

**Strategic Plan
2020-2023**

THE GRACE CENTER
Fredericksburg, Texas

THE GRACE CENTER

Strategic Plan

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INTRODUCTION

Developed by the Board appointed Strategic Plan Development Committee, the Strategic Plan is designed to be a three-year roadmap to define, encourage, support and guide efforts in establishing and operating a sustainable domestic violence shelter for 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 group convened twice, first to formulate core values as well as define areas of challenge, and later to refine the strategic goals identified in order to strengthen the purpose of the plan.

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.

As the written plan seeks to fulfill the mission of The Grace Center, it also identifies the vision and guiding values. Additionally, a new facility will be built, mission centered programs established, a strategic funding plan created, community awareness increased, and staffing needs addressed.

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.

THE GRACE CENTER 2020-2023 STRATEGIC PLAN

EXECUTIVE SUMMARY

The Grace Center's Vision:

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

The Grace Center's Mission:

Provide support and services for individuals impacted by domestic violence.

Background and History

In 2016, the Gillespie County Ministerial (GCMA) realized the need to provide a non-gender-specific domestic shelter in Gillespie County to serve the growing communities of Fredericksburg, Doss, Harper, and Stonewall. Allocating funds gifted to the GCMA by The First Christian Church, members initiated the process of creating a nonprofit organization. A Board of Directors was assembled and lead the initiative to establish The Grace Center, with the resulted charter by the State of Texas being issued on September 11, 2018 and the 501(c)3 tax exempt designation followed in 2019. A land purchase for the domestic violence shelter site was finalized January 2020. Architectural renderings are completed and a Capital Campaign is in progress.

Guiding Values

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.

Direction and Results

The strategic direction and goals included in this plan are The Grace Center's response to its identified priorities, including building a new facility, strengthening mission-centered programs, creating a strategic funding plan, increasing community awareness and establishing an operational staff with technological support.

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: Build a new facility for The Grace Center to fully implement its mission.

Goal 2: Strengthen mission-centered programs.

Goal 3: Create a strategic funding plan to ensure The Grace Center's long-term financial sustainability.

Goal 4: Increase community awareness of The Grace Center.

Goal 5: Establish an operational staff with technological support.

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
<i>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.</i>

The Grace Center's Vision:

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

Mission
<i>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.</i>

The Grace Center's Mission is:

Provide support and services for individuals impacted by domestic violence.

Customers

*The **primary customer** of an organization is the person whose life the organization most wants to impact/change on a regular, ongoing basis. The primary customer is not necessarily someone you can reach or someone you can sit down with and talk to directly. Identifying the primary customer puts priorities in order and provides a reference point for critical decisions. The primary customers of an organization may change over time.*

*The **supporting customers** of the organization are all the people who must be satisfied in order for the organization to succeed. There can be many supporting customers. They are engaged with the organization to “support” the accomplishment of the mission.*

Primary Customer(s)

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

Supporting Customer(s)

The Grace Center’s supporting customers include a variety of stakeholders. Citizens of Gillespie County and the greater community, law enforcement, family court judges and attorneys, Hill Country Memorial Hospital, The Good Samaritan Center, the Gillespie County Community Needs Council, local churches and schools all contribute to facilitating support and achieving the comprehensive goals of The Grace Center.

Strategic Goals and Objectives:

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.

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.

Goal 1: Build a facility for The Grace Center to fully implement its mission.

- Objective 1.1: Form a capital campaign committee and launch the campaign, apprising the Board of the progress.
- Objective 1.2: Initiate Board decision on construction commencement based on gifts and pledges received as a percentage of estimated costs.
- Objective 1.3: Begin contractor selection process by December 31, 2020.
- Objective 1.4: Achieve 70% fundraising level toward goal.*
- Objective 1.5: Contact banks regarding potential bridge loan to supplement funding for construction.*
- Objective 1.6: Secure contract with building contractor.*
- Objective 1.7: Develop a plan for ground breaking/ribbon cutting.*

Goal 2: Establish mission-centered programs.

- Objective 2.1: Design and implement a *community education, outreach, and prevention* program prior to construction of The Grace Center.
- Objective 2.2: Create a comprehensive program guide for the center’s opening to include descriptions *of each area of service, the corresponding goals and objectives as well as a targeted timeline for launch of each program.*

Objective 2.3: *Design an agencywide Volunteer Program and Training curriculum to address direct client service volunteers and general agency volunteers.*

Objective 2.4: *Research and develop Gillespie County partnerships for Social Service referral.*

Goal 3: Create a strategic funding plan to ensure The Grace Center's long-term financial stability and provide the revenue to maintain operations and successful fulfillment of mission goals.

Objective 3.1: Develop *and implement* an annual fundraising plan to support operations.

Objective 3.2: *Continue to diversify funding resources for long term sustainability.*

Objective 3.3: Secure space and develop an operating resale boutique.

Goal 4: Increase community awareness of The Grace Center.

Objective 4.1: Develop *and implement* a marketing plan.

Objective 4.2: Develop *and implement a communication plan.*

Goal 5: Strengthen Staffing of The Grace Center to provide excellence in service

Objective 5.1: Develop *an organization and staff structure and hiring timeline.*

Objective 5.2: *Develop a plan for Staff Development and Continuing Education.*

OPERATIONS PLAN

The Grace Center will develop an operations plan to ensure timely implementation of goals and objectives and imbue accountability throughout the process.

The operations plan should remain flexible, understanding that objectives may change based on external and internal environmental conditions. Goals should remain as approved by the Board over the duration of the three-year period of the Strategic Plan. Staff will finalize the operations plan with responsible parties and timelines.