




CHiPS
FOOD, COMMUNITY & HOPE SINCE 1971


CHiPS
FOOD, COMMUNITY & HOPE SINCE 1971


CHiPS

CHiPS 5-YEAR STRATEGIC PLAN 2025-2030

Envisioning a future in which everyone can access healthy, nourishing food and safe, stable housing.


CHiPS
FOOD, COMMUNITY & HOPE SINCE 1971

A MESSAGE FROM OUR EXECUTIVE DIRECTOR, PETER ENDRISS



Since its inception in the basement of St. Francis Xavier Church in 1971, CHiPS has moved, expanded, and developed to meet the needs of those who come to its doors. From serving single, unhoused men to recent immigrant families, or single mothers without permanent housing to working households who struggle to make ends meet, CHiPS has always done everything in our power to fight food and housing insecurity in New York City.

This commitment relies on planning, vigilance, and flexibility. CHiPS's strategic evolution over the last 50 years has allowed us to thrive, inspire and most importantly, remain steadfast to our mission. This new strategic plan is the result of hundreds of conversations with stakeholders ranging from food service guests to board members, fellow nonprofit leaders to local elected officials, and represents a blueprint for how we will meet the existing and future needs of the populations we have been serving since 1971.

We're at an inflection point where the confluence of government policy changes, cost of living increases, and further marginalization of vulnerable populations has pushed CHiPS beyond our capacity. We're doing more each year with the same constraints and resources, and it's now time to right-size our operation. We have deep roots in our neighborhood, increased our presence throughout various parts of Brooklyn, and are poised to expand our services. This strategic plan will allow us to do so intentionally, intelligently and effectively. The work of this strategic plan will create a new foundation, supporting us for years to come.

Peter Endriss, Executive Director

A handwritten signature in black ink that reads "Peter Endriss". The signature is written in a cursive, flowing style.

TOWARD A BRIGHTER FUTURE

1

Secure a new building to expand CHiPS' reach and strengthen all programs

2

Build lasting independence for Frances Residence families through a structured support system and a path to permanent housing

3

Develop an effective organizational culture that is centered around respect and inclusion and rooted in CHiPS' mission, vision, and values



CHiPS

FOOD, COMMUNITY & HOPE SINCE 1971

1



Secure a new building to expand CHiPS' reach and strengthen all programs

WHERE WE ARE TODAY

The number of guests served by our food service and pantry programs has increased by more than 400% over the past 5 years. Our volunteer population has increased by 1500%. Yet our century-old brownstone hasn't grown at all. Our staff and volunteers work shoulder-to-shoulder among towers of produce and pantry products, with every corner filled by refrigerators and freezers that still can't keep pace with demand. Our successful mobile pantry is seeing higher demand than ever but expansion isn't possible within our current space.

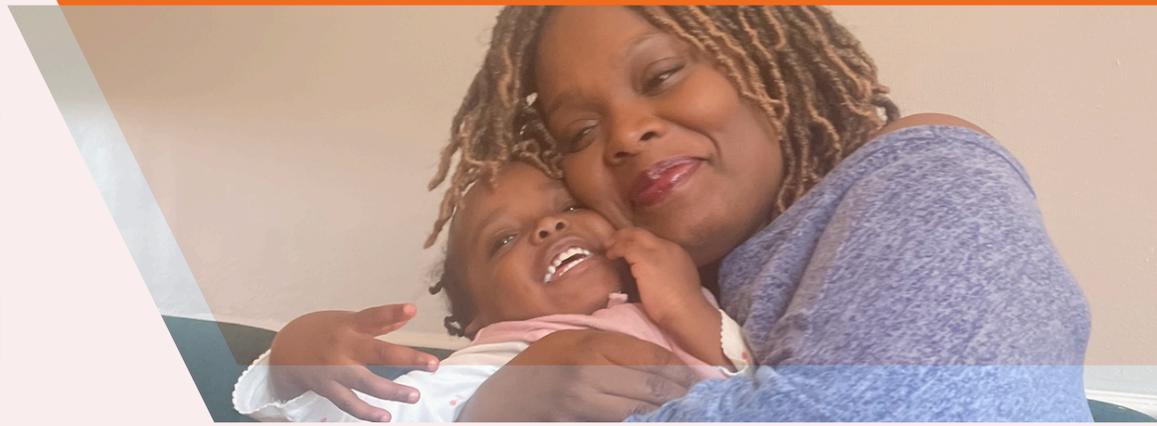
WHERE WE WANT TO BE

We envision a future with a larger building that gives us the space and accessibility we've long needed, transforming how we receive, store, and distribute food. Purchasing a new building will allow staff and volunteers to work more efficiently and welcome supporters and stakeholders inside our space rather than meeting on the sidewalk. We will be able to serve more meals, expand our pantry program, and vastly strengthen our operations.

HOW WE CAN GET THERE

- Commission an expansion study with an analysis of stakeholder perspectives, best practices by other area nonprofits, and the projected needs in the area of food insecurity
- Begin an ambitious fundraising campaign to support the purchase of new real estate holdings and CHiPS's expanded future operations
- Conduct a successful real estate search to ensure that CHiPS' new space will be transformative, while still remaining connected to our community in Park Slope

2



Build lasting independence for Frances Residence families through a structured support system and a path to permanent housing

WHERE WE ARE TODAY

The Frances Residence began as a safe, temporary home for new mothers and has since grown into a transitional program focused on independent living. While goals like securing permanent housing and strengthening parenting skills have been set, limited reporting makes it hard to measure success or improve. Furthermore, recent federal, state, and city policy shifts have also made the path to housing less straightforward, with many options reserved for NYC shelter residents.

WHERE WE WANT TO BE

We envision a future where every Frances Residence family has a viable pathway to stable housing and has gained the tools and skills they need to live fruitful, independent lives after their stay. Our case management system will be standardized to effectively track partnerships, services, and outcomes. We will build our resources to ensure residents have reliable pathways to independent living, regardless of shifts in politics or the housing market.

HOW WE CAN GET THERE

- Establish a Housing Services Committee to explore housing options after Frances Residence
- Use data and feedback from residents, including tracking outcomes after residents leave, to improve programs
- Create a database of referral resources and track how they are used
- Tighten program design from intake to discharge
- Remain responsive to shifts in permanent housing opportunities by adjusting requirements for entry to the Frances Residence program

3



Develop an effective organizational culture that is centered around respect and inclusion and rooted in CHiPS' mission, vision, and values

WHERE WE ARE TODAY

CHiPS is deeply committed to building a workplace where respect, inclusion, and growth are at the center. But the urgent demands of day-to-day operations leave little time to step back and invest in staff and volunteers. As a result, CHiPS staff haven't had sufficient access to professional development or opportunities to come together to strengthen skills, improve communication, and build a culture of collaboration and learning.

WHERE WE WANT TO BE

We envision a future where staff have the tools, training, and leadership needed to excel. Volunteers and staff will have clearly defined roles and improved onboarding processes, enabling greater efficiency and collaboration. CHiPS will operate as a continuous learning environment, fostering respect, inclusion, and a shared commitment to our community.

HOW WE CAN GET THERE

- Create a gap analysis of employee skills and a training plan for current and emerging needs
- Engage consultants to strengthen managers' leadership skills and embed DEI in all aspects of CHiPS' work, including onboarding and performance management
- Make operational changes to allow more time for staff planning and collaboration
- Clearly delineate staff and volunteer roles
- Establish an Advisory Committee to help us foster a culture of respect and continuous learning



OUR MISSION

The CHiPS mission is to ameliorate food and housing insecurity in New York City.

OUR VISION

We believe in a future where everyone can access healthy, nourishing food and safe, stable housing.

OUR VALUES

- Everyone deserves food and housing, and our services should be as accessible as possible.
- Our entire community - guests, residents, staff, volunteers, and supporters - are valued equally and deserve to be treated with respect, dignity, and compassion.
- Our programs benefit not only those we serve, but those who serve, creating meaningful connections within our neighborhood.



OUR PROGRAMS

MEALS: We serve about 600 to-go meals six days a week, offering breakfast, lunch, and additional food in the afternoon. Together, our small staff and volunteers ensure food is prepared, distributed, and accessible to all who come to us.

PANTRY: CHiPS operates an on-site and mobile pantry program that provides take-home groceries, including fresh produce, to neighbors across Brooklyn.

FRANCES RESIDENCE: Named after the founder of the Franciscan Sisters of the Poor, Mother Frances Schervier, the Frances Residence provides transitional homes for prenatal and postpartum women and their infants. The residence program helps mothers become self-sufficient by focusing on training in maternal and child health, ongoing life and career skills, and helping mothers secure permanent housing.

