



Sharing Christ's love by meeting human needs

Strategic Plan

For 2018 to 2023

Matthew 25: 25-40 TEV. "I was hungry and you fed me, thirsty and you gave a drink; I was a stranger and you received me in your homes, naked and you clothed me; I was sick and you took care of me, in prison and you visited me." The righteous will then answer him, "When, Lord, did we ever see you a stranger and welcome you into our homes, or naked and clothe you? When did we ever see you sick or in prison, and visit you?" The King will reply, "I tell you, whenever you did this for one of the least important of these brothers of mine, you did it for me!"

Introduction

In the spring of 2018, New Hope Ministries' staff and board began a 9 month process of reviewing the work of the previous five years and preparing the organization for the next five years. With the benefit of thoughtful input from our staff, board, volunteers, guests, supporting churches, and stakeholders, we found many accomplishments to celebrate and some areas that need attention. Part of our work involved reviewing and affirming our mission statement and values, which are included below.

This planning cycle coincides with New Hope celebrating its 35th anniversary. Since opening our doors in 1983, New Hope has served tens of thousands of local families in times of need and has done so in the Christian tradition of loving our neighbors as ourselves. We are privileged in 2018 to still be partnered with our local church community and letting our guests, the people we serve, know that we love them and God loves them too. We believe it to be equally important to demonstrate and communicate God's love with our staff, volunteers, supporters, and partners.

In our planning work, we crafted a new vision statement which was inspired in part by Romans 12:1-2, and we hope captures the experience of everyone who has been involved with New Hope for the past 35 years. By sharing this vision, we believe that all of us have something to give and that we need one another. Every guest, every volunteer, every supporter, every staff person, every partner has the hope of becoming something better than we are, and that working together we help make our communities bright cities on a hill where God's love is shared with all! As Jesus says in Matthew 5:16 (NIV):

In the same way, let your light shine before others, that they may see your good deeds and glorify your Father in heaven.

Here is what will follow in this strategic plan:

- ✓ An affirmation of our organization's vision and values statements
- ✓ A list of accomplishments from our past five years
- ✓ Statements of strategic intent with specific objectives to be accomplished
- ✓ A growth plan and principles for growth to guide future expansion decision making opportunities

Vision, Mission, and Values

Our New Vision Statement: Every life transformed!

Mission Statement: New Hope Ministries is a Christian social service agency that shows the love and hope of Christ by serving our neighbors in times of need and supporting their efforts toward stability.

New Hope Ministries Values Statements: Inspired by the commitment of our local Christian churches to address the needs of people in poverty, we pledge to uphold these values.

- ❖ **Faithfulness:** We will adhere to all of the doctrinal tenets outlined in our Statement of Faith.
- ❖ **Compassion:** We will serve Christ through demonstrating loving care and compassion to all.
- ❖ **Dignity:** We understand the sacred worth of each person and will treat all persons with respect.
- ❖ **Wholeness:** We recognize the importance of caring for the needs of a person's body, mind and spirit.
- ❖ **Cooperation:** We will work in partnership with the church community, other service organizations, and individuals of good will to meet the needs of each individual most effectively.
- ❖ **Stewardship:** We will efficiently use the resources that God provides for us.
- ❖ **Accountability:** We will uphold the varying degrees of responsibility people have in meeting their own basic needs.

New Hope Ministries 2013 to 2018 Accomplishments

Before beginning the discussion of the many areas of new activity and improvement, it is important to look back at the previous year's work, which has been nothing less than astounding. Each of our constituent groups (board, staff, volunteers, supporters, and guests) have worked so hard and given so much for us to be where we are today. While we didn't fully complete every area of our previous plan, and still have much work to do, we have accomplished so much and are very grateful for God's blessing and all who have made the past five years possible. Here is a list, although certainly not a complete one, of some of our accomplishments.

- 1) In 2015, thanks to our generous supporters, New Hope acquired and developed an 18,000 SF building in downtown Hanover, which houses New Hope's programs and hosts other nonprofits serving the community.
- 2) In 2016, at the invitation of the New Oxford Food Bank, New Hope Ministries assumed operation of their food pantry and opened our first Adams County office.
- 3) In 2016, again thanks to our amazing supporters, New Hope acquired a 10,000 SF building for our Lemoyne offices, which now houses three other nonprofits serving the community.
- 4) In 2016, New Hope opened our second Cumberland County office in Lemoyne serving the highest economic need communities in the eastern part of the county.
- 5) In 2018, New Hope Ministries celebrates its 35th anniversary compassionately serving the needs of our neighbors. In 2018, New Hope provided services to 22,139 individuals from 8,669 local families. This compares to 12,254 individuals from 5,709 families in 2013. New Hope also saw its annual operating budget increase from \$1,347,200 in F2013 to \$2,328,610 in F2018.
- 6) In 2018, New Hope opened our new 10,000 Dillsburg building and home office, anchoring us in the community where we were founded 35 years ago, and supporting new services to our agency and community.
- 7) From 2013 to 2018, New Hope greatly expanded its educational, stability and workforce development programs to promote self-sufficiency at all locations where we provide services.
- 8) Between 2013 and 2018, New Hope expanded its mobile food pantry program to reach rural and underserved communities and increase access to food assistance. In 2018, we launched our new food pantry truck and trailer to speed up food delivery and position our agency to serve even more communities in need. New Hope now has a monthly presence in Northern Adams County and looks to further expand services to our Hispanic neighbors and those living in poverty in rural settings.
- 9) New Hope updated its programs for youth with the goal of making an 18-year commitment to children in poverty, taking a 2-Generation approach, and striving to directly impact the 6,000 children our agency serves each year in each of our three counties and six locations, and to break the cycle of poverty for all children in our community.

10) Between 2013 and 2018, New Hope made significant improvements to its infrastructure, greatly improving our IT network, tripling our dry goods and refrigerated storage capacity, building our transportation fleet to 4 trucks, and upgrading volunteer, donor, client, and accounting systems to better and more efficiently serve our mission.

11) New Hope has been successfully reaccredited twice in the Standards for Excellence program through the Pennsylvania Association of Non Profit Organizations (PANO), in 2013 and 2018. New Hope also received a 4-Star rating from Charity Navigator and is tied as the 8th highest rated charity in the state of Pennsylvania.

12) New Hope's success is tied to our amazing partners, supporting churches, generous supporters, and wonderful volunteers. In fiscal 2018 2,004 volunteers gave 107,695 hours of service. Without them, nothing we do would be possible!

New Hope Ministries

Strategic Intents 2018 to 2023

Prioritize staff and volunteer care

- Promote a culture of cooperation, respect, trust, alignment, resiliency, connection, communication, and community
- Strengthen volunteer recruitment and retention efforts
- Ensure hours, duties, and pay rates are optimized to attract and retain high performing staff
- Create additional staff and volunteer roles where needed to address demand for administrative support and program services

Pursue smart growth strategies

- Accept only those opportunities that are a good fit to the agency's mission, strategic intents, and capacity
- Allow adequate time between projects to rebuild and plan expansion with an eye to sustainability and not negatively impacting agency culture
- Ask the question "Is there anything we should stop doing?" before contemplating new activities and commitments
- Position the agency to pursue future opportunities without compromising our sustainability
- Identify communities of priority for potential service expansion (see attached list)
- New Hope will craft a 5 year strategic plan and plan to update it every two and a half years.

Continue to help our guests achieve stability and increase self-sufficiency

- Grow employment training and placement programs to help more of our guests obtain living wage jobs
- Provide greater support to our employment program participants to encourage job retention, career pathways, and ongoing training and education
- Strengthen housing programs to support guests to obtain and afford sustainable housing
- Increase alignment between New Hope's scholarship funds and stability programs

Support children in poverty to achieve educational and life success:

- Offer programs that focus on strengthening marriages and families
- Grow partnerships with schools to meet the needs of their most vulnerable students and families
- Offer best practice programs for children at all stages of development and in combination with programs and support for families
- Explore alternatives to backpack programs (which are high cost, high effort, and low impact) to address the problem of child hunger.

Respond to emerging community needs within NHM's mission, capacity and expertise

- Continue to show God's love to our neighbors, provide opportunities for discipleship, and help people become connected with a local church
- Address the needs of seniors living in poverty
- Help immigrants become integrated into our community and continue to pursue bilingual staff and volunteers and promote cultural competency to better serve these populations
- Provide help, within our ability and expertise, to those affected by the opioid epidemic and other addictions
- Develop programs to address those who face greater barriers to stability: single moms and kids, people with disabilities, and those who are aging
- Provide more support to formerly incarcerated community members to make successful transitions to society
- Create partnerships with healthcare providers to promote health education and healthy living for our guests

New Hope will develop greater organizational financial health and stronger agency infrastructure

- Strengthen cash reserves to achieve and maintain an annual average 2.5-month cash reserve in two-and-a-half years and 4.5-month cash reserve by the end of five years.
- Increase the board-designated endowment fund by 100% (exclusive of market gains/loss)
- Continue to upgrade facilities we use, particularly at the Dover and New Oxford locations
- Create internal savings to address long term anticipated facilities and equipment repair and replacement needs
- Replace one aging food program truck with a new/newer refrigerated box truck (expected within two years)

New Hope will create and sustain positive relationships with donors and supporters

- Grow partnership with area United Ways and maximize partnerships with other organizations and local governments
- Maximize support from and strengthen partnerships with area businesses through EITC and NAP tax credit programs
- Create a new agency wide Feed-a-Friend fundraising event that replaces retired events and helps us create both support and awareness in our communities
- Strengthen New Hope's partnership with local churches and community groups to respond to community needs, create opportunities for volunteering, and to educate the community about the work we do
- Expand grant writing program to identify new grant funders and create sustainable funding
- Continue to strengthen our individual donor relationships to help donors feel connected to our mission
- Create more opportunities for donors to give appreciated assets, legacy gifts, trusts, and other planned gifts, including planning for an endowment campaign
- Engage youth and younger generations as volunteers and donors
- Repeat development program audit process to provide focus and identify areas for new activity (within two years)

Guiding principles for Growth

- 1) In the past, New Hope has responded to the call to serve communities and populations in need. We do not seek to duplicate existing services or compete with other nonprofits and ministries.
- 2) New Hope operates with the understanding that any program activities we engage in must be sustainable over time and not threaten to destabilize existing service commitments.
- 3) New Hope receives many opportunities and invitations to expand. Our desire is to serve communities we believe we have expertise and ability to help and where we believe God and the community is calling us.
- 4) Our desire is to have a south-central Pennsylvania footprint and to grow contiguously. We have identified the major metropolitan areas of Harrisburg, Carlisle, Gettysburg, and York as natural service boundaries for our agency's growth, and areas where comparable services already exist.
- 5) As New Hope receives requests to provide services outside these parameters, our response will be to offer guidance and support for efforts in these communities to develop programs of their own.

After going through a period of rapid growth and expansion in the past ten years, New Hope is hoping to use the next five years to strengthen services in our current areas of commitment. With that being said, we know there are communities near us that lack significant human services and have populations in need. The following map illustrates where there could be a potential need and ability for New Hope to meet new community needs. The creation of our new mobile food pantry program has given us the ability to quickly and cost effectively begin serving a new community. The accompanying chart demonstrates both the extent of need present and the potential for sustainable support. This is not a checklist of expansions to be accomplished in the next five year period, but rather a measuring device to evaluate future opportunities and requests for expansion.