



## New Pathways: Strategic Plan 2019-2021

### Outline and Summary

#### BACKGROUND

In 2019, New Bethany Ministries embarked on a planning process designed to identify goals and priorities for the next three years. An ad-hoc committee of the board led the process, seeking input from the New Bethany and broader service community, including guests and residents, staff, donors, and full board input. The result is a plan that is designed to strengthen New Bethany's servicing to Bethlehem and the Lehigh Valley.

#### THE STRATEGIC PLANNING PROCESS INCLUDES:

- An environmental scan of Bethlehem and the Lehigh Valley, including mapping of community needs and assets
- Interviews with New Bethany guests and residents
- Visioning and goal setting sessions with New Bethany's ad-hoc committee, staff, and board

#### WHAT IS CLEAR TO US:

- Stay the course: New Bethany should not change its essential services of providing emergency food, transitional and permanent housing solutions
- This is a plan for growth: Guests, residents, staff, community partners, and secondary data is telling us that the need is greater than our currently provided service
- Major capital expansion is not a priority at this time

#### MISSION

The mission of New Bethany Ministries is to *provide opportunities for a secure future to the hungry, homeless, poor, and mentally ill of the Lehigh Valley.*

**Service principles:** Care, shelter, dignity, opportunity, inclusion, voluntarism, innovation

**Governance principles:** Prudence, inclusion, quality

#### STRATEGIC GOALS FOR 2019-2021

- I. Sustain effective operations and improve their quality
- II. Strengthen organizational capacity to sustain growth
- III. Grow community services
- IV. Advocate for community systems that ensure food and housing security