involved, and feel confident of their integrity (4.2% of total votes)

10. EXPANDS SUPPORT: It should expand our base of volunteers and donors (3.9% of total votes)
Monitoring and Evaluation

Inspiration Corporation’s senior staff and Board of Directors will monitor the implementation of the 2011-2015 strategic plan and annually review the organization’s performance against goals and annual objectives. When necessary, the organization will refine strategic plan goals and objectives in response to unanticipated opportunities and threats. Senior staff will produce a brief annual report on strategic plan implementation and refinement for review by the Board of Directors at its July meetings, at which the group conducts an annual organizational effectiveness review.

In addition, the following standing committees of the Board of Directors will provide guidance to support the organization’s implementation of its strategic plan goals:
- Executive Committee
- Program Advisory Committee
- Social Enterprise Advisory Committee
- Financial Advisory Committee

Budget Implications

From fiscal year 2011 to 2015, Inspiration Corporation will strive to maintain its legacy of prudent fiscal management by employing the following strategies:

1. Maintain strong fiscal discipline to ensure that annual operations and capital projects are within budget, and fiscal years close with appropriate surpluses;
2. Continue to build Inspiration Corporation’s Sustainability Fund (operating reserve) to meet cash flow needs;
3. Increase Inspiration Corporation’s asset base through grant-supported real estate acquisition;
4. Reduce Inspiration Corporation’s liabilities through accelerated debt retirement;
5. Maintain the highest standards of donor stewardship and contract administration to ensure vibrant relationships and steady support; and
6. Increase revenue and revenue diversification through social enterprise.

Inspiration Corporation will seek new sources of revenue from current and new funding partners to support the incremental increases in spending associated with the organization’s strategic goals and objectives. The organization achieved annual growth in private fundraising of ten percent or more in the preceding five year period, and expects to achieve comparable results in a recovering economy by maintaining successful fundraising strategies.

To support the development of supportive housing for homeless families, Inspiration Corporation envisions a capital campaign from 2013 to 2015.
The following chart identifies major cost items implied in each of the goals above, as well as the timeframe in which these costs would occur.

<table>
<thead>
<tr>
<th>Goal</th>
<th>New Budget Items</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A</td>
<td>Staff: for advanced training program pilot</td>
<td></td>
</tr>
<tr>
<td>1B</td>
<td>Staff: to support increased participation (e.g., trainers, career specialists,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>business service reps)</td>
<td></td>
</tr>
<tr>
<td>1B</td>
<td>Staff: to support fee-for-service collaborations (e.g., trainers)</td>
<td></td>
</tr>
<tr>
<td>1B</td>
<td>Space: office space for new staff; training space</td>
<td></td>
</tr>
<tr>
<td>1B</td>
<td>Other: training materials</td>
<td></td>
</tr>
<tr>
<td>1C</td>
<td>NONE</td>
<td></td>
</tr>
<tr>
<td>2A</td>
<td>Staff: to develop/maintain business relationships and support participants in</td>
<td></td>
</tr>
<tr>
<td></td>
<td>subsidized employment</td>
<td></td>
</tr>
<tr>
<td>2A</td>
<td>Space: office space for new staff</td>
<td></td>
</tr>
<tr>
<td>2B</td>
<td>Staff: to implement business plan for new social enterprise</td>
<td></td>
</tr>
<tr>
<td>2B</td>
<td>Space: office space for new staff</td>
<td></td>
</tr>
<tr>
<td>2B</td>
<td>Other: materials, brand development, etc. for social enterprise</td>
<td></td>
</tr>
<tr>
<td>3A</td>
<td>Capital: acquisition/rehab of 6-unit building in Woodlawn, additional building(s)</td>
<td></td>
</tr>
<tr>
<td>3A</td>
<td>Staff: to manage/operate buildings</td>
<td></td>
</tr>
<tr>
<td>3A</td>
<td>Other: maintenance for buildings</td>
<td></td>
</tr>
<tr>
<td>3A</td>
<td>Other: consultant for mini-capital campaign</td>
<td></td>
</tr>
<tr>
<td>4A</td>
<td>NONE</td>
<td></td>
</tr>
<tr>
<td>Goal</td>
<td>New Budget Items</td>
<td>Timeframe</td>
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<tr>
<td>------</td>
<td>-----------------</td>
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</tr>
<tr>
<td>4B</td>
<td><em>Space</em>: implement 5-year facilities plan</td>
<td>2011</td>
</tr>
<tr>
<td>4B</td>
<td><em>Staff</em>: increases/additions per compensation/benefits analysis</td>
<td></td>
</tr>
<tr>
<td>4B</td>
<td><em>Other</em>: staff development</td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td><em>Staff</em>: to improve government contracts management</td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td><em>Staff</em>: Inspiration Cafe receptionist</td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td><em>Staff</em>: to increase IT/website support</td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td><em>Staff</em>: to increase support for volunteer coordination/engagement</td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td><em>Staff</em>: to support growth</td>
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</tr>
<tr>
<td>4C</td>
<td><em>Staff</em>: to expand individual giving</td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td><em>Space</em>: for new staff</td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td><em>Other</em>: Raiser’s Edge license</td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td><em>Other</em>: event management software</td>
<td></td>
</tr>
</tbody>
</table>