



New Path

STRATEGIC PLAN
2016-2019

NEW PATH STRATEGIC PLAN

TABLE OF CONTENTS

- I. History of New Path
 - a. Current Staff and Board Members
- II. Mission, Vision and Current Ministries
- III. Strategic Planning Approach
- IV. Strategic Plan Goals and Objectives
 - a. Servant Recruitment
 - b. Funding
 - c. Staffing
 - d. Board Member Development
 - e. Facilities and Capital Improvement
 - f. Ministries
 - g. Serve, Learn, Earn
- V. Conclusion

This plan was prepared by Martha J. Harris, consultant for New Path, Inc. This plan was accepted by the board of New Path on April 8, 2016.

William Lutz, Executive Director
Adam Blake, Board President

I. HISTORY OF NEW PATH, INC.

New Path began as a loose collection of services provided through Ginghamburg Church in the late 1990s. By 2000, Food Pantry Director Amy Liebold and church member Dave Goins decided to incorporate as a non-profit organization with the intent to “provide, acquire, rehabilitate and operate transitional housing units and/or projects for the homeless and near homeless individuals and/or families, along with training, consultation, information services and technical assistance all from a Christian ministry perspective and tradition” (New Path Articles of Incorporation, 2000). Amy Liebold was hired as the first Executive Director with Sherry Loschi providing administrative support. The first board was organized in May 2000.

The initial goals of New Path were to provide a home for single mothers that would include financial support, peer support and Christian counseling. The starting point would be a property with three small apartments. The home was purchased on a land contract initially and eventually mortgaged.

Following the small housing ministry, the church had several small ministries they felt would be better organized under this new non-profit. A reorganization of services within Ginghamburg Church found New Path the overseer of the furniture ministry now called JJ’s Furniture. A car ministry that had been operating in the garage of one of the servants homes came under the umbrella of New Path. Sometime in 2002-2003, an old barn was purchased from a local farmer. That structure was taken down and a new barn rebuilt on the current property in order to house both the furniture and car ministries. By 2004 the IRS 501c3 non-profit status was approved.

In 2004 New Path changed again. The housing program for the single mothers was closed due to an inability to repair the property affordably and conflicts among participants. The board decided this was a good time to re-group the mission and goals of New Path. Bill Duff stepped in from the board to become the next Executive Director in 2005.

Under Bill Duff’s leadership the clothing store Anna’s Closet began in 2007. At the same time a new program for single mothers called Anna’s Place, which provided a safe space for peer support began. The Gateway Café began in 2007 with the goals of providing a meal and church service for the clients of the food pantry. Bill Duff resigned in 2007 and Sherry Loschi served as interim director.

The next six years marked a period of growth for New Path. Marcia Florkey was hired in 2008 and under her leadership the following ministries were added: Jobs for Life, Circles, Senior Lunch and GED training. This term also saw New Path expanding into Montgomery County, specifically the Trotwood area. Ministries in Montgomery County included another food pantry and Isaiah’s Threads clothing, which closed in September 2015. Marcia Florkey resigned in 2014 and Bill Lutz was hired as the current director in December 2014. Currently the New Path operates numerous ministries throughout the counties of Montgomery and Miami in Ohio.



CURRENT STAFF

Staff	Position
William Lutz	Executive Director
Sherry Loschi	Program Coordinator - Tipp City
Nicole Land	Program Coordinator - Fort McKinley
Jeanne Lasko	Administrative Assistant
Tom Downs	GIVE Medical Ministry Manager
Jim Dunkel	JJ's Furniture Manager
Marie Speers	Tipp City Food Pantry Manager
Evelyn Alder	The Gleaning Place Manager
Denita Gibson	The Point Food Pantry Manager
Steve Reeves	JJ's Furniture Assistant Manager

CURRENT BOARD MEMBERS

Board	Position
Adam Blake	Chairperson
Muffet Andrews	Vice-Chairperson
Wes Young	Treasurer
Margie DeHays	Member
Kari Peters	Member
Karen Smith	Member
Jake Mathias	Member
Chris Wesner	Member
Georgeanne Godsey	Member

II. MISSION, VISION AND CURRENT MINISTRIES

Key staff and board members for New Path held a retreat on October 29, 2015, at the West Milton Transfiguration Center in order to create a mission statement, vision statement and strategic planning goals that would serve New Path's current situation and propel the organization into the future. After much discussion and thought the group created the following mission and vision statements to better reflect their direction.

MISSION - PARTNERING TO MEET LIFE'S NEEDS THROUGH CHRIST.

VISION - NEW PATH, AS RADICAL SERVANTS OF CHRIST, INVESTS IN MEETING NEEDS, TRANSFORMING LIVES AND RESTORING COMMUNITY THROUGH COLLABORATION AND WISE STEWARDSHIP.

Currently, New Path manages a large number of separate ministries through dedicated staff and servants. These include:

1. Retail Outlets - The Gleaning Place and Anna's Closet provide the resale of gently used household and clothing items. These two ministries also provide outreach within the New Path's service area.

2. Open Table - This café provides a full-course meal at no cost to the food pantry clients. The meal is prepared and served by various life groups within Ginghamburg Church and the community. Dinner is accompanied with a message of hope and, at the completion of the meal, those in need of groceries can also meet with a New Path interviewer to connect clients with any additional services they may need.



3. C.A.R. Ministry - The C.A.R. Ministry accepts donated vehicles, repairs them and returns them back to families in need. New Path sees C.A.R. as a place where broken vehicles meet broken lives and through a program of education and volunteer hours individuals and families can get the transportation they need.



4. GIVE Medical Ministry - The purpose of the GIVE Medical Ministry is to provide various forms of medical assistance to individuals with limited financial resources to improve their physical health and independence. The assistance can take the form of a loan of durable medical equipment, provision for disposable medical supplies, referrals to local free or low cost medical clinics or to low cost prescription services and donation of medical equipment to the larger network of Christian medical services.



5. JJ's Furniture - The furniture program receives donations of gently used furniture and household goods and redistributes it at no cost to families in need through a referral partnership with New Path and other local agencies.



6. Food Pantries - New Path operates two food pantries: The Discipleship Center Food Pantry located in Tipp City and The Point Food Pantry located in Trotwood in connection with the Fort McKinley homes. The food pantries provide groceries for clients once a month as well as connection to New Path's other ministries.



7. G.E.D. Tutoring - New Path provides GED tutoring in cooperation with the Miami Valley Career Technology Center. A certified teacher conducts classes September through May for individuals wishing to complete their GED.

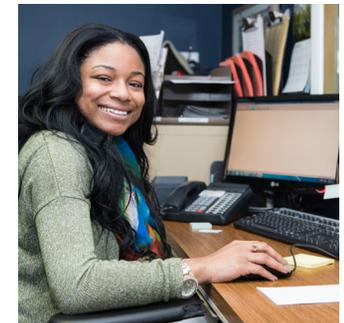
8. Ohio Benefit Bank - New Path serves as a connection point for the Ohio Benefit Bank. The Ohio Benefit Bank is a public/private partnership that connects low and moderate income Ohioans with free tax preparation and access to potential public benefits and work supports through an online system.



9. Fort McKinley PC Connections Computer Lab - Six computer stations on high-speed internet are available to GED students, community members and Ohio Benefit Bank applicants at the Fort McKinley campus. Any individual can utilize the computers as long as they fill out a brief application prior to computer use.



10. Fort McKinley Homes - New Path is in partnership with CountyCorp, Fort McKinley Church, Harrison Township, Oberer Development and Montgomery County to provide twenty five high quality, single family homes to low income families in the fifteen block area of the Fort McKinley neighborhood. The New Path at Fort McKinley is a home base for asset-based community development. By providing services in a concentrated area and working with the neighborhood to enhance community involvement, New Path seeks to build relationships between residents, businesses and service providers.



III. STRATEGIC PLAN APPROACH

In late 2015, the board and staff of New Path began creating a strategic plan for the next three years of the organization. The last strategic plan was completed in 2011 and since that time the organization has grown and changed in ways that needed to be sustainable in the future. Initial goals for the strategic plan included creating a new mission and vision for the organization as well as manageable strategic goals tied with an implementable time line for completion. Another goal of the strategic plan is that it would be participatory in nature with board and staff having equal input.

A second aspect of preparing for a new strategic plan included all members taking a

SWOT Strengths, Weaknesses, Opportunities and Threats (SWOT) survey.

The **SWOT survey** allowed individuals to examine the organization under each of those headings. The survey also asked individuals to comment on the strengths, weaknesses, opportunities and threats of the ministries, the servants and funding. The SWOT survey discovered that, of the 9 people who completed the survey, there were 59 combined years of experience within New Path! What follows is a short summary of the SWOT survey findings. A full report of the SWOT survey is found in Appendix B.

SWOT FOR THE ENTIRE ORGANIZATION:

- **Strengths of the entire organization** - a variety of assistance is offered (social services, basic needs, education).
- **Weakness of entire organization** - a lack of direction among staff and servants; need more servants.
- **Opportunities for New Path** - better engagement of clients and business partners; work within Montgomery County; look to utilize younger servants.
- **Threats facing New Path** - funding and lack of servants.

SWOT REGARDING THE MINISTRIES:

- **Strengths** - New Path offers a variety of low cost retail services (furniture, car, clothing).
- **Weaknesses** - Aging servant population and too many ministries.
- **Opportunities within ministries** - Building relationships with clients and community. Basic needs + Spiritual Growth of Clients = Relationships.
- **Threats** - staff and servants are spread too thin. The furniture ministry needs looked at.

SWOT REGARDING FUNDING SOURCES:

- **Strengths** - Support from Ginghamburg Church and a good relationship with local funders (ie United Way) and grocery stores.
- **Weaknesses** - current fundraising is ineffective; stagnant support from Ginghamburg Church, many organizations going after the same dollars.
- **Opportunities** - Estate planning, corporate giving, tie ministries to a funding source as well as the need.
- **Threats** - donor fatigue within the congregation, lack of government resources.

SWOT REGARDING SERVANTS:

- **Strengths** - without the dedicated servants the organization would not run!
- **Weaknesses** - personal conflicts among servants, lack of commitment, long term commitment, right skills at the right time.
- **Opportunities** - provide better training and/or a way to match skills/ resume with the need within ministries.
- **Threats** - too few servants, aging population.



IV. STRATEGIC PLAN GOALS AND OBJECTIVES

The plan identifies seven goal areas and matches objectives to those goals within a three year time frame. The seven goal areas are **Servant Recruitment and Retention, Funding Sources, Staffing, Board Development, New Path Facilities, New Path Ministries** and **Learn, Serve, Earn Opportunities**. The time frame has been identified as Short Term (0-12 months), Medium Term (12-24 months), Long Term (24-48 months) and On-Going.

GOAL 1: NEW PATH WILL DIVERSIFY AND INCREASE THE SERVANT POPULATION AND SEEK TO RETAIN NEW AND EXISTING SERVANTS.

Objectives	Leadership Domain	Timeframe
1. Servants will be able to connect a purpose in their work to a New Path ministry.	Relationship Building	On-Going
2. New job descriptions for common servant roles will be written and distributed.	Executing	Short Term
3. Board and Staff will examine how to get the word out about New Path servant opportunities and how someone could start to serve.	Strategic/ Influencing	Medium Term
4. Staff will finish a servant catalog listing various service opportunities and their requirements. The catalog will be available in print form and on the New Path website.	Executing	Medium Term
5. Board and staff will look for social media and other print opportunities to support and encourage servants.	Relationship Building/ Influencing	Short Term
6. Board and staff will continue servant recognition and implement regular recognition outlets either in print or social media.	Relationship Building	On-Going
7. Staff will create and implement a revised training plan for servants for each ministry that details the common tasks as well as to which staff member servants report.	Executing	Long Term

GOAL 2: NEW PATH WILL INCREASE THEIR FUNDING AND CREATE SOLID PLANS FOR DIVERSIFYING FUNDING SOURCES.

Objectives	Leadership Domain	Timeframe
1. Develop a donor development plan that will align donors with a New Path need and build relationships with donors. This would include legacy giving and purchasing a donor tracking software package.	Strategic/ Influence	Medium Term
2. Identify grants opportunities that could be unique to New Path and align grants with specific program or asset needs.	Strategic	Short Term
3. Focus fundraising to the annual New Path 5K race in order to create time and opportunities for board and staff to develop other funding opportunities.	Influence/ Relationship Building	On-Going
4. Examine the revenue from the retail outlets (Anna's Closet and the Gleaning Place) and its role in the New Path budget.	Executing	On-Going
5. Evaluate New Path's financials in order to plan for the creation a future endowment fund.	Strategic	Long Term

GOAL 3: NEW PATH WILL ALIGN STAFF AND SERVANTS TO HAVE AN EFFICIENT ALLOCATION AND DELIVERY OF RESOURCES TO MEET THEIR NEIGHBORS' NEEDS.

Objectives	Leadership Domain	Timeframe
1. Examine paid staff roles and responsibilities and match staff strengths and core competencies with each ministry.	Relationship Building	Medium Term
2. Change the New Path budget to reflect a program based budget rather than location and allow for program based categories.	Executing	Medium Term
3. Change communication from New Path to servants, Ginghamburg Church and the larger community to reflect a centralized communication system organized by program.	Influence	Short Term
4. Tie funding goals with efficient allocation of resources to support staff in their programmatic roles.	Executing	Short Term
5. Create a staff evaluation program that allows both the organization and staff member to assess and develop current responsibilities and future goals.	Relationship Building	Medium Term
6. Investigate adding or shifting positions based upon program needs.	Strategic	Medium Term

GOAL 4: HE NEW PATH WILL ACTIVELY IMPLEMENT BOARD DEVELOPMENT BOTH FOR EXISTING BOARD MEMBERS AND NEW BOARD MEMBERS.

Objectives	Leadership Domain	Timeframe
1. The Board Member Job Descriptions will be updated to reflect current tasks and officer roles. This may include changes to board terms and officer roles.	Executing	Short Term
2. Board Members will annually complete the Board Development Worksheet (Appendix D) and dialogue ways they can individually and collectively contribute to the organization.	Relationship Building	On-Going
3. The board will have an annual retreat to evaluate progress on the strategic plan.	Relationship Building	On-Going
4. The board will create a list of potential board members and seek ways to make board member recruitment an on-going effort.	Influencing	Short Term

GOAL 5: NEW PATH WILL ASSESS ALL FACILITIES AND ASSETS AND CREATE A BASELINE ASSESSMENT AS WELL AS TARGET UP(coming) NEEDS.

Objectives	Leadership Domain	Timeframe
1. Develop a capital asset plan to replace and repair New Path owned assets.	Executing	Medium Term
2. Establish a vehicle repair reserve fund in the New Path budget.	Executing	Medium Term
3. Investigate replacement of vehicles and prioritize vehicle replacement.	Strategic	Short Term
4. Create a Real Property Assets List for all New Path owned or managed real estate that includes the responsibilities New Path has to each property.	Executing	Short Term

GOAL 6: NEW PATH WILL EXAMINE THEIR CURRENT MINISTRIES AND SEEK TO CONNECT MINISTRY TO THE MISSION STATEMENT.

Objectives	Leadership Domain	Timeframe
1. Examine the existing ministries through the mission and vision screen. Tie all ministries to a budget line item and create a framework for evaluating ministries based upon how they align with the mission, their impact and budget.	Executing	Medium Term
2. Magnify the Learn, Serve, Earn Ministries to encompass 1/3 of all the ministries within New Path (See Learn/ Serve/Earn goal).	Strategic	Medium Term
3. Create a way to connect the ministries that cover emergency services (ie Food Pantries) with a Learn, Serve, Earn ministry to ensure a long-term relationship between New Path, neighbors and Christ.	Strategic/Influence	Long Term
4. Evaluate the staff and servant's availability to fulfill ministry needs.	Executing	Medium Term
5. Create ways to advocate and promote ministries within Ginghamburg Church and larger community.	Influencing	On-Going

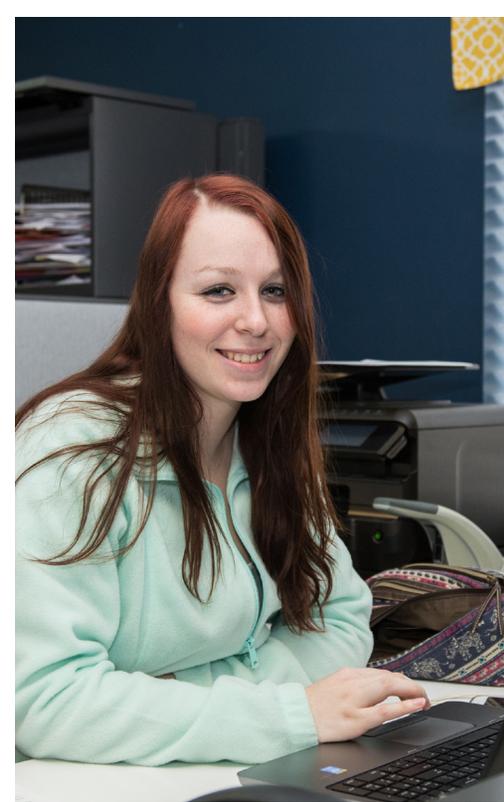
GOAL 7: NEW PATH WILL INCREASE LEARN, SERVE AND EARN OPPORTUNITIES WITH THE UNDERSTANDING TO BUILD RELATIONSHIPS BETWEEN NEIGHBORS, NEW PATH AND CHRIST.

Objectives	Leadership Domain	Timeframe
1. Look at the existing ministries for opportunities to implement Learn, Serve, Earn.	Strategic	Short Term
2. Create a process that streamlines record-keeping for Learn, Serve, Earn.	Executing	Medium Term
3. Have up to 1/3 of New Path Ministries connected to a Learn, Serve, Earn component.	Strategic/Executing	Long Term
4. Increase marketing and promotion of Learn, Serve, Earn to one or more times per month.	Influencing	Medium Term
5. Offer more learning opportunities across ministries that connect to Learn, Serve, Earn.	Influencing/Relationship Building	Long Term

V. CONCLUSION

New Path, Inc. will be implementing this plan over the next three years. The group decided that implementation will be accomplished by having regular check ins during the monthly board meeting and by reviewing the plan in its entirety during the annual retreat. As the board and staff take ownership of the goals and objectives in the plan, there will be a “closing date” or target date by which the objectives will be completed. Finally, during the weekly update email, Director Bill Lutz will continue to keep the strategic plan in everyone’s minds by reporting on any new progress.

New Path Inc. is well poised for its next three years and beyond. This strategic plan sets a framework for the organization to live out its mission of **“partnering to meet life’s needs through Christ”** in a practical and organized way without sacrificing the humanity and humility that the board and staff bring to their roles.





New Path, Inc.

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