

FaithBUILDERS Operations Plan

Mission: *To help others live in safety, comfort and dignity.*

A) EXECUTIVE SUMMARY

FaithBUILDERS is an ecumenical housing repair group, dedicated to assisting Kansas City area needy and elderly homeowners with their home repair or disability adaptation needs. We believe that we can collectively do more together to help needy individuals and families to live in safety, comfort and dignity.

FaithBUILDERS directly provides most home repairs and modification tasks except for roofing and furnaces/air conditioners. We provide volunteer labor to perform the work for qualified clients at no charge but will accept contributions to further our work for others.

In addition to helping individual homeowners, FaithBUILDERS also helps Kansas City area social agencies with building repairs and improvements. By doing so, they have more funds to serve their primary missions.

This document is intended to describe FaithBUILDERS' operational structure, provide a venue to coordinate ideas between trustees and define areas requiring development. It is a living document that will be updated periodically.

B) ORGANIZATION SUMMARY

Legal Entity

FaithBUILDERS' full corporate name is FaithBUILDERS Housing Rehabilitation Ministries, Inc. Federal identification number is 48-1248881. FaithBUILDERS was issued its Internal Revenue Service 501(c)(3) tax-exemption letter in June 2002.

Membership

The churches listed below are presently considered to be the participating FaithBUILDER churches (as of January 2003). Participating churches provide dedicated funds to support this ministry.

Advent Lutheran Church, Olathe
First Baptist Church of Stilwell, Stilwell
Holy Cross Lutheran Church, Overland Park
St. Francis of Assisi Episcopal Church, Stilwell
St. Michael & All Angels Episcopal Church, Mission
St. Thomas the Apostle Episcopal Church, Overland Park
Stilwell United Methodist Church, Stilwell

FaithBUILDERS is open to all individuals wanting to help others, whether they belong to a participating church or not.

Start-up History

The 2000 Vestry of St. Francis of Assisi Episcopal Church in Stilwell, Kansas, conceived this housing repair group. An exploratory meeting was held in August 2000 with the representatives from several of the above churches.

The first project was for an elderly woman and her son in Kansas City, MO, as part of a Kansas City area housing rehabilitation program called Christmas in October (CIO) in October 2000. Approximately 50 people, representing the participating churches at that time worked together on her home at 51st and Woodland to correct years of disrepair.

The name "FaithBUILDERS" was adopted in February 2001. The group was incorporated in Kansas in July 2001 and acquired its 501(c)(3) tax exemption letter in June 2002.

Locations and Facilities

Presently, there are no permanent FaithBUILDER facilities. Activities are conducted at participating churches and member homes, as well as storage of surplus materials. The mailing address is 7851 W. 119th Street, Overland Park, Kansas, 66213.

The corporation registration address is St. Francis Episcopal Church, P.O. Box 65, Stilwell, Kansas, 66085-0065.

The Internet URL is <http://faithbuilders-kc.org>, registered in January 2002. The default e-mail address is fbkc@faithbuilders-kc.org, which is presently forwarded to Gregory Wayne. Additional e-mail addresses are help@faithbuilders-kc.org and volunteer@faithbuilders-kc.org also forwarded to Gregory Wayne.

See Section G for development needs.

Assets

Presently, the group's assets are listed below. See Section G for development needs.

- Sony Mavica Digital Camera
- Microsoft Office 97
- Surplus materials, paint and consumables from various projects

C) SERVICES

Detailed Service Description:

FaithBUILDERS provides most typical home repair services such as those listed below. Some tasks fall outside our expertise such as HVAC. Roofing is not done with volunteer labor, primarily due to the difficulty coordinating able-bodied volunteers and the weather, as well as

the hazards working on roofs. In some circumstances, we will work with the homeowner to get these services provided by a professional contractor, at reduced or no cost.

Services that FaithBUILDERS will provide:

- Caulking,
- Painting - interior and exterior,
- Window repair or replacement,
- Door repair or replacement,
- Carpentry,
- Insulation,
- Siding,
- Plumbing,
- Electrical,
- Flooring,
- Yard work,
- Carpet cleaning, and
- Gutter cleaning and repair.

Plumbing and electrical work for homes in most cities will generally be limited to repairs since our volunteers are not licensed.

D) MARKET ANALYSIS

The primary FaithBUILDER clients are considered to be the elderly, disabled, and families with limited financial resources in the greater Kansas City metropolitan and surrounding areas. During 2002, clients served were all located in Johnson. Most of these potential clients reside in older homes (generally more than 20 years) that require regular maintenance to be safe, comfortable, and reasonably energy efficient (important with recent high energy prices). These same potential clients have no or limited physical or financial ability to perform this maintenance.

These points are substantiated by the activities of Christmas in October (CIO). Although CIO is a once a year program, it has painted and/or repaired over 5,000 homes during its 17 years of existence, focusing on significantly older neighborhoods.

The exact number of potential FaithBUILDER clients is difficult to quantify. However, considering the number of government and social agencies established to support similar persons/families and the rapidly rising proportion of elderly (baby boomers), it should be accepted that there are a significant number. Based on the 2000 Census, Johnson County alone has a population of just over 451,000 with approximately 60,200 people at age 60 or older. The U.S. average of those living below poverty level is 4.1% of the total population. Assuming that this average is indicative in Johnson County, one could estimate that nearly 2,500 people over 60 years old live in poverty. Through some other statistical hand waving, there are 2.59 persons per household (but likely a lower ratio at the more advanced ages), thus translating in more than 1,000 households living in poverty in Johnson County. Extending these ratios to other cities in

the greater Kansas City area, indicates that there are significant numbers of elderly that need help, excluding other families living poverty and disabled.

E) MANAGEMENT TEAM

1. Corporate Structure:

A board of trustees with six members governs FaithBUILDERS. The present board members (as of this writing) and their terms are listed below. As directed by the bylaws, the terms of trustees expire such that two trustees must be appointed or re-appointed each year, on or before January 31st of the designate year.

	<u>Term Expiration Year</u>
Bill Gintzel, St. Thomas Episcopal Church	2006
Dave Gordon, Stilwell United Methodist Church	2004
Tim Ochs, Advent Lutheran Church	2004
Ron Rains, First Baptist Church of Stilwell	2005
Kevin Tews, Holy Cross Lutheran Church	2006
Gregory Wayne	2005

The board members generally provide representation of the churches (but not necessarily). Other church coordinators are encouraged to participate in board meetings and have effective voting capacity on all but corporate issues.

The corporate officers are listed below. Of those listed, only the President/Chairman of the Board is required to be a trustee.

Gregory Wayne, President/Chairman of the Board
TBD, Treasurer [*Ron Rains is on leave while serving active duty.*]
Dave Gordon, Secretary

2. Functional Structure

The following roles are needed to make this group functional effectively with distributed responsibilities. Although one person may perform multiple roles, the board prefers that separate individuals handle each role.

a. Church Coordinator

Each participating church is encouraged to designate (by means of their choice) a church coordinator who serves as the liaison between their church and FaithBUILDERS. Some coordinators may serve as board of trustees but all are encouraged to be involved directing this ministry.

As such, church coordinators have the following responsibilities to assure good communications between the churches and FaithBUILDERS:

- Act as liaison between their church and FaithBUILDERS,
- Regularly attend FaithBUILDER board meetings, being present at three of the quarterly meetings per year.
- Actively participate in FaithBUILDER functions, being present at least one workdays per quarter.
- Work with the Volunteer Coordinator to recruit and retain volunteers from their respective churches.
- Request and confirm that FaithBUILDERS articles and announcements are being posted. This function is needed to maintain FaithBUILDERS' visibility at each church.

b. Volunteer Management

The Volunteer Coordinator has the following responsibilities to assure a resource and talent pool is available to fulfill our mission.

- Recruit volunteers, both skilled and unskilled.
- Obtain and maintain volunteer personal and experience data.
- Track volunteer time contributions, as noted by the Project Manager.
- Recognize volunteer contributions.
- Contact less active volunteers to check status and interest.
- Organize volunteer social/recognition events.

c. Client Intake & Interface

The client interface area generally encompasses all interaction with our clients. It starts with handling the initial requests, screening clients, conducting an initial interview to better understand their situations, and finally regular contact to make sure that their needs are met are on a reasonable timetable or to address new needs.

Client Intake

Once a prospective client contacts FaithBUILDERS, their name and contact information is given to ESS for screening. FaithBUILDERS' general policy is that our clients be homeowners and have a genuine financial need. Other grants used to fund client projects may impose different requirements.

After screening is completed, initial client contact and assessment is made. This contact provides us with a much better understanding of the client's personal situation. At that time, the client's home is inspected and repair assessed. There may be more repairs needed than initially requested. This list of repairs or modifications is then transferred to Project Management for a more detailed assessment.

Ongoing Client Interface

After the initial contact, regular contact should be maintained with clients. For less critical needs, it may be some time before volunteers can get to the desired projects. If any clients have an urgent need, they should call the Client Contact for assistance.

The Client Contact has the following responsibilities to assure that client's needs are properly addressed in a timely and responsive manner:

- Receive requests from new and existing clients.
- Work with ESS to screen new clients.
- Visit new clients to better assess their eligibility and needs.
- Have new clients to sign the Work Agreement and Waiver.
- Maintain contact with existing clients for new needs or old needs that had not been addressed on timely basis. Forward to Project Manager.
- Confirm content validity of project lists. Advise project manager of required changes or needs.

d. Project Coordinator

The Project Coordinator has the following responsibilities to assure efficient and optimal use of available resources:

- Inspect new clients, providing a technical assessment of desired projects.
- Organize workdays for volunteers.
- Perform project assessments prior to workdays.
- Recruit team leaders and inspectors as needed.
- Select and prioritizing projects appropriate for available volunteer skill levels.
- Confirm that volunteers bring the appropriate tools for designated tasks.
- Make sure that appropriate materials are available for designated tasks.
- Provide completion reports when projects are done – volunteers, individual work hours, costs, actual work performed, etc.
- Maintain the project list content on the web site.
- Take before and after pictures of projects, volunteers working, and if possible, the individual clients that we've helped.

e. Team Leader

The team leader is responsible for a specific client's project(s) and organizing the necessary resources (volunteers and materials) to complete the needed tasks. After determining the estimated cost of materials, the project funding is the responsibility of others.

The team leader has similar, select responsibilities as the Project Manager, except that they are specific to a specific client. The team leader receives assignments from the Project Manager and works with the Project Manager to coordinate resources with other projects. The team leader's responsibilities are:

- Perform project assessments, i.e. tasks, estimated materials and associated costs.
- Designate project workdays.
- Select and prioritize projects appropriate for available volunteer skill levels.
- Confirm that volunteers bring the appropriate tools for designated tasks.

- Make sure that appropriate materials are available for designated tasks.
- Provide completion reports when projects are done – volunteers, individual work hours, costs, actual work performed, etc.
- Take before and after pictures of projects, volunteers working, and if possible, the individual clients that we've helped.

f. Financial Management

The Treasurer has the following responsibilities to assure effective and proper use of funds:

- Confirm availability of funds for specific projects.
- Track project expenses (both direct and those not processed through FB books)
- Reimburse volunteers for project expenses as required.
- Track funding received from participating churches.
- Pursue new funding sources (e.g. grants, local philanthropic groups, etc.).
- Generate and issue financial reports.
- Monitor use of grant monies or designated funds and encourage usage as necessary to maximize benefit.
- Request audits, as needed.
- Maintain accounts and records.

g. Public and Agency Relations

- Pursue additional participating churches (volunteers and funding).
- Make presentations to churches and other groups interested in joining or participating with FaithBUILDERS.
- Make presentations to agencies with common client base to address needs such as has been done with the Johnson County Area Agency on Aging.
- Prepare promotional and informational materials.
- Prepare monthly newsletter articles and articles for denominational and other local newspapers/periodicals.
- Oversee web site development and maintenance.

F) FINANCIAL PLAN

To support the execution described above and the development outlined in Section G, the following budget is envisaged. The 2003 budget was approved in February 2003. The 2004 budget is tentative.

Table F-1. 2003 & 2004 Budgets

	2002 (actual)	2003	2004
<u>Receipts</u>			
- Participating church contributions	\$1,925	\$3,500	\$5,000
- Grants – Project Support (e.g. ESS)	\$3,306	\$4,000	\$6,000
- Grants – Capacity Development	-	\$9,000	\$5,000
- Corporate Sponsorships or Donations	-	-	\$1,500
- Individual Donations	\$375	\$500	\$500
Total Receipts	\$5,606	\$17,000	\$18,000
<u>Expenses</u>			
- Salaries – Project Coordinator	-	\$6,000	\$10,000
- Project Expenses (mostly materials)	\$3,967	\$5,000	\$6,000
- Asset Purchases (see Section G)	-	-	\$3,000
- Administrative Expenses, including database development	\$686	\$5,000	\$1,000
- Contingency	-	\$1,000	\$1,000
Total Expenses	\$4,653	\$17,000	\$21,000

G) STRATEGY AND IMPLEMENTATION

Given a significant pool of potential clients, several areas must be addressed to effectively operate the current and envisaged FaithBUILDERS program: 1) volunteer recruiting and management, 2) client identification, 3) funding, 4) assets, and 5) locations and facilities. These areas are addressed in more detail below. Also included at the end of this section are the 2003 goals established by the Board in February.

1. Volunteer Recruiting and Management

FaithBUILDERS consists of volunteers from area churches who care and want to help others. While there a number of active members from each of these churches, we believe that there are additional people (skilled and less skilled) that may be interested in FaithBUILDERS and have not identified themselves as yet, for any number of reasons. FaithBUILDERS should conduct regular presentations at each of the present churches to increase the visibility of the FaithBUILDER group and recruit new volunteers. These visits should be coordinated with the church coordinator at each church.

Obviously, the seven churches comprise only a fraction of the potential churches located in Johnson County, much less the Kansas City Metropolitan area. An initial contact through a

number of churches can be made using the Blue Valley Church listing. A letter, accompanied by brochures should be sent to all churches on the list. As a follow-up, either a video or personal presentation should be made to interested individuals at any church.

Note on 2002 Efforts: Letters were mailed to 30 churches that belong to the Blue Valley Ministries in November 2002. Need to follow-up.

As of late February 2003, both the Presbyterian Church of Stanley and Overland Park Christian Church have indicated interest. Also, the president will give a presentation to the Blue Valley Ministry group in March.

In addition to these churches, there are many other civic groups that could have potential interest and offer many skilled people. FaithBUILDERS presently has several members that were referred from the Volunteer Center of Johnson County. Although FaithBUILDERS is primarily a church-based group, we can leverage the resources through collaborative projects with VCJC and Youth Corp of Greater Kansas City, who both contacted and expressed interest in working with FaithBUILDERS.

One issue to address – volunteer insurance. Presently, there is no group insurance other than those working on ESS-funded project (by ESS). Volunteers are expected to cover injuries with their individual medical insurance. A statement of liability should be given to volunteers to make this clear. FaithBUILDERS should investigate and acquire volunteer insurance.

2. Client Identification

Presently, prospective clients are typically referred to us through several agencies, or they can request FaithBUILDERS assistance directly. Several of these channels are partnerships established as expansions of existing programs.

- Hospital AfterCare Program, operated by Episcopal Social Services/St. Luke's Shawnee Mission Hospital, which provides home modifications needed to make living in present homes reasonable for patients discharged from hospital.
- Home Adaptation Program, operated by Episcopal Social Services (ESS).
- Referrals from Johnson County Housing Services or Area Agency on Aging.
- FaithBUILDERS Web site

In addition to the above, there are other area agencies that partnerships may be expanded to include as listed below or ways to reach potential clients. The Public and Agency Relations contact will pursue these other agencies.

- Catholic Charities (met resource center director at BV Ministry Fair in September 2002)
- Metropolitan Lutheran Ministries (MLM)
- Shepard House, in collaboration with ESS (had discussions with Janis Grace, Executive Director of the Sheperd Center of Shawnee Mission during first part of 2002)
- Contact through area food or clothing banks

Presently, clients request help from FaithBUILDERS when existing social agencies cannot serve their needs. In time, we expect that FaithBUILDERS may be the preferred source of aid.

As part of the feedback process, an evaluation form should be given to each client at the completion of any significant project or series of smaller projects. The evaluation should be mailed to the President/Chairman for review.

3. Funding

All funding to date has primarily been directly applied to housing repairs. Funds for individual homes come from several sources – participating churches, local philanthropic group donations and grants (through sponsoring agencies). Materials for work done on social agencies facilities have been paid from the agencies' funds.

However, as FaithBUILDERS grows, funds will be needed to underwrite assets, such as computers (and software), office equipment (such as a fax machine). Other operating expenses will also be incurred such as a web domain, phone lines, part time secretarial help that will be needed to maintain the evolving volunteer roster and project list.

For the present, housing repairs should continue to be funded by participating churches (outreach programs), grants and special gifts. Some of the development expenses may be funded by special grant requests through the agencies listed below:

- Village Presbyterian Church (see below)
- Jewish Heritage Foundation (last applied in August 2002)
- Episcopal Church United Thank Offering (last applied in January 2003)
- St. Michael and All Saints Foundation (last applied in January 2003)
- Helping Hands Foundation
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A grant request was submitted to the Village Presbyterian Church Mission Group in October 2001 to fund several asset purchases (computer equipment and software). Village Church awarded a challenge grant in March 2002 (requiring matching funds); we were unable to match in 2002.

There are local philanthropic group whose sole function is to raise and dispense money to needy people or agencies, such as The AbNormal Society who underwrote C. Weiland's roof in 2001. We should explore for other similar groups in the Kansas City area.

4. Assets

Potential desirable assets (to be acquired) fall into two categories, equipment and tools directly required to perform repair work, and those useful to the group's organization (administrative).

For Equipment and Tools, it not envisioned that FaithBUILDERS would actually acquire the power and tools needed for tasks. That approach would be logistically and financially very challenging. However, there are numerous common support equipment and small tools that

would be beneficial to have, stored and transported in a small, enclosed trailer. This trailer could also be used to transport and store limited quantities of dimensional lumber and sheet materials. An initial list would be as follows:

- Enclosed trailer, approximately 5' x 10', equipped with full-width rack on top.
- Extension and step ladders, various lengths
- Portable workbenches
- Extension cords
- Sawhorses
- Rope
- Painting equipment (brushes, rollers, drop clothes, paint trays, etc.)
- First aid kit
- Shop vacuum
- Personnel protection (breathing masks, gloves, ear plugs, etc.)
- Sandpaper
- Caulking guns

Administrative assets are the "tools" needed to keep the group functional and organized, such as computers, software, web site, and office equipment. Desired organizational assets might include:

- Computers (at least one laptop)
- Accounting Software, probably Quickbooks
- HTML editing software (one license)
- ~~Dedicated telephone line with answering machine/service~~
- ~~Fax machine~~

5. Locations and Facilities

Presently, there are no permanent FaithBUILDER facilities. Activities are conducted at participating churches and member homes, as well as storage of surplus materials.

In the future, a storage warehouse would be useful to gather surplus project materials for reuse on other projects, to minimize project cost. A permanent (or long term) warehouse would be extremely desirable to preclude moving materials between storage facilities.

2003 Goals

During its February 2003 corporate meeting, the board adopted the following 2003 goals:

- a. Add two participating churches.
- b. Increase number of active volunteers by ten. [Active volunteer may be defined as working xx hours per year or xx hours per quarter.]
- c. Work at least 1,000 volunteer hours on projects.
- d. Board members to attend two development-training sessions.