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## SHARE Center Strategic Plan Adopted August 2023

### I. Organizational Description

- a. **History:** For 30 years, the SHARE Center has been providing support and hope to people who are struggling with issues related to mental health, addiction, hunger, and homelessness. In 1992 a group of individuals who had personal experience with recovering from issues related to mental health and addiction started the SHARE Center. They wanted to use their expertise to help others with their recovery. In 1995, the relocated to our current 10,000 square foot building. The lack of day shelter options and the overlap of mental health and addiction issues with homelessness necessitated the SHARE Center expanding its services.
- b. **Products and Services:**
  - i. **Basic Needs:**
    1. Community Meals: Provides over 30,000 healthy and delicious breakfasts, lunches, and dinners to individuals and families in need
    2. Provision of clothing, hygiene supplies, and other essential items
    3. Daytime shelter and safety
  - ii. **Barrier Removal:**
    - a. Drop-In Center: Offers peer supports, recovery coaches, and enrichment activities including a community garden, library, art classes, yoga, and a computer lab
    - b. ID and Vital Records Program assists between 2-300 people very year obtaining these important documents – without them, a person cannot secure employment, open a bank account, or even qualify for many social services
    - c. Transportation: The SHARE Center provides bus passes for people needing to get to work and/or doctor's appointments
    - d. Mental Health and Addiction: Referral to our drop-in services
  - iii. **Employment and Housing Stability:** As basic needs are being met and income is stabilized, we provide case management services that assist people with finding appropriate employment, maximize benefits, and secure affordable housing
  - iv. **Referrals:** The SHARE Center has a vast network of community partners and is active in numerous community collaborative efforts
- c. **Accomplishments:**
  - i. **Meeting Needs:** The SHARE Center has made adaptations to schedules and services to better meet the needs of our guests. For example, we added five more meal services to ensure everyone in our area had access to breakfast, lunch, and dinner seven days a week
  - ii. **Revenue**
    1. Net Income is projected to increase by 20% between FYE 22 and projected FYE 23
    2. Grant revenue is projected to be up 336% for the same time period

- 3. Donation Revenue is projected to be up 338%
- iii. **Efficiency:** Our overall costs are projected to decrease by 100% (does not reflect individual program budgets)
- iv. **Social Media:** From Feb. 2019 to Aug. 2023 our Facebook followers have increased from 60 to 1,161
- v. **Donor Database:**
  - 1. Since 2019, our donor database has grown from zero to over 212 donors
  - 2. Between 2022 and Aug. 2023, we have gained 14 new donors
- vi. **MCAH Award:** In 2018, the SHARE Center received recognition from the Michigan Coalition Against Homelessness for our State ID and Vital Records Program

**II. Mission, Vision, and Values**

- a. **Mission:** To provide a mutually supportive safe space for the recovery of vulnerable people who are experiencing issues with homelessness, mental health, hunger, or addiction
- b. **Vision:**
  - i. **For Consumers:** Each individual will be empowered to achieve their highest level off recovery and optimal quality of life
  - ii. **For the Organization:** Foster innovative and sustainable approaches to streamline a network of support systems that bridge the gap between individuals, recovery, and peer services
  - iii. **For our Community:** Help create a community where all individuals are treated with respect, dignity, and are fully included in all aspects of social life.
- c. **Core Values:** Recovery, Respect, Understanding, Inclusion, Empowerment, Advocacy, Empathy, Enrichment, and Integrity

**III. Goals**

- a. **Goal #1 Equity Diversity and Inclusion: Numbers for families, children, Latinos, and members of LGBTQ+ population receiving services for basic needs and barrier removal are reflective of the general population:**

Strategy	Part of 2021 Strategic Plan	Target Date/Status
Strategy #1.1: Continue working and developing deeper relationships with organizations like VOCES, the Burma Center, and BC Pride	Yes	Ongoing
Strategy #1.2: Continue work with Voces to have all SHARE Center materials translated to Spanish	Yes	Complete
Strategy #1.9: Hire Family Case Manager to work with homeless and low-income families	Yes	Complete
Strategy #1.4: Have above orgs participate in monthly street outreach meetings	Yes	Complete
Strategy #1.5: Establish weekly office hours for the above organizations	Yes	Winter 2024
Strategy #1.6: Setting up display booths at events hosted by the above orgs	Yes	Ongoing
Strategy #1.7: Staff and board that demographically represent the community	Yes	Summer 2024

Strategy #1.8: Ensure staff receive annual trainings on Equity, Diversity, and Inclusion	Yes	Partially complete due to new staff
Strategy #1.10: Build family resource room	Yes	Discontinued in lieu of supplies being available through our case managers
Strategy #1.11: Continue pressing collaborative efforts to include representation from BIPOC, LGBTQ+, and other disparate communities	No	Ongoing

b. **Goal #2 Financial:** Diversify revenue sources and be less dependent on our primary funders

Strategy	Part of 2021 Strategic Plan	Target Date/Status
Strategy #2.1: Continue working with organizations like CityLinc and Habitat for Humanity and businesses like Lowe's who have a history of supporting non-profit capital improvements	Yes	CityLinc is doing our capital renovations
Strategy #2.2: Have established quarterly mailing campaigns	Yes	Complete
Strategy #2.3: Conduct energy audit and lower monthly operational costs/utilities costs while paying staff living wages	Yes	June 2024/Partially Complete
Strategy #2.4: Find a volunteer and/or work with the development teams from similar organizations in the area to create a unique annual fundraising event	Yes	June 2024/Began meeting with various community leaders for ideas
Strategy #2.5: Recruit more volunteers to lower staffing costs	Yes	Complete
Strategy #2.6: Identify 3 new grant opportunities for basic needs	Yes	Complete/Oct 2024
Strategy #2.7: Streamline intake and data entry process by using technology	Yes	June 2024
Strategy #2.8: Increase donor database by 20%	Yes	Complete/Oct 2024
Strategy #2.9: Offer licensed kitchen as an incubator for small local businesses	Yes	No longer feasible
Strategy #2.10: Establish stronger relationships within the WK Kellogg Foundation	Yes	WKKF funding secured for case management services/Ongoing
Strategy #2.11: Hire Marketing and Development Director	Yes	Currently not financially feasible/Oct. 2025

Strategy #2.12: Develop at least 3 corporate partnerships	No	Oct 2024
Strategy #2.13: Join Chamber of Commerce	No	September 2023

c. **Goal #3 Systemic:** Increased affordable housing stock and better overall system of care

Strategy	Part of 2021 Strategic Plan	Target Date/Status
Strategy #3.1: Solidify support from all elected officials and other community stakeholders – schedule annual site visits	Yes	Ongoing/Significant Progress Made
Strategy #3.2 Increase portfolio of services, support groups, and enrichment activities	Yes	Complete/Hired 2 FTE case managers and a FTE Peer Support/Recovery Coach
Strategy #3.3: Promote a public discourse about homelessness that emphasizes compassion and understanding over judgment and assumption	Yes	Ongoing/Joined SW Journalism Collab and did several stories in local media
Strategy #3.4: Continue pressing policymakers and community leaders to seek input from service providers and service receivers	No	Ongoing

**IV. Strengths and Weaknesses**

**a. Strengths:**

- i. Reputation in the community
- ii. 30 years of experience and knowledge
- iii. Peers and personal experiences of staff
- iv. Empathy
- v. Relationships with the people we serve
- vi. Relationships with community partners
- vii. Cafeteria and commercial kitchen
- viii. Building design is conducive for multiple services/programs and allows us to run a drop-in for adults on one side and a cafeteria for all ages on the other
- ix. Diversity of staff
- x. Momentum for fundraising
- xi. Building is perfectly divided to be able to offer drop-in services on one side and family-oriented services on the cafeteria side
- xii. We own the building that has many assets (cafeteria, loading dock, location) and a FMV of ~\$250,000
- xiii. Recently awarded \$364K in ARPA funds to make long overdue capital improvements

**b. Weaknesses**

- i. Drop-in services limited by Summit Pointe funding and Drop-In regulations – cannot get most HUD and MSDHA grants because we are not an “emergency” overnight shelter.
- ii. Overly dependent on two major funding sources (Summit Pointe and United Way)
- iii. Limited budget means limited staff resulting in safety concerns and less effective programming

**V. Opportunities and Threats**

**a. Opportunities:**

- i. Capitalize on charitable giving momentum of COVID relief and ARPA improvements
- ii. Ongoing positive relationships with City Commissioners, City Manager, and our state Senator and Representative
- iii. Remodel building to better serve homeless individuals families
- iv. With more funding, we can mend the holes in the local safety net
- v. Property Value of 120 Grove Street will likely increase in next few years with development in the area
- vi. More outreach Latinx, LGBTQ+, and other underserved populations
- vii. More public speaking events with end of pandemic
- viii. City is looking for location for 50+ units of Permanent Supportive Housing (PSH)

**b. Threats:**

- i. Development plans – Influential people want the SHARE Center to move and are likely going to try to force the issue (could be opportunity - see Sect. 5, A, ix)
- ii. Reduction in grant funding
  - 1. United Way fundraising has been decreasing year to year
  - 2. Loss of additional revenue generated from COVID relief
- iii. Massive increase in needs due to economic impact of COVID
- iv. PSH location selected without input from Housing Solutions Board or Service Providers resulting in a project that may not be very beneficial to the population we serve

**VI. What products and services will be provided**

**a. Drop-In**

Current	Within 3 Years
Peer Support/Recovery Coach (1)	Peer Support/Recovery Coach (2)
Support Groups: Women’s, Men’s Bi-polar, NA, and Life Skills	Add support groups for anxiety, depression, PTSD, and veterans, LGBTQ+, alcoholism, and Latinx
Enrichment Activities: Computers (2), Community Garden, Library, art, yoga	Additional Activities: Meditation, Field Trips, music, etc.
Staff using personal vehicles to take clients to rehab	Purchase ADA van for transporting clients to long-term recovery programs and for field trips

**b. Cafeteria**

Current	Within 3 Years
Breakfast: Mon.-Fri. Lunch: Mon.-Sat. Dinner: Mon. – Sat.	Continue working with Hunger Free Calhoun to ensure that between us and other community partners, everyone has access to breakfast, lunch, and dinner 7 days a week
	Add diaper changing stations

	Add offices/services for youth
Working with 6 churches and community organizations to serve meals	Add at least three more organizations that will serve meals

**VII. Organizational Design and Roles**

**a. Executive Director**

- i. Be the public face of the organization/public speaking
- ii. Garner support from the community by engaging civic groups, churches, community leaders, and others
- iii. Educate legislators and community-at-large about homelessness
- iv. Fundraising efforts – Develop campaigns and events to raise money and awareness
- v. Research and write grants
- vi. Be the final authority on all decisions affecting the SHARE Center
- vii. Ensure organization is meeting consumer and community needs
- viii. Develop and execute strategic plan
- ix. Maintain productive partnerships with other community orgs

**b. Operations Manager**

- i. Supervise staff
- ii. Maintain operating procedures
- iii. Ensure quality customer service
- iv. Collect and input data for required reports
- v. Organize weekly pick ups from the Food Bank

**c. Accounting** by Jessup Group

**d. Development Manager – Want to have by 2025**

- i. Research and write grants
- ii. Complete grant reports
- iii. Organize fundraising campaigns and events
- iv. Maintain social media presence
- v. Grow and maintain our donor database

**e. Team Leaders**

- i. Supervise Front Desk staff
- ii. Open and close SHARE Center building
- iii. Lead emergency response efforts
- iv. Serve clients with support and basic needs items
- v. Take weekly inventory of basic needs items and make shopping list

**f. Front Desk Staff**

- i. Take daily attendance
- ii. Conduct intake assessments on new visitors
- iii. Record daily data for drop-in and cafeteria services
- iv. Provide hygiene supplies, blankets, and other necessities to visitors (as supplies are available)
- v. Receive and record in-kind donations
- vi. Answer phones and transfer calls
- vii. Make referrals to community partners
- viii. Serve clients with support and basic needs items

**g. Case Manager**

- i. Assist clients with employment, benefits and housing
  - ii. Collect and report accurate data for funders and HUD
  - iii. Represent SHARE Center at collaborative meetings
- h. Cooks**
  - i. Plan and prepare healthy and delicious meals
  - ii. Clean kitchen after each meal
  - iii. Take weekly inventory and make shopping list
- i. Peer Support/Recovery Coach**
  - i. Work one-on-one with clients who need mentorship and guidance for recovery from mental health and/or substance abuse issues
  - ii. Serve as a role model for recovery
  - iii. Transport clients to long-term rehabilitation
  - iv. Conduct support groups
  - v. Accurately record progress data from baseline evaluation and follow ups
- j. ID and Vital Records Coordinator**
  - i. Assist clients with obtaining all of the documentation required for obtaining a state ID and/or county vital records
  - ii. Create alternative documentation that is accepted by the Secretary of State
- k. Custodian**
  - i. Ensure building is clean including floors, walls, bathrooms, and common areas
  - ii. Take weekly inventory of cleaning supplies and make shopping list

**VIII. Performance Goals for Each Position**

- a. Executive Director**
  - i. Manage organization's finances without having to utilize cash reserves
  - ii. Raise funds for capital improvement projects
  - iii. Develop relationships with at least 5 more organizations outside of Battle Creek
  - iv. Establish 2 satellite locations in Calhoun Co.
  - v. Work with Development Director to increase donation revenue by at least 50%
  - vi. Have a client base that more accurately reflects the demographics of our communities (LGTBQ+, Latinx, Single Female-Headed Households, and Burmese)
- b. Operations Manager**
  - i. Reduce the number of staff write-ups by 50%
  - ii. Reduce costs in kitchen by at least 20%
  - iii. Update Employee Manual
  - iv. Reduce number of hours spent on data entry/filing by utilizing technology and volunteers
  - v. Recruit at least 5 new regular volunteers
- c. Development Manager**
  - i. Increase donations by 50%
  - ii. Increase social media following by 200%
  - iii. Increase donor database by 50%
  - iv. Develop and initiate an annual fundraising event(s)
  - v. Diversify grant revenue/lessen dependency on current funders
- d. Team Leaders**
  - i. Reduce the number of client barrings by 50% using trauma-informed, empathy-based techniques
  - ii. 100% fluency in Emergency Response plan
  - iii. Develop 5 new enrichment activities for clients
  - iv. Receive trainings on DEI, trauma, CPR, recipient rights, and mental health first aid

- e. **Front Desk Staff**
  - i. Receive all required trainings
  - ii. Improved relationships with clients through a more trauma informed approach
- f. **Case Managers**
  - i. 1%> error for data accuracy
  - ii. Make connections throughout the county to provide services outside of Battle Creek
  - iii. Demonstrate client progress through the Arizona Self Sufficiency Matrix
- g. **Cooks**
  - i. Keep per meal cost to \$2-3
  - ii. Reduce number of trips made to buy supplies by taking inventory and preparing a weekly menu
  - iii. Utilize more produce from the garden
  - iv. Use more kitchen volunteers
  - v. Create an ethnically friendly menu
- h. **Peer Support/Recovery Coach**
  - i. 1%> error for data accuracy
  - ii. No more than 5% of time to be downtime
  - iii. Maintain full schedule for assistance and case management
  - iv. Demonstrate client progress through data collection
- i. **ID and Vital Records Coordinator** - Minimum 90% success rate in obtaining vital records and IDs
- j. **Custodian** – Maintain building and grounds so the SHARE Center is a positive environment for those in recovery

**IX. Board Committees**

- a. **Finance Committee**
  - i. Review and approve monthly finances
  - ii. Provide oversight to the finances of the organization
- b. **Resource Committee**
  - i. Assist with fundraising efforts
  - ii. Help mobilize resources in the community that benefit our consumers
  - iii. Help develop new partnerships

**X. What resources will be needed**

- a. **Finances**
  - i. Additional \$50-60K needed capital improvements
  - ii. ~\$200,000/year to continue and expand meals
- b. **Human**
  - i. Increased number of regular volunteers
  - ii. Staff that is committed to our mission
  - iii. Hire more management level staff
- c. **Community**
  - i. Community awareness and support
  - ii. Increased support from elected officials and other community leaders