



BRC Beyond 50

Reflecting and Recommitting

Strategic Plan Addendum, Fall 2020

BRC Beyond 50, Reflecting and Recommitting

As illustrated in *BRC Beyond 50*, our work is anchored by four organizational goals that will make up BRC's foundation over the next five years:

- **Growth**: Accelerate programmatic growth to meet the needs of communities we serve.
- **Excellence**: Build a lasting foundation of excellence in all aspects of our work.
- **Stability**: Enhance the financial stability of our work through resource-aware business models.
- **Influence**: Impact the environment in which we work through thought leadership and advocacy.

The compounding uncertainty and increased urgency for action in this current moment underscore the importance of each of these goals and fulfilling them responsibly. On the following pages, we elaborate on these goals in greater detail and outline the strategies we will pursue in order to achieve them. Our rationale for moving forward with these aims has not changed, and as such, we repeat the grounding language from the strategic plan that provides the context for each goal. That said, over the course of our reflection, we have prioritized aspects of the work where resources and a path forward are more certain, without losing sight of some of our more ambitious goals for the next five years. These shifts are reflected with updated strategies—in some cases, new ones—and inclusion of the context we considered in making those decisions. *BRC Beyond 50, Reflecting and Recommitting* offers a written account of our commitment to sustaining our impact and seizing opportunities to amplify it.



Goal #1

Accelerate programmatic growth to meet the needs of communities we serve.

BRC's existing programs meet the needs of thousands of New Yorkers each year. Still, thousands more could benefit from BRC but do not, due in part to BRC's limited capacity; programmatic silos that make it difficult, if not impossible, for those who might benefit from BRC's care to access it; and self-imposed limits—both programmatic and geographic—to where BRC has historically chosen to work. No longer do we believe we can hold ourselves back from filling the gaps in our city's continuum of care. As we look to continue building on our innovative solutions, we will also respond to the needs of New Yorkers in more integrated ways.

Therefore, over the next five years, BRC will:

- Open our doors to serving families experiencing homelessness;
- Redesign and sustain our capacity to meet the growing crisis of addiction;
- Explore new residential service models that meet the needs of those experiencing co-occurring health and housing crises;
- Grow dramatically as a developer of housing that is affordable for the people we serve; and
- Uphold our commitment to growth and seize opportunities.

We are actively seizing opportunities and responding to need. In the last few months, we have closed on an exciting new \$3 million transitional shelter in Long Island City, allowing us to support more clients. We also dramatically grew our outreach program as the City of New York called on us to respond to the COVID-19 crisis. Where funding is less certain (e.g., developing a medical respite), we are postponing our plans to focus on the more immediate opportunities and need.

Much of this work in the coming year will hinge on our ability to seize ripe opportunities; the pandemic and the subsequent economic disruption—both impacting the individuals served by BRC at rates far higher than the societal average—place an ever greater demand for the types of services at which BRC excels.

Over the coming years, we can ensure our continued growth by doubling down on opportunities to pursue family housing in smaller developments or through other alternative models (e.g., work with new providers, hotels, transitioning DHS clusters), incorporating telehealth across addiction services, providing the transitional housing needed at this time, and building in partnership with other developers to expedite our work. In this way, we can continue to grow to support the communities we serve.

Goal #2

Build a lasting foundation of excellence in all aspects of our work.

BRC has been a pioneer in putting client needs and quality service delivery at the center of our work. We are data-driven; our robust performance measurement and management (PMM) system is a model for other health and human services organizations. That said, the work has only become more difficult, the needs of our clients more complex, and the external environment more challenging. The challenges of achieving and maintaining a standard of excellence are greater than ever for the organizations—and their workforce—doing this work.

To respond to these challenges, and ensure we are seeking excellence in all that we do, over the next five years, BRC will:

- Establish a Diversity, Equity, Inclusion, and Advocacy (DEIA) framework to guide all aspects of our work;
- Expand our total quality improvement and risk management efforts;
- Improve recruitment and retention of our workforce through greater investment in compensation and professional development;
- Create a professional development framework and organizational culture and climate that equip, inspire, and empower our staff to excel;
- Further acknowledge and address the impact of trauma on both the people we serve and its vicarious impact on those who serve them; and
- Recognizing the importance and value of spirituality in the lives of many BRC clients and staff, establish a chaplaincy program.

BRC must be intentional and swift in providing staff needed support as the trauma and demands they face continue to grow, as do the challenges of working remotely and caring for children who had to—and may continue to have to—learn remotely.

This means prioritizing the safety and well-being of staff and clients with increased exposure to trauma and health risks, including those stemming from racism at the individual, interpersonal, organizational, and systemic level. At the height of the pandemic, BRC instituted an appreciation pay bonus with these aims in mind, recognizing how far above and beyond our staff have gone to serve our clients. We have also committed

\$100,000 over the next year to strengthen inclusion, diversity, equity, and advocacy efforts across our organization and expanded training opportunities for new staff members. In the coming years we will prioritize staff retention and professional development, including exploring increased compensation and benefits, focusing on health and safety as staff return to work, and expanding training offerings across all employment levels.

Goal #3

Enhance the financial stability of our work through resource-aware business models.

BRC is proud of the financial stability it has achieved as it has simultaneously grown and advanced its mission. Indeed, this achievement is even more impressive when considering the constraints of BRC's nonprofit "business model," based predominantly on "cost reimbursement" government contracts, and philanthropic support that must be re-solicited annually. It is incumbent upon BRC to be mindful of costs and seek opportunities to monetize assets where and when possible, enabling the organization to do more with the resources at its disposal. The Landing Road project is one example of how BRC has made exciting progress in pioneering innovative models for funding and providing services.

In the coming years, BRC will attempt to achieve the following:

- Look for opportunities to extract greater value out of assets we control; and
- Increase charitable giving by expanding the reach and success of our philanthropic relationships.

We know there is greater uncertainty and risk across every strategy because it is unclear how funding sources will be affected by COVID-19 over time. We cannot make projections about the future at this time, but we do commit to be a resource that staff and clients can count on throughout COVID-19 recovery. We will not take on additional risk in the short-term; rather, we will reassess opportunities for diversification as the landscape continues to shift (*i.e.*, identify opportunities to convert existing assets, switch to alternative management structures, and redistribute and acquire assets) and elevate immediate fundraising priorities brought on by increased expenses in light of the pandemic (*e.g.*, workforce development).

This plan builds upon strategies BRC has developed and tests new models to generate funding that will support program expansion, improve impact for clients, and strengthen the organization's financial well-being.

Goal #4

Impact the environment in which we work through thought leadership and advocacy.

Over the past half century, tens of thousands of people in need have come through BRC's doors, participated in its programs, and transformed their lives for the better. BRC has grown to play an integral role in the service delivery systems in which those we serve find themselves. At times in our history, we have been able to innovate and influence these systems' practices for the better. In reflecting on our history and our commitment to our mission, we realize that the system changes we believe are necessary cannot be achieved by BRC alone; we must play a more active role with our respected colleagues—non-profits providing housing and services, civic organizations, the business community, and our partners and patrons in philanthropy and government.

Through the breadth and depth of BRC's knowledge—from the lived experiences of our clients to the professional experiences of our leaders—we will amplify our voice in policy debates, undertake more research and share more knowledge, and initiate and participate in honest and nuanced dialogue about the work we do and the people we serve.

Toward this objective, over the coming years we will:

- Proactively share our knowledge with our peers;
- Expand our role as a resource to other communities; and
- Engage the national conversation and create a forum for dialogue.

To ensure our clients are well-supported during the pandemic, in recent months we have broadened our work with service providers across New York City to share knowledge and coordinate advocacy efforts.

We have even advised other localities nationally and abroad on the lessons we've learned during pandemic response. We will continue to seek out these opportunities—in virtual settings for as long as needed—and take a proactive approach toward our advocacy, communications, and thought leadership, including expanding our in-house capacity to participate in homelessness prevention coalitions and campaigns.

BRC

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