



2019-2021 STRATEGIC PLAN EXECUTIVE SUMMARY

In the winter of 2019 Beth-El Center, Inc. embarked on a strategic planning process to develop a roadmap for organizational development over the next three years. The plan is intended to drive positive change while embracing continuity and to provide a sharper focus for alleviating homelessness and hunger in the Milford area.



A Strategic Planning Committee (SPC) led the six month process and was comprised of eight individuals who represented diverse perspectives and experiences from within the organization. Seven Board Members and Beth-El's Executive Director all shared their expertise, gave generously of their time, and worked together to create goals that will benefit Beth-El for many years to come. The SPC developed this plan with assistance from an experienced outside consulting firm, one that focuses almost exclusively on setting strategic priorities for nonprofits, The Strategy Group, LLC.



The Strategy Group, LLC conducted a comprehensive environmental scan, including an internal organizational assessment, several one-on-one interviews, six focus groups, and an online survey of volunteers who regularly come and work at the shelter either in the office or the soup kitchen. This data helped the SPC to assess the challenges and opportunities Beth-El will likely face in the future, and set the context for the choices reflected in the Strategic Plan. The SPC: (I) developed new vision, mission, and core operating values statements; (II) identified five strategic opportunities and related goals; and (III) created an action plan specifying a timeline for the work ahead.



The Plan was unanimously approved by the Board in September 2019 with some key priorities firmly in place:

1. The current building does not serve the day-to-day needs of the organization well and parking is difficult, but the location and proximity to community partners outweighs looking for an alternate location. Beth-El Center will look to redesign and expand its current space long-term.
2. Beth-El remains committed to shelter and food, but does not see these as solutions to homelessness. To this end, the organization plans to explore expansion into long-term supportive housing in the next several years.
3. Beth-El is blessed to have a dedicated and committed staff. To implement and carry out many of the strategies outlined in the plan, new and temporary ad-hoc board and advisory committees are being considered to help support the important work being proposed.



OUR VISION:

Everyone is home and all are fed.

OUR MISSION:

Beth-El extends dignity and respect to all individuals and families while connecting them to housing, food, and services within their communities.

OUR CORE OPERATING VALUES:

Respect

We treat all those who walk through our doors with respect and dignity.

Integrity:

We maintain the highest professional standards, and strive to be honest and fair in all that we do.

Community:

We value our relationships and partnerships, and ensure that everyone feels a sense of connection and belonging

Collaboration:

We bring our individual skills and strengths, believing best results arise from teamwork.

Commitment:

We are dedicated to our mission, meeting challenges together.

STRATEGIC OPPORTUNITIES AND GOALS:

In keeping with the environmental scan's findings, and detailed conversations with the Strategic Planning Committee, Beth-El Center will focus on five key goals over the next three years:

- I. **Communications** – To improve and expand awareness and regional outreach in order to educate the community, build stronger awareness and participation, and increase financial support.
- II. **Facility Utilization & Expansion** – To determine how to utilize space more efficiently and to enhance Beth-El's space to improve service delivery, productivity, and community reach.
- III. **Housing Opportunities** – To create sustainable housing opportunities for people who are experiencing homelessness.
- IV. **Human Resources** – To attract and retain a committed, skilled, and diverse team of staff and trained volunteers to achieve Beth-El Center's mission within a culture where all feel appreciated and able to contribute.
- V. **Financial Sustainability** – To secure resources to fully support the Beth-El's annual operating and capital needs.