

Growing Hope

Jonathan House Strategic Plan

2024-2026



Mission:

Helping people survive and recover from forced displacement together with the church.

Vision:

Significantly grow our community of shelter, hope and healing where asylum seekers and Americans thrive together.

Program:

We offer an intensive, site-based transitional housing program that provides safe, stable shelter and supportive community to asylum seekers in Minneapolis and St. Paul.



Dignity

We love people - affirming inherent dignity, we commit to the best in each other.



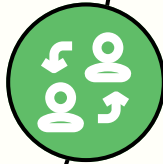
Partnership

We work together - seeking assets beyond our own, we partner with churches, local groups, and displaced people in our community.



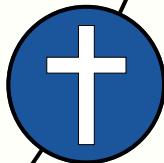
Hospitality

We share life - bearing witness to joy and sorrow, we open our hearts and doors to asylum seekers.



Mutual Transformation

We give and receive - relating as equals, we are changed through cross-cultural relationships of care.



The Journey of Faith

We follow Jesus - seeking God in daily life, we welcome others regardless of background because we've been welcomed by God.

Key Goals



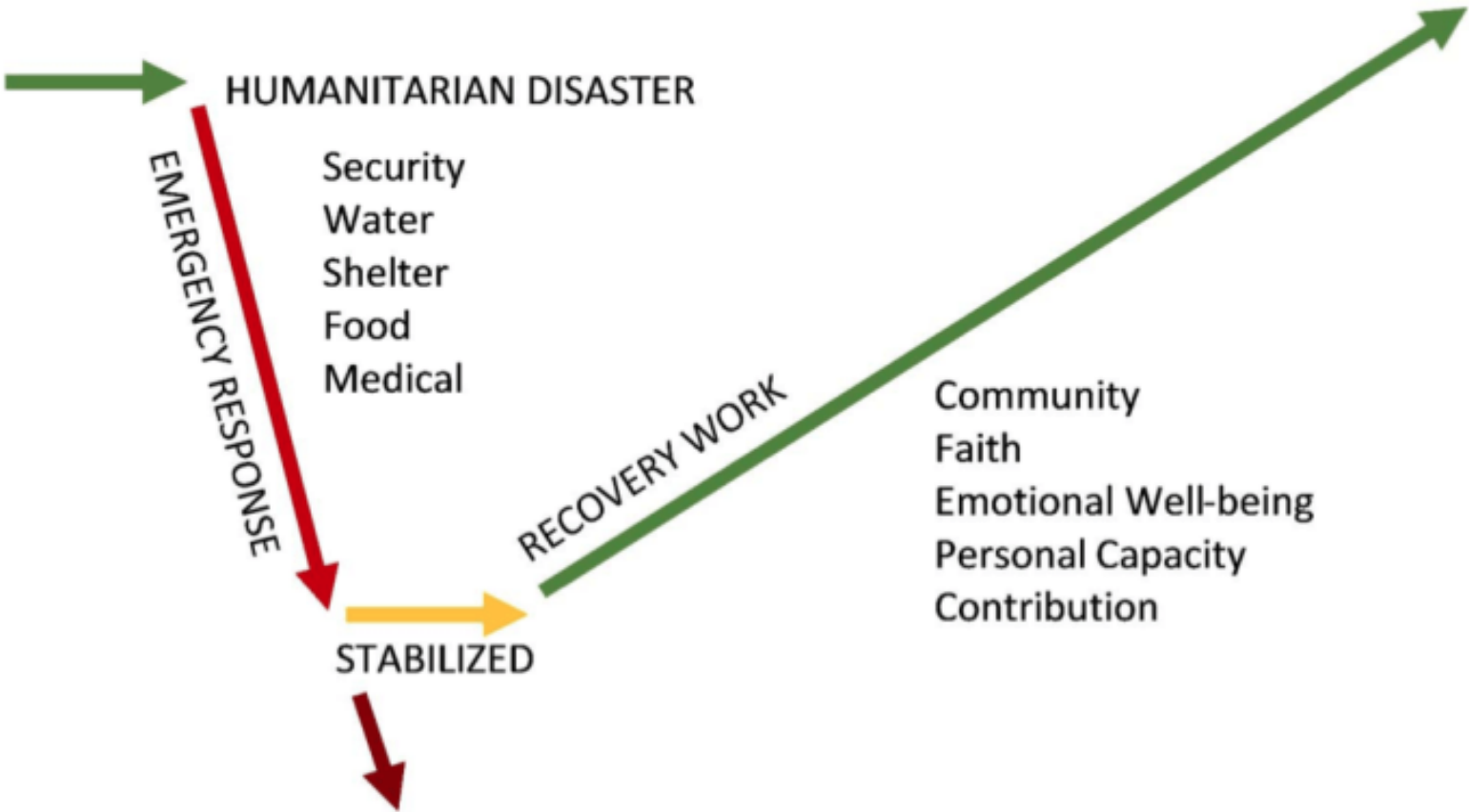
1 year strategy: Strengthen our foundation to support future growth by building our internal capacity in areas of staff, funding and program.

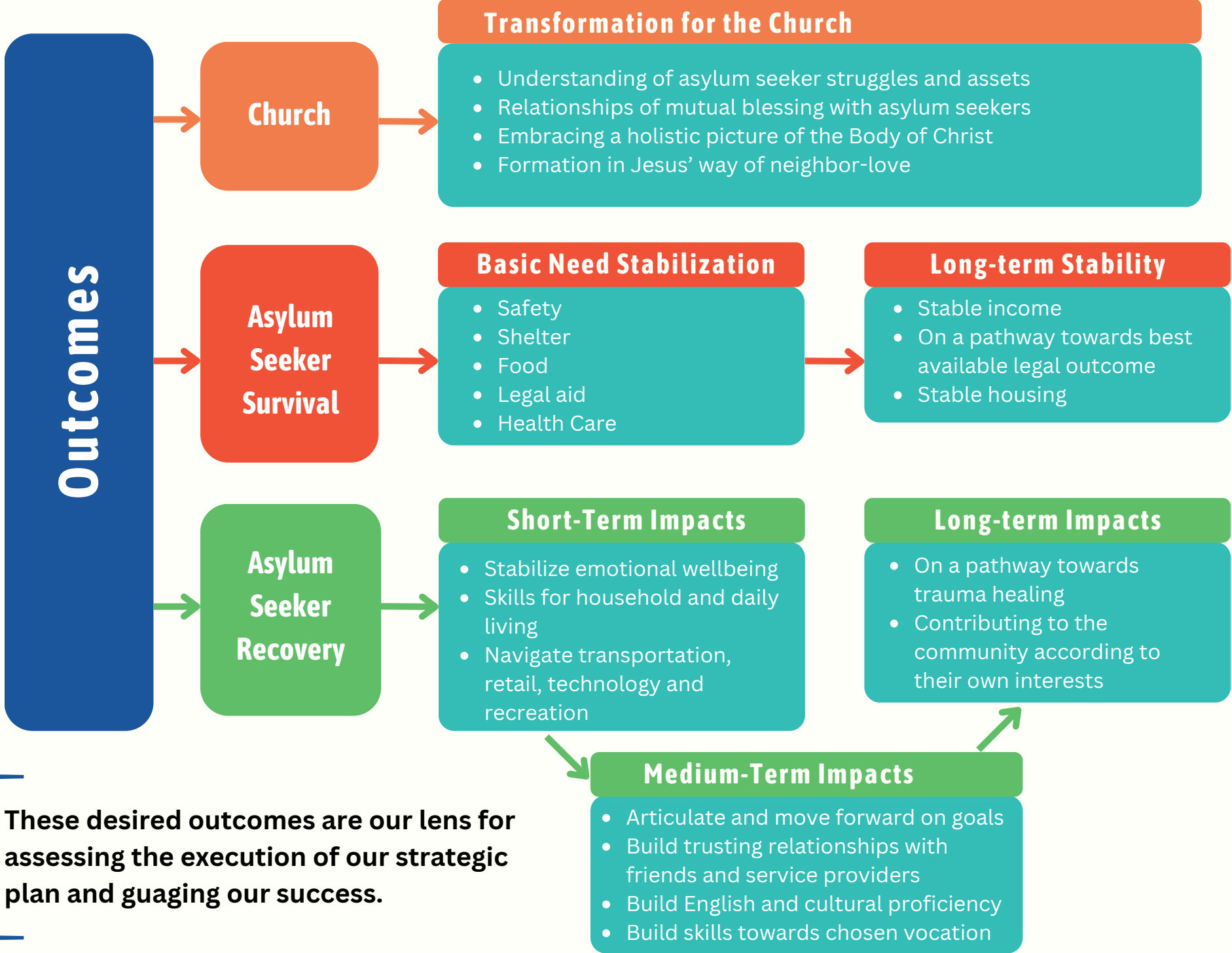
3 year strategy: Double the capacity of our intensive transitional housing program to support 25-30 asylum seekers in a single building.

10 year direction: Serve 100+ asylum seekers in a combination of intensive housing and innovative complementary programs that leverage community- and church-based solutions.

Our Theory of Change

The IAFR Continuum of Response





These desired outcomes are our lens for assessing the execution of our strategic plan and gauging our success.

Priorities and Action Plan

1. Staffing

Goal: Strategically realign staffing structure so we can recruit and retain the best possible employees for our ministry team at the scale needed for a growing program.

- **Mission-centered staff funding strategy:** Shift from a missionary-centered funding model to a mission-centered one, with all staff working together in a structured way to grow the resources needed to fund our impact.
- **Build representative leadership:** Conduct qualitative research to understand what barriers prevent people with experience of forced displacement from joining our ministry team; Develop a plan to recruit, elevate and retain representative leadership.
- **Volunteer, internship and apprentice strategies:** Develop and invest in volunteer, internship and apprenticeship strategies to bolster our bench strength and grow leaders for our field.
- **Scale staff team:** Recruit team members to fill program and administrative roles needed for growth, and align staff structure to prepare for and accommodate growth. Foreground equity and representation in this process.

2. Funding

Goal: generate the revenue needed to meet the demands of our growing program with a long-term, sustainable focus

- **CRM:** Deploy relationship oriented platforms to strengthen relationships with donors and other stakeholders.
- **Government grants:** Leverage funding available through state and local grants.
- **Private grants:** Build relationships with foundations and corporations, with a goal of grants covering $\frac{1}{3}$ of our annual budget.
- **Increase Church partners:** Increase number of engaged church partners by 25%.
- **Build advisory board:** Activate a local advisory board to assist with fundraising, networking, and other leadership tasks. Foreground equity and representation in this process.
- **Fundraising systems:** Grow the strength of our fundraising among individuals by building systems and rhythms to steward existing donors through relationships and to invite prospects to deeper engagement with our community and mission.
- **Double Keychain Collective:** Double membership base and revenue through the Keychain Collective monthly giving club every 5 years.

Priorities and Action Plan

3. Intensive Housing Program

Goal: build stability and scalability into our program model to make growth possible, while strengthening our programs based on input from asylum seekers and growing our capacity to serve the needs of families with children.

- **Project management software:** Utilize project management tools for more efficient case management, record-keeping, and staff communication as we grow.
- **Accompaniment teams:** Deploy church-based volunteer accompaniment teams to support residents through and beyond Jonathan House.
- **Family research:** Conduct qualitative research to identify the specific requirements and strengths of asylum-seeking families with children and align the program according to what we learn.
- **Monitor and evaluate program success:** Qualitatively and quantitatively assess the effectiveness of our programs in real time and revise as needed.

4. Facility

Goal: A new, single-site home for Jonathan House (nicknamed “Big House”) that can house ~30 people, especially families with children, and meets priorities articulated by residents and staff (hominess, privacy, security, community, cost effectiveness, office space, ease of management)

- **Build Facility Partnerships:** Build a strong relationship with a value-aligned facility partner who will own and manage the eventual Jonathan House property.
- **Raise Funds:** Working with our facility partner, raise the initial and ongoing costs for the new facility.
- **Find our dream home:** Working with our facility partner, find a property that meets the priorities articulated above.
- **Launch Big House:** Grand opening of new facility and move-in of existing Jonathan House residents.
- **Scale Program Size:** Open space for new residents according to facility and staff capacity.

2024

2025

2026

Staffing	Mission-centered staff funding strategy	Volunteer/internship/apprenticeship strategies	Scale Team
Funding	CRM	Government grants Private grants Increase church partners Build advisory board Double keychain collective Fundraising systems	
Intensive housing program	Accompaniment teams Project management software	Family research	Monitor and evaluate
Facilities	Build facility partnerships	Raise funds Find dream home	Launch Big House Scale program size

10 Year Direction



A long-term vision sets the course for a program with excellent outcomes, a high-functioning team, stable funding, deep community partnerships and innovative growth.

Staffing: A strong team of 10, including members who have experienced displacement, work under high industry standards for pay and support to carry out our programs with excellence and ensure that our impact is stably funded and diligently administered.

Funding: An annual budget approaching \$1 million is supported through a network of highly committed donors, strong relationships with private foundations, and appropriate deployment of public funds.

Research: We lead or participate in ongoing community-level research to best understand and serve the ever-changing asylum-seeking population in our city, including their strengths, aspirations and needs.

Facility: Big House provides safe, stable shelter and a vibrant community life for 30-35 asylum seekers; we are looking towards our next facility to house more people and become a community hub supporting key partners.

Intensive Housing Program: Our intensive site based transitional housing program consistently delivers excellent outcomes for the most vulnerable asylum seekers, with program participants moving on in an average of 18 months to long-term stability with the support of a vibrant community.

Program Innovation: Research and experiments have led us to launch an innovative second program, leveraging community and/or congregational strengths to meet shelter and community needs for 100+ asylum seekers.

Jonathan House and IAFR

Jonathan House is a local program of the International Association for Refugees (IAFR).

IAFR is a Christian non-profit on a mission to help people survive and recover from forced displacement. IAFR has teams and projects in the U.S., Africa and Europe, as well as a sister organization, IAFR Canada. IAFR also offers training and consultation to refugee ministries on a global scale.

All Jonathan House team members are IAFR staff, and all Jonathan House funds are processed through IAFR.

Learn more about IAFR and our projects around the world at www.iafr.org.

