

The New Beginnings of Southwest Florida 2022-2027 Strategic Plan

WINNING ASPIRATION	
Purpose: What bold and measurable outcomes define our strategic ambition? What defines winning with customers? Against top competitors?	
Mission Statement:	The New Beginnings is committed to providing a God-honoring resource to single mothers that assists them and their children both physically and spiritually in a way that demonstrates Christ’s sacrificial love.
Vision:	Using Christlike leadership, equip and empower single mother families to reach their fullest potential.
Philosophy:	To provide a safe and nurturing environment through the provision of low-cost housing, weekly case management, life and parenting skills, group counseling, bible study, and mentoring for emotional and spiritual guidance to single mothers while they pursue higher education.

WHERE TO PLAY	
Purpose: What should be our playing field? In what spaces will we compete? What current spaces should be changed? Where will we NOT focus?	
Who we are:	Small nonprofit ministry located in Cape Coral, Florida serving single mother families.
Eligibility/ Requirements at Intake:	<ul style="list-style-type: none"> • Single Mothers aged 18 and up • Custody of children ages 10 and under (legal documentation preferred) - no more than 3 children • Must commit to schooling and maintain a full time school/work schedule • Must commit to attending Bible Study, Church, and program activities
Goals:	<ul style="list-style-type: none"> • Encourage single mothers to have a personal relationship with Christ • Support single mothers in their pursuit of higher education so that they can live self-sufficient and productive lives
Core Values:	<ul style="list-style-type: none"> • Serving Others – to honor Christ’s sacrifice and show others the joy of serving him • Integrity – to work with honesty and transparency in everything we do • Respect – to give others respect and compassion • Leadership – to empower and inspire each other • Professionalism – to be professional in our actions to our clients, partners and each other • Excellence – to continually learn, grown and pursue knowledge • Community Service – to work effectively with other organizations to make an impact in our community • Fun – to have enjoyment and fulfillment in our work
Who we are not:	<ul style="list-style-type: none"> • Crisis / Emergency Housing Provider • Mental Health / Substance Abuse Treatment Provider

HOW TO WIN

Purpose:

What are the sources of our sustainable competitive advantage?
What key offerings differentiate us and provide superior value?

Advantage:

- Provide access to educational opportunities at local academic institutions, including Cape Coral Technical College, Florida Southwestern State College, and Florida Gulf Coast University (exceptions are approved by Executive Director).
- Serve single mother families with compassion and dignity by providing each family with independent living in an apartment at minimal cost and subsidized by the organization.
- Provide wrap around services to meet individual family needs, including weekly case management, life skills and parenting classes, budgeting and money management classes, bible study, community-based mentoring, and referrals to community resources.
- Facilitate access to health services through referral to community-based resources
- Ensure access to a broad community support network through connections with mentoring, church and bible study, and other faith-based activities.

2022-2027 CAPABILITIES NEEDED

Purpose:

What critical skills and core activities must consistently be performed at the highest level in order to achieve the advantage in each of our chosen spaces?

Financial:

- Utilize charitable donations from individuals, churches/ministries, foundations, businesses and other organizations as our primary source of funding for TNB operations
- Host an Annual Benefit Dinner to raise funds and awareness for TNB

Operations/ Administrative:

- Operate a clean, safe, and secure facility for residents, staff, and volunteers
- Ensure equipment and furnishings are in good repair and working order
- Maintain complete, accurate and secure fiscal, donor, human resources, and program records for accountability and transparency

Program:

- Provide efficient and complete application and vetting process for program candidates
- Utilize community members to assist with the provision of services, including Life Skills, Parenting and Bible Study classes
- Research and utilize curriculum and other materials to ensure services and activities are beneficial and engaging
- Work cooperatively with other service providers and ministries for mutual referrals
- Provide minimal emergency relief to single mothers as a temporary solution to a crisis situation.

Board Engagement and Cultivation:	<ul style="list-style-type: none"> • Utilize members knowledge, skills and capabilities to assist with oversight, fundraising and advocacy • Offer board orientation and other training activities to strengthen board engagement and effectiveness • Identify new candidates for board membership through increased community engagement and personal/professional contacts
Volunteer Management:	<ul style="list-style-type: none"> • Engage community members in the mission and work of TNB by offering diverse volunteer opportunities • Implement an application and onboarding process for effective volunteer management • Log volunteer hours and projects to track efficiency
Community Engagement:	<ul style="list-style-type: none"> • Networking activities to increase community involvement and connections • Tours of facility to demonstrate firsthand the mission and efforts of TNB • Speaking engagements to advocate on behalf of single mothers and share the work of TNB • Social media, e-newsletters, and other online channels to garner increased financial and in-kind support

2022-2027 SYSTEMS REQUIRED

Purpose:
 What key management systems, processes, and structures must we have in order to sustain our competitive capabilities listed above?

Processes for Human Resources:	<ul style="list-style-type: none"> • Annually, employees complete staff training and development activities (Motivational Interviewing, Trauma Informed Care, Leadership training/workshops, etc.) • Annually, conduct additional board activities beyond quarterly meetings to enhance Board Development and Cultivation (orientation, training opportunities, annual retreat, etc.) • Annually, complete Performance Reviews for employees, including self-evaluation, job description review, goal setting and performance improvement plans, as needed. • Annually, increase volunteer base and schedule volunteer projects to assist with administrative and program needs.
Processes for Financial Resources:	<ul style="list-style-type: none"> • Diversify funding streams through researching and identifying new funding sources, including foundations, civic groups, churches, ministries, etc. • Grow revenue each year to ensure funding for current operational, administrative, and programmatic needs and to accommodate future program growth and expansion. • Continuously maintain reserves for minimum of 3-6 months of operations. • Engage in fundraising and awareness activities to meet revenue goals. • Develop Benefit Dinner task list for board members to assist with event set up, sponsorships, ticket sales, and auction donations.

Processes for Property (Facilities and Equipment):	<ul style="list-style-type: none"> • Every six months, staff conduct property inspection to identify needed repairs and maintenance of facilities and equipment. • Maintain security systems that are adequate to needs. • Present to the board annually for review and approval any significant facility renovations, repairs, and additional equipment needed.
Technology Systems:	<ul style="list-style-type: none"> • Increase efficiency through implementing additional technology applications as needed (Sharepoint, QuickBooks online). • Implement CRM software platforms and capabilities to incorporate into one system all relevant contacts to the organization (donors, volunteers, program applicants, board members, other community members). • In conjunction with website administrator, revise and update website at least annually.
Administrative Processes:	<ul style="list-style-type: none"> • Demonstrate transparency and good financial stewardship by developing and implementing organizational Policies and Procedures (internal controls, planning for CPA financial review, employee handbook, etc.) and reviewing at least annually. • Continuously conduct Strategic Planning activities, to include outcomes tracking by staff and quarterly review with Board. • Annually, revise and update the application and intake process for program candidates to ensure efficiency and effectiveness. • Annually, conduct review of existing curriculum and written materials used for program activities to ascertain if they continue to be effective and beneficial. • Formalize the volunteer application process and tracking method for volunteer hours and projects and update the board annually on volunteer support. • Develop and implement a process to track in-kind donations (supplies, furniture, equipment, etc) and update the board annually on donations secured.
Processes for Community Engagement:	<ul style="list-style-type: none"> • Participate in networking activities/ community events. • Conduct tours of TNB program. • Identify and outreach to new community partners, such as churches/ministries, nonprofits, civic groups, etc. • Conduct speaking engagements within the community. • Disseminate via quarterly e-newsletter TNB program information, highlights, and successes. • Complete social media posts to promote TNB.