



# The Journey Home



## General Information

### Contact Information

<b>Nonprofit</b>	The Journey Home
<b>Address</b>	P.O. Box 331025 308 West Castle Street Murfreesboro, TN 37133
<b>Phone</b>	(615) 809-2644
<b>Fax</b>	615 809-2806
<b>Web Site</b>	<b>Web Site</b>
<b>Facebook</b>	<b>Facebook</b>
<b>Email</b>	info@LoveGodServePeople.org

### At A Glance

<b>Year of Incorporation</b>	2006
The Journey Home	

# Mission & Impact

## Statements

### Mission

#### Our Mission

The Journey Home is a Christian ministry whose primary focus is to serve the homeless and disadvantaged of Rutherford County - providing practical resources for body, mind and spirit, and encouragement on their journey to economic stability and reintegration into community life.

#### Our Strategy

Homelessness is a complex problem, usually the result of interconnected issues related to poverty and a lack of affordable housing. Its effects on families and individuals are far-reaching, impacting every facet of life. The best solutions involve the entire community. They include a broad array of programs and services that meet the homeless at their point of need providing them the time, resources and networks necessary to affect lasting change. They also must raise awareness in the community at-large and provide it the means to make a difference in the lives of its members. The Journey Home will work with all segments of the community to see that such comprehensive solutions are available in Rutherford County.

#### Our Goals

To operate safe and hospitable outreach and housing facilities where encouragement is offered and basic needs are met.

To equip clients with knowledge, tools, and other resources useful on their road to independent living.

To connect clients with sustainable housing solutions that foster stability and break the cycle of homelessness.

To educate our community as to the prevalence and causes of homelessness in our area and how they can help.

To foster increased cooperation and collaboration in the social service community and create opportunities for Christian service in our county.

### Background

The Journey Home is a non-denominational Christian Charity (501-c-3 status 2006) charity whose primary focus is to serve the homeless and disadvantaged of Rutherford County - providing resources and encouragement on their journey to self-sufficiency and reintegration into community life. When you're homeless or at-risk and you cannot even meet basic needs, there are NO quick fixes. The problems of daily living are interconnected and impact every aspect of life. Real solutions require a Journey - carefully planned, personally motivated, and supported by resources needed for permanent change. Lasting change demands more than a bed and a meal.

It requires meeting each person at their point of need, setting goals, improving education and life skills, addressing health, self-worth and relationship issues, and securing jobs and stable housing, to name a few. Above all it requires the hope and strength found in relationship with Jesus Christ.

## **Impact**

### **ACCOMPLISHMENTS:**

1. Community Cafe currently serves 4,500 hot meals monthly seven days a week and provides approximately 70 food boxes weekly to individuals and families facing homelessness and food insecurity.
2. Expansion of JH Community Garden, "Two Acres of Hope", increased the amount of fresh produce for the Community Cafe and produce for food boxes. TJH focuses on providing healthy balanced meals. The garden is a means to provide fresh produce to families that find fresh produce cost prohibitive. The Garden provides 12 months of employment to a JH client.
3. Supportive and Transitional Housing Programs provided stable housing and supportive services to a nightly average of 50+ individuals throughout the year in 22 homes/apartments. Most households participate in the program 12 to 18 months to establish their plans for self-sufficiency. The program has a long history of moving participants to stable, independent housing.
4. Provided re-housing and homelessness prevention services to over 50 households during the previous year assisting also with case management and coordination of services with other agencies.
5. The outreach center serves 100 clients daily with basic needs services, counseling, and coordination of services.

### **GOALS:**

1. Additional case management capacity to provide more efficient coordination of services and accountability for increasing client need. Presently, this is handled by JH director and housing director. The immediate goal is to allow the housing director to devote time on addressing the immediate needs for housing. Homelessness is a complex issue requiring time and resources to better equip the client to function as productive citizen. Case management requires understanding the clients housing, health, mental health, clothing, food, employment and transportation issues.

Case manager position \$36,000

2. Outreach Center is limited with usable space and expansion of third floor will provide much needed office space, meeting space and classrooms.

Cost \$25,000.

3. Addition of two additional housing units to move families off the streets and into supportive housing program.

Costs for both units total approximately \$2,000 monthly.

4. Expand garden to allow for employment for 2 JH client workers.

Net cost \$10,000

5. Application for grant funding for the development of a 12-14 unit one-bedroom apartment house with on-site case management primarily serving the seriously disabled who struggle managing regular landlord/tenant relationships. Development cost: \$500,000.

6. Completion of renovations on one existing house in order to provide a two-bedroom home to move a family with children from the streets to the stability of the supportive housing program. Cost remaining: \$10,000.

## **Needs**

1. Additional case management capacity to provide more efficient coordination of services and accountability for increasing client need. Presently, this is handled by JH director and housing director. The immediate goal is to allow the housing director to devote time on addressing the immediate needs for housing. Homelessness is a complex issue requiring time and resources to better equip the client to function as productive citizen. Case management requires understanding the clients housing, health, mental health, clothing, food, employment and transportation issues.

Case manager position \$36,000

2. Outreach Center is limited with usable space and expansion of third floor will provide much needed office space, meeting space and classrooms.

Cost \$25,000.

3. Addition of 3 housing units to include Smyra/Lavergne area.

Cost per unit \$650-\$850 per month.

4. Expand garden to allow for employment for 2 JH clients.

Net cost \$10,000

5. Part-time employee (JH client) for Clothes Closet. \$10,000

**Other ways to donate, support, or volunteer**

Checks can be mailed to P. O. Box 331025, Murfreesboro, TN 37133. In-kind donations may be brought to our Outreach Center at 308 W. Castle Street in Murfreesboro (around the corner from Cannonsburgh Village). Please go to our website for volunteer opportunities and contact us at the Outreach Center at 615-809-2644 to donate your time.

**Service Categories**

**Primary Organization Category**

Housing, Shelter / Homeless Shelters

**Secondary Organization Category**

Human Services / Personal Social Services

**Tertiary Organization Category**

Mental Health & Crisis Intervention /

**Areas of Service**

**Areas Served**

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TN - Rutherford

Rutherford County, Tennessee

**Board Chair Statement**

The Journey Home began as a call God placed on my heart in 1982. Since it's beginnings in 2006, we have sought to follow God's lead in providing services that fill gaps we have in a fast-growing community. With rapid growth in general comes rapid growth in all population segments. We have seen a significant rise in the need for both affordable housing and poverty services in the county and city area. Slowly and methodically, we have worked to address these needs through our outreach center and by adding, to date, 22 affordable housing options not previously existing. It is our goal to continue to build on that not only through our organization but by building support and partnerships throughout the community, educating others of both needs and solutions. We have always felt called to work collaboratively within the community, as it really does take community to build community. We are currently helping to lead a community-wide effort to create a campus of services that will allow for more efficient coordination of services for the very-low income folks we serve. It is always challenging. Each family has needs specific to their situation. So many face a multitude of obstacles. A majority suffer from mental health and self-worth issues that make progress slow. But we are called by God to love our neighbors, to help the stranger, to serve. It is personal to our staff and the 1,500 or so volunteers that serve annually. Funding is always challenging, but we will follow the One that has led us in the past and are confident that He will provide for the needs of the future. Scott Foster, Executive Director/President and Founder

**CEO Statement**

In Rutherford County, there are a number of small groups that provide a litany of services for the homeless and disadvantaged. The Journey Home serves as a primary gateway to connect folks with those services and provide a foundation of meeting basic needs in order that people who are struggling can take advantage of not only our services, but those of other community partners. We are also proud to have been involved in the engagement and development of several of these partners. In any effort to serve those in poverty, two needs must be met. First, there has to be a foundation meeting basic needs that makes it possible to stabilize existing situations and prepares people to have the hope and mindset to believe that something more is possible.

Second, there has to be a wide-range of resources that support the plans that each person creates in order to move in a new direction and become reintegrated into community life. Relationships drive those changes. We are humbled to be able to provide a connecting point to begin the building of those relationships and journeys.

Without a first step, there is no journey. Without community, there is no chance to become reintegrated in relationship with others. We are glad to be part of a community that cares about all it's members and believe God will continue to uniquely use this place and these people to do his will in this place. Geneva Poss, Director of Housing & Outreach

# Programs

## Programs

### Population Served

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### The Community Cafe

#### Description

The Journey Home provides hunger relief to the homeless and needy in the community through our Community Cafe program. Breakfast is served Monday through Friday, lunch Monday through Saturday, and supper Saturday through Monday. Over 45,000 meals were served during 2014. Additionally, the Community Cafe provides 70 boxes with food staples and fresh produce to clients in need weekly. The Community Cafe bread room also provides literally tons of bread and pastries daily to clients as they leave the center. All food is provided at no cost to the client.

#### Budget

275000

#### Category

Food, Agriculture & Nutrition, General/Other Meal Distribution

#### Population Served

General/Unspecified, Homeless, Families

#### Long term Success

#### Program Success Monitored By

The Community Cafe is operated 6 days a week providing breakfast and lunch for an average of 100 clients daily. The cafe is staffed by the director, full-time volunteer, and volunteers from community churches and organizations. The Community Cafe distributes 44 food boxes weekly. The Director's emphasis is on balanced meals with minimum processed food. The Community Garden was increased this summer with a partnership with MTSU, local churches and community volunteers. The produce grown was used in the Cafe menus and distributed to the families via their food boxes. The cafe provides part-time employment to a Journal Home client for dish washing. The Director of the Cafe provides quarterly reports to the Board of Directors.

#### Examples of Program Success

The Community Cafe is a health department inspected kitchen that constantly scores in the high 90's. The clients are served by volunteers and are offered to go boxes for their evening meal. The meal always includes a meat, vegetable, potato or pasta, fruit or fresh salad and a dessert. The clients and volunteers enjoy fellowship and friendships have developed contributing to a sense of community. As a result, on major holidays volunteers open the center and provide the meal for the clients.

## Supportive Housing Program

<b>Description</b>	<p>The Journey Home provides housing, case management and supportive services through our Supportive Housing program. The program not only provides housing for six months to one year for clients but assistance with life skills in areas such as budgeting, parenting, conflict management, employment readiness, living socially in community and the like. We also assist clients with transportation issues, working with school system and collaborate with other agencies to help them gain mainstream benefits. This program houses primarily families with children and at-risk single female young people between 18 and 25 years of age in 21 housing units in Murfreesboro and Smyrna areas. Some units are assigned for the chronically homeless as well. Additionally, we offer re-housing and homelessness prevention resources to keep families from becoming homeless and to transition them back into housing from the streets. These resources include deposits, rent and utility assistance, and furnishings.</p>
<b>Budget</b>	95390
<b>Category</b>	Housing, General/Other Housing Expense Assistance
<b>Population Served</b>	General/Unspecified, Families, Females
<b>Short Term Success</b>	The Journey Home increased the number of units available to clients to 20 this year and includes young women in the population being served, along with single parents with children.
<b>Long term Success</b>	Homelessness is a complex issue and providing adequate stable housing will enable an individual to be better equipped to gain the skills to become a productive member of a community. The program's long-term success will rely on having the resources available to meet the needs for each client.
<b>Program Success Monitored By</b>	The Director of Housing monitors each client for financial stability and adherence to their household plan. Specific housing grants provided in 2010 and 2011 by the U.S. Dept. of Housing and Urban Development monitored and reported as "operating at full capacity and is to be commended for outstanding performance." The Director of Supportive Housing reports to the Board of Directors at its regular meetings every other month.
<b>Examples of Program Success</b>	Supportive Housing has grown to 20 housing units this year with 10 privately funded and 10 publicly funded.

## Clothing, Laundry and Hygiene

<b>Description</b>	The Journey Home assisted the homeless and needy in our community with clothing, laundry and hygiene items at our outreach center. Clients can wash up to two loads of clothes weekly, shower daily, and shop in our clothes closet Monday-Friday. While all clothing given is tracked, there is no charge to the client for any of these services. Additionally, clients are supplied with toiletry items, feminine hygiene products, diapers and other personal and household goods through this program. These items are difficult to afford with limited funds and cannot be purchased with food stamps. A hot shower, proper hygiene and clean clothes go a long way to establishing self-worth and the appropriate appearance that helps a client gain acceptance and employment in the community.
<b>Budget</b>	69000
<b>Category</b>	Human Services, General/Other Personal Goods & Services
<b>Population Served</b>	General/Unspecified, Families, Children and Youth (0 - 19 years)
<b>Short Term Success</b>	Clean clothes and personal hygiene are integral to self-esteem and contribute to our clients' ability to obtain employment and acceptance in the community.
<b>Long term Success</b>	This program is very labor intensive and will be more efficient with a person assigned to monitor and coordinate the efforts. Currently, the clothes closet is open when we have volunteers but a scheduled part-time person would allow for the clients to always have access to the clothing that is needed.
<b>Program Success Monitored By</b>	The Board of Directors monitors the success of this program as well as the other programs in regular board meetings where reports are given by staff members.
<b>Examples of Program Success</b>	Currently approximately 3,000 loads of clothes are being laundered by our clients per year. In 2011, over 30,000 items of clothing were distributed to over 1,000 households.

## Community Garden

<b>Description</b>	Established in 2009, The Community Garden provides fresh produce for the Community Cafe and hundreds of families that are hard-pressed to access healthy whole foods from other sources. Since 2011, the garden has also provided employment opportunities for clients and other low/moderate income persons in order that they can better support themselves and their families. The garden also provides the vehicle for many volunteers to pitch in to support their neighbors in need including MTSU students, scouts, school groups, church youth groups, athletic teams, and the like. We have also partnered with a church in the Smyrna area to start a second garden at their site so more produce can reach needy families. Altogether, approximately 10 acres is farmed.
<b>Budget</b>	10000
<b>Category</b>	Food, Agriculture & Nutrition, General/Other
<b>Population Served</b>	General/Unspecified, Homeless, Poor, Economically Disadvantaged, Indigent
<b>Program Success Monitored By</b>	The Community Garden Director reports to the Board of Directors at its regular meetings every other month.



## Employment & Identity Program

### **Description**

The Journey Home assists clients identify appropriate employment opportunities, assemble resume's, complete on-line applications, and prepare for interviews and employment. We serve as a liaison with local employers and staffing agencies. We provide a computer lab and volunteer instruction for clients seeking employment, assistance with identification documents and uniforms/protective clothing when necessary. We also encourage clients to utilize our computer lab for social media/communication in developing the esteem of the whole person.

### **Population Served**

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### **CEO Comments**

The most pressing challenge facing The Journey Home is to continue to fund and manage a growing population of the underserved homeless in our community. Affordable housing is very limited in the community due to our rapid growth and the college student population. We focus on delivering as much of every dollar as possible in direct aid to the needy and minimize administrative overhead by using many volunteers and as many donated goods as possible, but in order to meet the needs of the whole person, we are constantly looking for ways to fund additional counseling and housing services. Seeing over 100 folks daily at our outreach center, we are pressed to give the personal attention that the situations require and striving to add additional counseling/case management to deliver long term solutions for our folks.

# Governance

## Board Chair

<b>Board Chair</b>	Todd Miller
<b>Company Affiliation</b>	Middle Tennessee Christian School
<b>Term</b>	Jan 2017 to Dec 2018
<b>Email</b>	tmiller@LoveGodServePeople.org

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Jeff Baker	Verizon	Voting
Jason Bennett	Community Volunteer	Voting
Jeana Campbell	Charity Circle of Murfreesboro	Voting
Kathy Ferrell	St. Thomas Rutherford Hospital	Voting
Alexander Scott Foster	Executive Director, The Journey Home	Voting
Liz Huber	St. Paul's Episcopal Church	Voting
David McIntosh	Retired	Voting
Todd Miller	Middle Tennessee Christian School	Voting
Geneva Poss	Director of Housing, Journey Home	Voting
Kim Troutt	Community Volunteer	Voting
Jean Wilson	MTSU	Voting

## Board Demographics - Ethnicity

<b>African American/Black</b>	0
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	11
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0 0

## Board Demographics - Gender

<b>Male</b>	5
<b>Female</b>	6
<b>Unspecified</b>	0

## Governance

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	5

<b>Board Meeting Attendance %</b>	80%
<b>Written Board Selection Criteria?</b>	Under Development
<b>Written Conflict of Interest Policy?</b>	Yes
<b>Percentage Making Monetary Contributions</b>	100%
<b>Percentage Making In-Kind Contributions</b>	100%
<b>Constituency Includes Client Representation</b>	Yes
<b>Number of Full Board Meetings Annually</b>	6

## Standing Committees

Executive  
Nominating  
Finance

# Management

## Executive Director/CEO

**Executive Director** Mr. Alexander Scott Foster  
**Term Start** Sept 2006  
**Email** sfoster@LoveGodServePeople.org

### **Experience**

Prior to Founding The Journey Home

### Education

Middle Tennessee State University: Murfreesboro, TN  
Bachelor of Science, cum laude  
Major: Sociology - Economics/Finance

### Professional Experience

Ecolab/GCS Service, Inc. (acquired Commercial Parts & Service, Inc. 2001) 1992-2004  
Area Manager, Mid-South (AR/AL/LA/MS/TN) 2003-2004  
General Manager, Tennessee 2002  
General Manager, Middle/East Tennessee 1992-2001

Central Hardware Company, Inc. 1984-1992  
Store Manager, Nashville 1991-1992  
Project Manager, Store Construction/Remodeling, Memphis & Nashville 1990-1991  
Merchandise Manager, Memphis 1987-1990  
Sales Associate (part-time) 1984-1987

## Staff

<b>Full Time Staff</b>	4
<b>Part Time Staff</b>	4
<b>Volunteers</b>	1500
<b>Contractors</b>	0
<b>Retention Rate</b>	100%

## Plans & Policies

### **Does the organization have a documented Fundraising Plan?**

Under Development

### **Does the organization have an approved Strategic Plan?**

Under Development

### **Number of years Strategic Plan Considers**

N/A

### **In case of a change in leadership, is a Management Succession plan in place?**

Under Development

### **Does the organization have a Policies and Procedures Plan?**

Yes

**Does the organization have a Nondiscrimination Policy?**

Yes

**Does the organization have a Whistle Blower Policy?**

No

**Does the organization have a Document Destruction Policy?**

Yes

**Senior Staff**

Geneva Poss

**Title**

Director Supportive Housing

**Experience/Biography**

# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	Jan 01 2017
<b>Fiscal Year End</b>	Dec 31 2017
<b>Projected Revenue</b>	\$646,049.00
<b>Projected Expenses</b>	\$646,049.00
<b>Endowment Value</b>	\$0.00
<b>Endowment Spending Policy</b>	N/A
<b>Endowment Spending Percentage (if selected)</b>	0%

## Detailed Financials

### Revenue and Expenses

<b>Fiscal Year</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
<b>Total Revenue</b>	\$833,344	\$989,134	\$747,543
<b>Total Expenses</b>	\$807,278	\$775,633	\$724,755

### Revenue Sources

<b>Fiscal Year</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
<b>Foundation and Corporation Contributions</b>	\$0	\$0	\$130,539
<b>Government Contributions</b>	\$121,504	\$318,926	\$139,848
<b>Federal</b>	\$0	\$0	\$44,979
<b>State</b>	\$0	\$0	\$0
<b>Local</b>	\$0	\$0	\$25,000
<b>Unspecified</b>	\$121,504	\$318,926	\$69,869
<b>Individual Contributions</b>	\$248,890	\$314,118	\$107,873
<b>Indirect Public Support</b>	\$0	\$0	\$0
<b>Earned Revenue</b>	\$37,063	\$43,374	\$41,282
<b>Investment Income, Net of Losses</b>	\$0	\$483	\$0
<b>Membership Dues</b>	\$0	\$0	\$0
<b>Special Events</b>	\$9,938	\$22,040	\$4,664
<b>Revenue In-Kind</b>	\$409,310	\$280,481	\$305,868
<b>Other</b>	\$6,639	\$9,712	\$17,469

**Expense Allocation**

Fiscal Year	2015	2014	2013
Program Expense	\$750,282	\$729,500	\$686,094
Administration Expense	\$49,638	\$45,025	\$36,462
Fundraising Expense	\$7,358	\$1,108	\$2,199
Payments to Affiliates	\$0	\$0	\$0
Total Revenue/Total Expenses	1.03	1.28	1.03
Program Expense/Total Expenses	93%	94%	95%
Fundraising Expense/Contributed Revenue	2%	0%	1%

**Assets and Liabilities**

Fiscal Year	2015	2014	2013
Total Assets	\$728,423	\$696,507	\$475,747
Current Assets	\$161,732	\$220,023	\$155,897
Long-Term Liabilities	\$29,565	\$21,142	\$17,353
Current Liabilities	\$14,500	\$17,073	\$13,603
Total Net Assets	\$684,358	\$658,292	\$444,791

**Short Term Solvency**

Fiscal Year	2015	2014	2013
Current Ratio: Current Assets/Current Liabilities	11.15	12.89	11.46

**Long Term Solvency**

Fiscal Year	2015	2014	2013
Long-Term Liabilities/Total Assets	4%	3%	4%

**Top Funding Sources**

Fiscal Year	2015	2014	2013
Top Funding Source & Dollar Amount	Noncash Contributions \$409,310	Government Grants \$318,926	Noncash Contributions \$305,868
Second Highest Funding Source & Dollar Amount	Contributions, Gifts and Grants \$248,890	Contributions, Gifts, and Grants \$314,118	Foundations and Corporations \$130,539
Third Highest Funding Source & Dollar Amount	Government Grants \$121,504	Noncash Contributions \$280,481	Contributions, Gifts & Grants \$107,873

**Capital Campaign**

Is the organization currently conducting a Capital Campaign for an endowment or the purchase of a major asset? No

Capital Campaign Goal \$0.00

Capital Campaign Anticipated in Next 5 Years? Yes

**State Charitable Solicitations Permit**

TN Charitable Solicitations Registration Yes - Expires June 2017

Registration No 0

**GivingMatters.com Financial Comments**

Financial figures taken from the 990.

990 was prepared internally by the nonprofit.

