



2021–2025 Strategic Plan for Growth and Development

HOTEL INC
1005 Boatlanding Road
PO Box 1688
Bowling Green KY 42102-1688



Helping Others Through Extending Love In the Name of Christ

- ❖ We envision a community where each person is valued and has an equal opportunity to thrive
- ❖ Our Mission is to advocate, educate, empower and share in the work of our community to ensure all people have security through **safe, affordable housing, health care, and nutritious food**
- ❖ HOTEL INC has been a Warren County and Bowling Green Leader in Community Engagement and Development Since 1981
- ❖ HOTEL INC is a 501(c) (3) organization supported by individual donors, grants, and community partners



From Our Chairman

In the four years I have served on the Board of Directors for HOTEL INC, I have been both amazed and proud of the progress our organization has made. The Board, staff, and volunteers have all shown their devotion to solving the ongoing homelessness, chronic impoverishment, and lack of access to healthcare and nutritious food in our community. Working to achieve this has taken a tremendous amount of drive and determination of all who are involved, as well as the fortitude to stand behind our beliefs. As the organization has grown and evolved, so has our development - and the budgets thereto. This level of growth and evolvment can only be achieved by setting long range goals and holding ourselves accountable to them. With that comes the need for a Strategic Plan.

The Board and staff, along with input from program participants, neighbors, volunteers and donors, have worked tirelessly throughout 2020 to dissect each portion within the organization and set forth very detailed visions for what the next five to ten years look like for each. With each of those visions, the means and wherewithal to achieve each were intricately scrutinized. Resources of all kinds - time, manpower, finances - were identified and scheduled within the Strategic Plan to allow for proper planning and, inevitably, the successful implementation of each. In my years of managing entities on the for-profit side, I have never seen a Strategic Plan that is as in-depth and well thought out, while still being attainable, as the one HOTEL INC has sculpted.

The timing of this Plan could not have been more perfect, as the community has joined forces in the City Shapers BG cohort - this will allow for HOTEL INC's visions of the future to be well formed within the vision of the West End community as a whole. It comes as no surprise to anyone that the world we live in is much different than it was just eight short months ago, and the economic impact that it will have on our neighbors has yet to be fully realized. Navigating the goals set forth for the next five to ten years will be more critical than ever as we continue to fulfill our mission to advocate, educate, empower, and share in the work of our community to ensure all people have security through safe, affordable housing, health care, and nutritious food.

In the end, our vision to help shape a community where each person is valued and has an equal opportunity to thrive courses through every page of the Strategic Plan. I am beyond proud of all who find a piece of their lives within HOTEL INC - staff, volunteers, donors, and participants alike - and I am humbled to be a part of such a great organization. I hope that each of you will be just as excited to review the Plan when it is released to the public in December as we are to execute it!

To your continued health and support,



Kevin Gregory





2021-2025 Focus Areas



Homeless and
Housing
Services



Food
Security



Health and
Wellness



Education,
Empowerment,
and Advocacy



Staff and
Organizational
Development

Strategic Intent:

- To partner with individuals and families holistically, integrating affordable housing, health and wellness, and sustainable food security
- To create more enduring and more effective relationships focused in the West End neighborhoods and people experiencing homelessness

Why a Holistic Approach?

A typical participant in our programs is impoverished in multiple ways.

Without a holistic approach, that person tends to move from crisis to crisis.



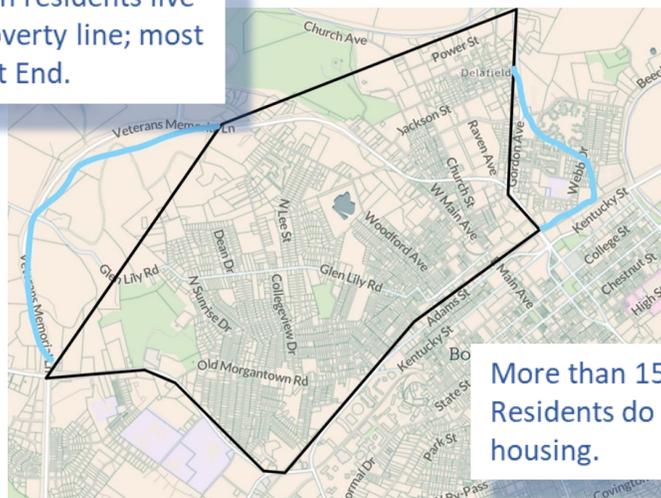
These issues intersect

- ◆ Access to health care
- ◆ Chronic physical or mental health issues
- ◆ Unemployment
- ◆ Limited life skills
- ◆ Food insecurity
- ◆ Weak social networks and relationships
- ◆ Severe economic poverty; no insurance, no safety net



Why West End Neighborhoods?

27.2 % of Bowling Green residents live below the economic poverty line; most of them live in the West End.





Homeless and Housing Services

Vision: Work with and on behalf of our neighbors to develop thriving communities of safe, sustainable, and affordable housing.

Strategic Concept:

- Create a centralized focus on relationship building with the West End community and people experiencing homelessness
- Develop truly holistic approaches that integrate housing, health and wellness, food security, and spiritual enrichment
- Foster collaboration with landlords, community leaders, government, and other agencies
- Continue to make education a keystone

Preferred Tenant Program –

A cohort sharing in healthy relationship building, overcoming a setback and breaking systemic barriers through education and development. The Preferred Tenant Program consists of a minimum of 35 hours of classroom education and individualized navigation.



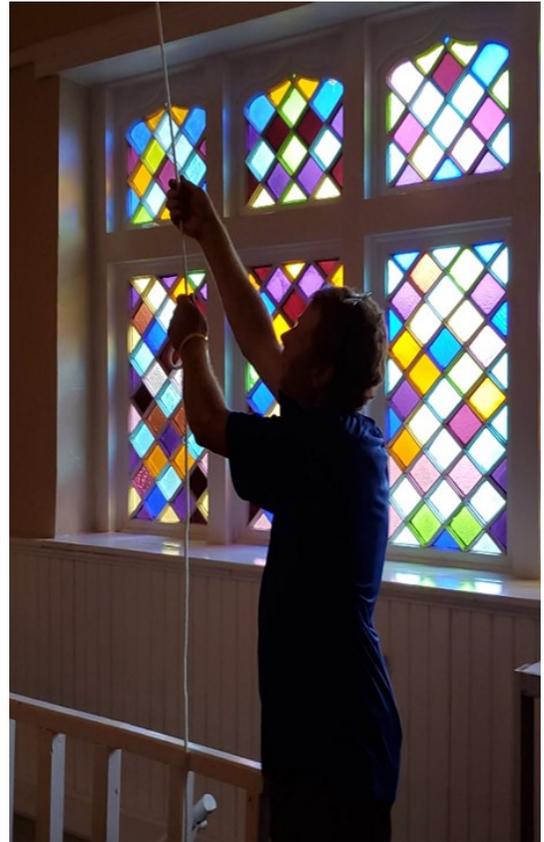
Ring the Bell!

Celebrate a new neighbor moving in!



Sign the Lease!

Landlord and tenant working together.



Strategic Goals

1. Execute the **Affordable Housing Plan** *Rebuilding Futures*, for years 2019-2023
2. Restructure Education & Development Center to enhance the **Preferred Tenant Program**
3. Collect and analyze data to implement measures of program efficiency and impact





Food Security

Vision: With each family/person, work to isolate the cause of food insecurity and work in partnership to become food secure in the short term and self-sustaining in the long term.

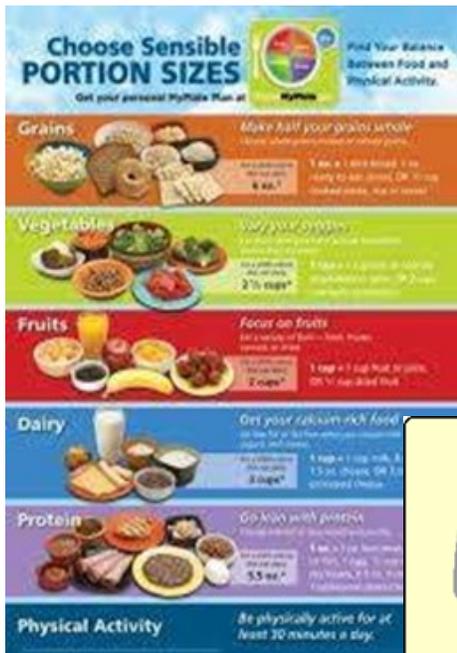
Strategic Concept:

- Invite neighbors to help create a *Kentucky Proud* fresh food co-op model focused on sustainable improvement in overall well-being
- Foster independence, reduce the need for supportive services and improve nutrition related life skills
- Emphasize fresh foods, MyPlate Guidelines, and more healthy choices
- Enhance education and training activities

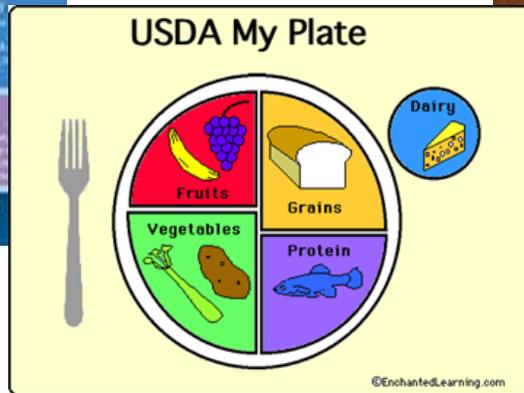
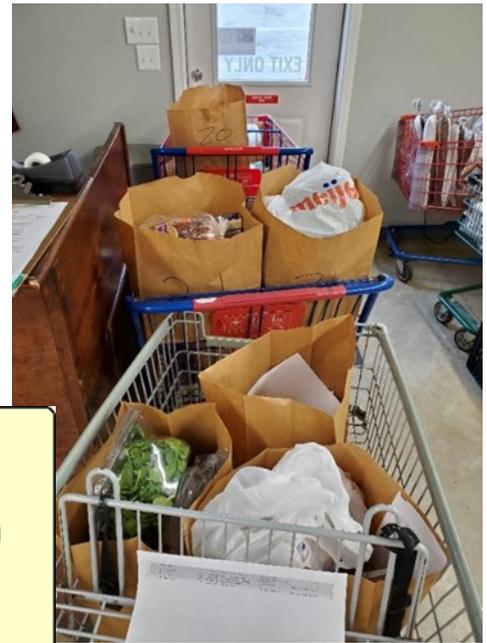


Emphasizing fresh foods and ethnic varieties.





It's not just about food; it is also about an educated consumer.



Strategic Goals

1. Partner with community members to integrate health, housing, and food security dimensions of self-sustainability
2. Emphasize fresh food and a healthy variety of choices
3. Create & expand partnerships with the medical community, WKU dietetics & UK extension office
4. Create a space for nutrition and cooking education (including a commercial kitchen)





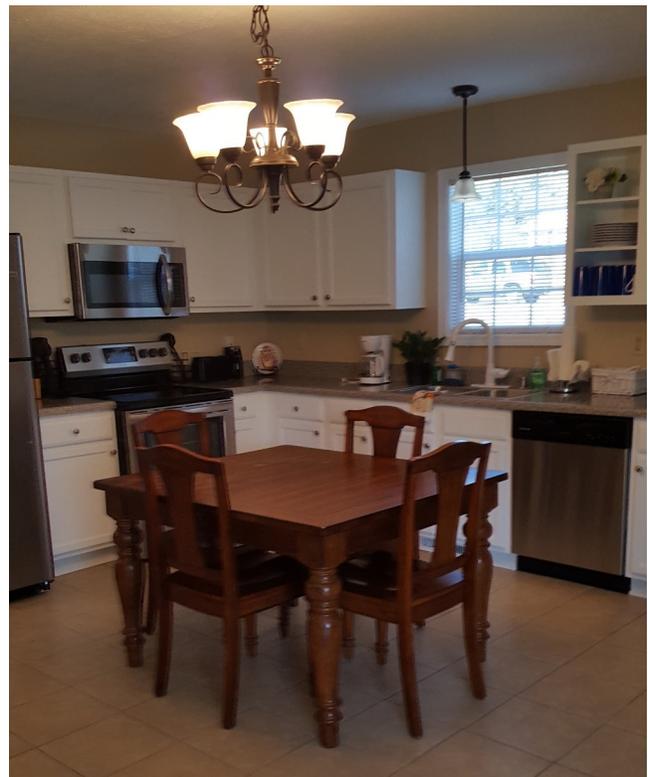
Health and Wellness

Vision: Foster an integrated network of community partners to end street homelessness, reduce barriers to health care, improve health and wellness, and enable partners to take ownership and control of their health and health care.

Strategic Concept:

- Address Substance Abuse, Harm Reduction, Mental and Physical Health
- Meet people where they are, build trust and comfort level so that they feel empowered to seek care
- Provide care during transition to permanent housing
- Link to Medical Respite

A recent major milestone was the opening of our Medical Respite House in 2017. A second unit was added in 2019 using a grant provided by the United Way of Southern Kentucky.





HOTEL INC has pioneered “Street Medicine” in our community, partnering with health care professionals to find, assist, and when appropriate make referrals for our neighbors experiencing homelessness.



Strategic Goals

1. Streamline medical appointing processes and inter-department collaboration
2. Expand advocacy role - Create the Wellness Connection
3. Increase staff and volunteer capacity
4. Initiate and formalize Medical Center, Tristar Greenview, Street Medicine, & medical professional collaboration
5. Expand medical respite capability





Educate, Empower, & Advocate

Vision: Our neighbor's voices and choices are given consideration equal to staff at all levels of government and result in positive change to their lives and the community.

Strategic Concept:

- Create a centralized focus grounded in relationship building with the West End community and people experiencing homelessness
- Partner with individuals and families holistically to integrate housing, health and wellness, food security, and spiritual enrichment.
- Employ listening sessions, surveys, and communication with community leaders and members to help us focus our services effectively and measure impact



City Shapers Bowling Green, a cohort of 50 change-makers working together to seek the

flourishing of our city in the West End neighborhoods. The cohort is working with The Lupton Center from South Atlanta for the next two years. The focus is preparing as a community to move from Intentions to Impact in 3 phases. Phase 1 Assessment. Phase 2 is Alignment and Phase 3 will be Activation.



Involving all of our neighbors in finding solutions is an important empowerment tool.

Strategic Goals

1. Commit to the West End, strengthening relationships and partnering for greater impact for individuals, families, and the community
2. Exchange knowledge with others in the community/state about issues & to share expertise
3. Develop participant led programming & education
4. Conduct roundtables, interviews, and periodic surveys to gather feedback & identify problems.
5. Create advocacy platforms within each strategic focus area: housing, health and wellness, food, empowerment & education





Staff & Organizational Development

Vision: Build a thriving organization with sustainable funding and development through partnerships, education, and advocacy inspiring people to engage their hearts, minds, prayers, time, and treasure as part of our effort.

Strategic Concept:

- Focus on West End neighborhoods
- Ensure adequate, sustainable funding
- Create partnerships throughout the community
- Ensure adequate, professional staff, trained volunteers, and engaged participants



Many of our “participants” become our volunteers, bringing first hand experience helping others.



Seeking Shalom is a 7-part series about how reimagining charity can transform lives and restore communities. In this interactive, small group experience people learn why the traditional approaches to alleviating poverty are not working, explore a more robust biblical framework for understanding poverty, and be introduced to the five keys to healthy and effective engagement. This program is open to the public.

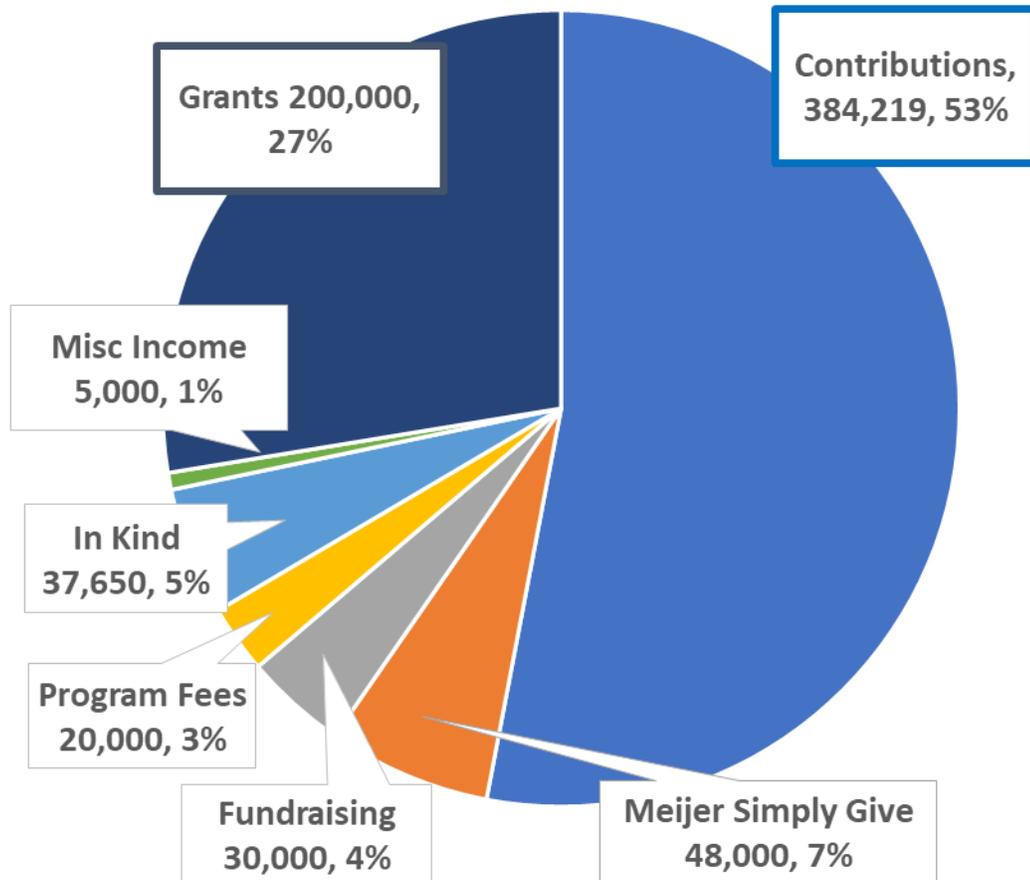
Strategic Goals

1. Execute 2020 - 2023 fund development plan
2. Cultivate a pipeline of development for volunteers and board members
3. Create succession plan for staff, BOD and committee chairpersons
4. Conduct annual development of staff, BOD and volunteers
5. Prepare an inclusive and planned capital improvement budget





Financial - Where It Comes From

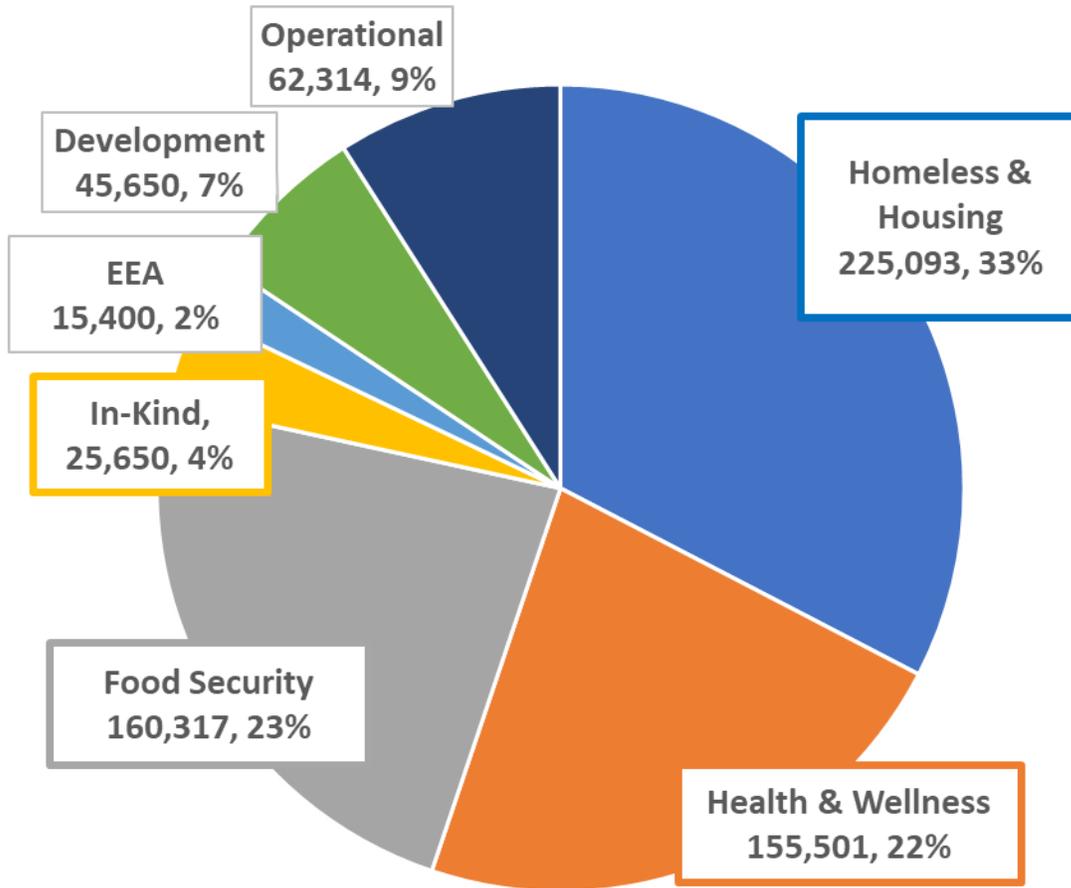


2020 Budget: \$669,446

2021 Budget: \$724,869

5 Year Total Estimate: \$3,678,710

Financial - Where It Goes



Our “Budget” also includes more than 10,000 volunteer hours (2019 data).





Strategic Partners

- ✓ Berta Family Foundation
- ✓ Bill Gatton Foundation
- ✓ Bowling Green Police Department
- ✓ Broadway United Methodist Church
- ✓ City of Bowling Green
- ✓ Eckstein Charitable Trust
- ✓ First Christian Church
- ✓ Homeless & Housing Coalition of KY
- ✓ The Lupton Center
- ✓ Meijer
- ✓ Need More Acres
- ✓ The Medical Center
- ✓ The Presbyterian Church
- ✓ United Way of Southern KY
- ✓ WellCare of KY

- ✓ Be sure to follow us on Facebook
- ✓ Choose HOTEL INC as your charity through Amazon Smiles
- ✓ Support the Meijer Simply Give campaign each quarter at Meijer
- ✓ Learn more at www.hotelincbg.com

Invest with HOTEL INC

An investment with HOTEL INC is an investment in your neighbor and your community. Be part of creating a flourishing neighborhood for all of Bowling Green!

Ways to invest:

- Annual corporate investment or grant, email director@hotelincbg.com for more information
- Monthly *Impact Partner*, online at www.hotelincbg.com
- Share your expertise and knowledge as a volunteer on a committee, program mentor, or stakeholder within the strategic plan – email Beth@hotelincbg.com
- Continue your education – enroll in *Seeking Shalom* or ReImagine Charity seminars offered each year
- Share your commitment to HOTEL INC with someone else



Community Engagement and Development Since 1981





From Our Director

We can all agree that 2020 has been a year to remember! Let me first say thank you to our staff and volunteers who have kept the virtual doors open, delivered food, and persevered through personal contacts with COVID-19.

We are facing 2021 with a very optimistic point of view. We know now that it will be months before some of our services can be reinstated, but we can see the end in sight. Most importantly this year has provided us with the opportunity to bring a truly transforming vision into being. After 40 years, we know from experience that traditional approaches to dealing with economic poverty often do little to help people make the kind of changes necessary to achieve more abundant lives. In fact, traditional approaches can create dependency.

We have turned a corner strategically to put our focus where we can have the most impact and engaging each of our participants holistically—not as a problem or a crisis to be solved; but as neighbors facing complex challenges that, by working together as partners, can be overcome.

And we have specifically addressed Education, Empowerment, and Advocacy as well as Developing our Staff and Organizational Capabilities so that we can more effectively work in the community to move from crises to solutions with our neighbors experiencing economic poverty.

Thanks to all of our partners and sponsors, especially Meijer and the United Way. I ask all of you to help us where you can with your generous giving. We work very hard to make every dollar count toward helping others and appreciate your gifts of time and treasure at any level. I look forward to seeing how our community begins to flourish for everyone over the next decade.

Rhondell Miller

Executive Director

director@hotelincbg.com



BOARD OF DIRECTORS

2020

President, Kevin Gregory

Vice President, Lori Gordon

Treasurer, Kellie Mysinger

Secretary, Jason Ross

Charlie Cole

Brandon Miles

Currie Milliken

2021

President, Kevin Gregory

Vice President, Charlie Cole

Treasurer, Kellie Mysinger

Secretary, Brandon Miles

Currie Milliken

Dr. Evelyn Thrasher

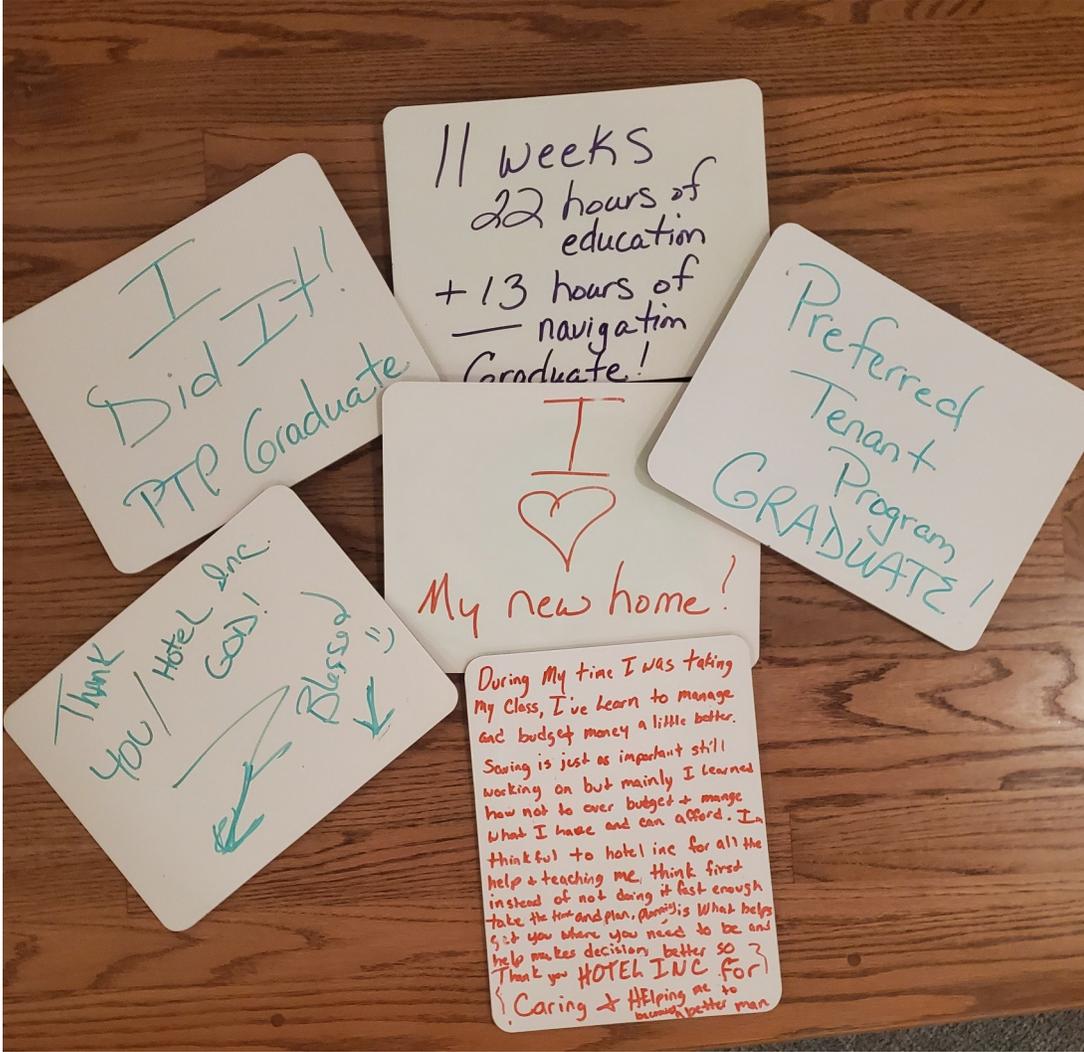
Jennifer Wilson

Executive Director, Rhondell Miller



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