



Strategic Plan **2024 - 2027**

Mission

Provide support and services for individuals impacted by domestic violence.

Vision

Provide services that break the cycle of domestic violence, giving individuals hope and healing.

EXECUTIVE SUMMARY

The Grace Center is an organization established to provide support and services for individuals impacted by domestic violence in Gillespie County. We have become an operating safe haven offering housing, healing and hope for survivors. In the five years from inception, board leaders:

- originated and launched a capital campaign for a facility
- oversaw construction on the six-million dollar facility
- fulfilled all funding needs
- opened a debt free shelter center for survivors seeking help from domestic violence.

The 2024-2027 Strategic Plan offers an exciting opportunity to address vigorous initiatives as we embark on a new phase of our journey to continue our mission. Written to reflect our vision and values, we seek to strengthen and deepen our impact as a vibrant non-profit which has experienced substantial growth in the past five years.

Based on the feedback received from the leadership team and board of directors, as well as utilizing instrumental surveys, SWOT analysis, and workshop discussions, the Strategic Planning committee identified goals and objectives for a new three-year roadmap to lead The Grace Center as it continues to build upon its unique position in the county.

- Provide Quality-Trauma Informed Services
- Strengthen Financial Stability
- Promote Community Involvement
- Invest in Organizational Stability

This strategic design provides the framework to create annual work plans for implementation. The success of these strategic goals will be measured at the end of each board year. The annual review will incorporate both external and internal conditions.

The Strategic Plan for 2024-2027 builds on the excellence established by our 2020-2023 plan. We are very grateful to those who believed in our vision and helped fund our building program. Though the journey from victim to survivor of domestic violence is unique to each person, the Grace Center is committed to serving those in need. As we move forward as an organization, we pledge to continually strive toward building relationships; fostering hope, healing and housing in the community.

INTRODUCTION

Developed by the Board appointed Strategic Plan Development Committee, the Strategic Plan is designed to be a three-year roadmap to support and guide efforts in operating a domestic violence shelter center in greater Gillespie County. The Board of Directors and Executive Director will annually review the goals set forth in this document to determine relevancy and progress toward attainment of stated strategies, revising the plan as needed.

This plan was created with involvement and guidance from a Strategic Planning Committee comprised of Board members and The Grace Center's Executive Director. The board of directors provided input during the annual board training and retreat at the beginning of 2023. The committee convened and discussed the information gathered to formulate the strategic plan for FY2024-FY2027.

Various methods of data retrieval will be utilized to obtain information from Board, staff and community stakeholders during the annual reviews. The gleaned response will provide opportunity for the Strategic Planning Committee to assess the challenges and revise the direction set forth in the current plan.

The Strategic Plan was presented to the full Board and was unanimously approved.

The Grace Center may choose to use the executive summary of the plan or the more extensive outline of the plan for distribution to its primary and supporting partners and other stakeholders.

BACKGROUND AND HISTORY

The mission of The Grace Center (TGC) is to provide support and services to individuals impacted by domestic violence. In 2016, the Gillespie County Ministerial Alliance (GCMA) determined a need for a non-gender-specific domestic violence shelter center in Gillespie County. Local community leaders observed a rise in domestic violence in the community along with a need for a local shelter to provide services and support for those impacted. Sadly, in one year alone, two Gillespie County women were murdered by their intimate partners. As a result, The Grace Center was established September 11, 2018. Chartered by the State of Texas, The Grace Center is a 501c3 exempt organization, governed by thirteen board members. A land purchase of 2.5 acres designated for the construction of a domestic violence shelter was finalized January 2020 and concurrently, The Capital Campaign was launched. By November 2021, 70% of the campaign goal had been obtained, therefore, with board approval, construction began on a nine-bedroom, thirty-six bed facility. The \$6.4 million capital campaign goal was achieved, January 2023 and construction on the shelter was completed July 2023.

Schatze Haus, an upscale thrift store located in Fredericksburg was opened December 2020 for the purpose of generating funds to augment the Operational budget for The Grace Center. Additionally, the resources from the store provides shelter residents with needed supplies.

The Grace Center officially began serving victims of domestic violence in a non-residential capacity, October 2021, offering crisis intervention, social service referral, safety planning, case management,

legal advocacy, shelter provision and referral, basic needs provision (food, clothing and medications), and community education including dating violence programming. The Grace Center’s emergency shelter opened in August 2023. All services provided are free and confidential.

STRATEGIC GOALS

The three-year period of this strategic plan will be a time of focusing The Grace Center’s approach to its work as well as assessing and strengthening organizational effectiveness in order to achieve long-term sustainability.

The Grace Center will pursue the following Strategic Goals:

Goal 1: Provide Quality Trauma-Informed Services

Goal 2: Strengthen Financial Stability

Goal 3: Promote Community Involvement

Goal 4: Invest in Organizational Stability

STRATEGIC PLAN

This strategic plan is intended to be a management tool for The Grace Center and has two purposes. First, it presents the most comprehensive compilation of the plan and its component parts. It is a record of the strategic planning process and the decisions reached by the Board of Directors and the Strategic Plan Development Committee. Second, it is a reference guide for future strategic planning efforts. Because strategic planning is an iterative process, the decisions and strategic direction articulated in this plan will serve as a guide when the Board conducts its annual review and updates its strategy in three years.

At the beginning of each section below, a box includes a definition of the component part.

Vision

Vision statements are intended to guide the organization to make decisions that align with its philosophy and goals. Clear, aspirational and concise, describing vision to internal and external stakeholders, the statements reflect the obtainable future achieved if all goals are completed.

Provide services that break the cycle of domestic violence, giving individuals hope and healing.

Mission

An organization's mission statement is an opportunity to convey in a concise and compelling way the purpose and overall intention the organization is aiming to make in the world. A clear description of why the organization exists, the mission statement is designed to draw stakeholders, who will desire to be part of facilitating these goals.

Provide support and services for individuals impacted by domestic violence.

Values

A set of guiding principles that shape the culture of the organization; behaviors and decision making of helping staff and leadership to achieve a common understanding of how the organization works with participants, the community and one another. Values are the fabric of the organization.

- **Treating others with generosity and kindness.**
- **Treating others with respect, high esteem and dignity.**
- **Demonstrate ownership and accountability while delivering extraordinary care.**
- **Treat all who cross our paths with compassion and an extraordinary caring heart.**

- **Commit to excellence by constant evaluation and improvement to the service we provide.**

Constituent
<p><i>The primary constituent of an organization is the person whose life the organization most wants to impact/change on a regular, ongoing basis. The primary constituent is not necessarily someone you can reach or someone you can sit down with and talk to directly. Identifying the primary constituent puts priorities in order and provides a reference point for critical decisions. The primary constituent of an organization may change over time. All individual identities are protected and remains confidential to protect safety and security.</i></p> <p><i>The supporting constituents of the organization are all the people who must be satisfied in order for the organization to succeed. There can be many supporting constituents. They are engaged with the organization to “support” the accomplishment of the mission.</i></p>

Primary Constituent(s)

The Grace Center exists to serve individuals who have been impacted by domestic violence, not limited by county of residence.

Supporting Constituent(s)

The Grace Center’s supporting constituents include a variety of stakeholders. Citizens of Gillespie County and the greater community, law enforcement, family court judges and attorneys, medical professionals, other social service agencies, faith-based organizations, school districts, volunteers, and donors. All Contribute to facilitate support and achieve the comprehensive goals of The Grace Center.

Strategic Goals and Objectives:
<p><i>The Strategic Plan sets out the broad results the organization hopes to achieve within a specific time (goals) and statements of shorter-term results and collections of activities (objectives) which, if accomplished, will constitute an achievement of the goals.</i></p>

The Grace Center understands the importance in evolving its business model. The next three years will be a time to focus on streamlining the organization's operations and establishing a sustainable business model to enable forward progress and success.

In order to pursue the strategic direction described above, The Grace Center will fulfill the following goals over a three-year period. The corresponding objectives are for a 12-month period of time supported by the fiscal year budget. Action items developed under each objective will be guided by the Executive Director, the non-profit team under her direction along with the support of the Board as a whole. Goals will remain as approved by the Board over the duration of the three-year period of the Strategic Plan.

STRATEGIC PLAN - OBJECTIVES

Strategic Goal 1: Provide Quality Trauma-Informed Services

Objective 1.1: Establish quality, effective and supportive client services

Objective 1.2: Incorporate survivor voices and feedback in programs and services

Objective 1.3: Develop enhanced access to digital resources

Strategic Goal 2: Strengthen Financial Stability

Objective 2.1: Develop new donor partnerships

Objective 2.2: Develop a revenue plan that utilizes diverse funding streams

Objective 2.3: Develop a planned giving and endowment program

Objective 2.4: Develop a financial plan with benchmarks to sustain core services

Objective 2.5: Document process for monitoring success of financial plan

Strategic Goal 3: Promote Community Involvement

Objective 3.1: Increase visibility in service area and surrounding communities

Objective 3.2: Create opportunities for partnerships in the community

Objective 3.3: Create opportunities for awareness and prevention

Strategic Goal 4: Invest in Organizational Stability

Objective 4.1: Build a strong personnel infrastructure and support for staff retention

Objective 4.2: Complete succession planning for staff and board

Objective 4.3: Continue to build a high-quality board.