



Dear Friend,

In December of 2019, the Board of Directors of BRC adopted a new 5-year strategic plan with great enthusiasm. That document—*BRC Beyond 50: Moving Forward, Increasing Impact, Achieving Our Potential*—is enclosed here. It is a product of a year’s worth of deliberation and reflection by the Board and Executive Management, derived from extensive environmental analyses and engagements with stakeholders, including the BRC workforce, the people we serve, as well as friends, supporters, and partners.

Just as the finished product was being printed and prepared for distribution, COVID-19 arrived. As a frontline organization providing shelter, treatment, healthcare, and housing daily and around the clock to over 2,500 vulnerable individuals, BRC’s focus turned immediately and wholly to ensuring the health, safety, and welfare of our clients, our staff, and our enterprise.

BRC has persevered, not only through the ongoing pandemic, but through the subsequent economic disruption and the resurgent national conversation on systemic racism. Like so many, we have experienced suffering and loss. Yet we have also been humbled by our devotion, strength and resiliency. We are still standing strong, and we intend to remain strong for the challenges, needs, and demands that will continue to come our way. Given where we are now as a nation and given BRC’s critical and valued role at the intersection of these issues, we recognized that we needed to revisit our strategic plan. In the past few months, we have done just that—taking into account the current and significant economic, social justice, and public health challenges and opportunities confronting our clients, our city, our nation, and our enterprise—asking ourselves where could we move with greater urgency and determination, and where should we slow down or even pause in consideration of these new realities.

Our effort re-affirmed that the pillars of the strategic plan are as valid in the current environment, if not more so, as they were before. Yet we also came to realize that in some cases we were not nearly as bold, nor as brave, as we could have and should have been, particularly with how we use our work and our voice to combat and overcome institutional racism. We know that the more we do strategically to achieve greater inclusiveness, diversity and equity within our enterprise, and the more we advocate for systemic change on these fronts in the systems within which we work, then the more likely and more impactfully will our strategic planning goals be achievable.

The result of these reflections is an addendum to our strategic plan—*BRC Beyond 50, Reflecting and Recommitting*—where we account for the new context in which BRC and its clients are living and the shifting landscape. We will still be moving forward, increasing our impact and achieving our potential. We will do so with a heightened focus and awareness to the historic importance of the moment in which we live. And we invite you to join us as we do.

With devotion, determination and gratitude,

A handwritten signature in black ink, appearing to read "Julie Salamon".

Julie Salamon
Board Chair

A handwritten signature in black ink, appearing to read "Muzzy Rosenblatt".

Muzzy Rosenblatt
CEO & President