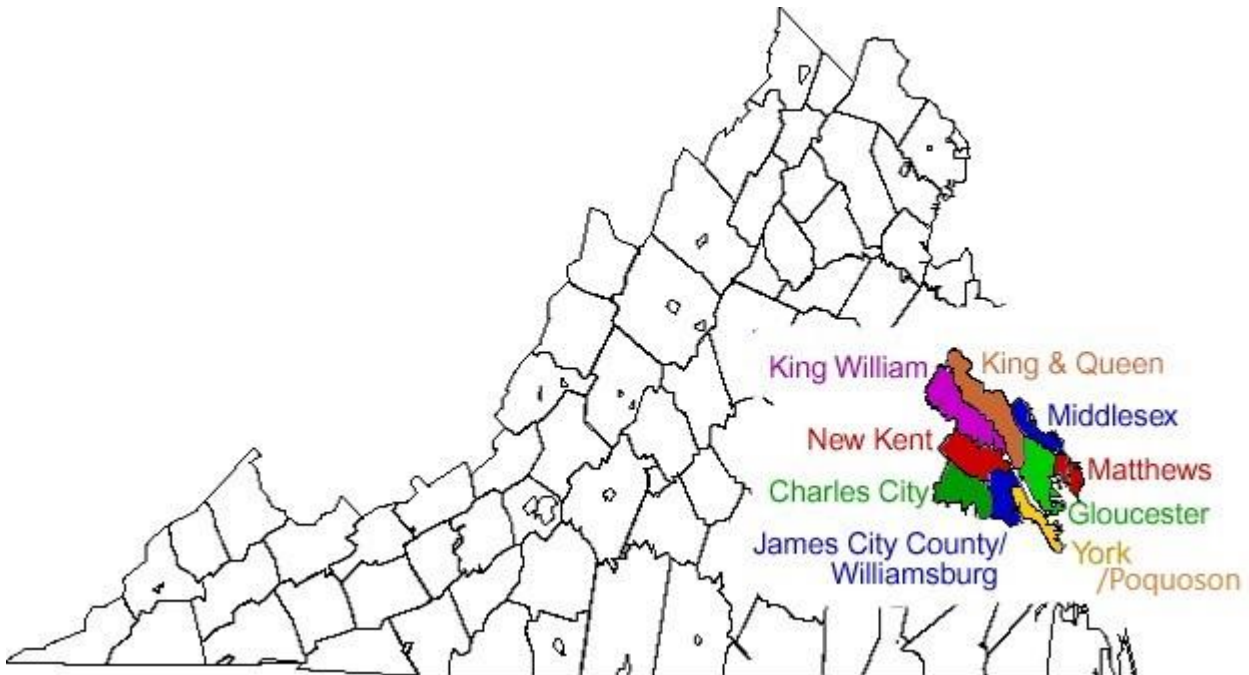




STRATEGIC PLAN

2022-2027

FINAL DRAFT



INTRODUCTION & PLANNING PROCESS

Avalon Center's 2022-2027 strategic plan is the result of efforts by the Board of Directors, Avalon staff members, and volunteers. It is an update of the 2016-2019 strategic plan, which was planned for 2020 but delayed by the COVID-19 pandemic. In January 2021, an ad hoc strategic planning committee of Board members and staff was created to complete the update. To allow a longer planning horizon, the strategic plan now covers a five-year period. It will be reviewed annually by the Board to determine if modifications are needed before the next formal update.

Research on demographics and community needs provided a foundation for charting Avalon's course over the coming five years. Three student volunteers worked over several months to analyze the service area's demographics and to describe indigenous populations within the service area. Avalon staff members surveyed community partner organizations, employees, Board members, and volunteers to develop a picture of current and future community needs. These findings informed the update of planning assumptions and goals and objectives.

The strategic plan remains steadfast to Avalon's mission and vision statements, strategic directions, and guiding principles. The goals and objectives will provide clear direction for Avalon staff, Board, supporters, and community partners for the coming five years.

MISSION STATEMENT

Avalon Center works to end domestic and sexual violence by breaking the cycle of abuse through prevention, education, shelter and support services in the Williamsburg and Middle Peninsula communities.

VISION STATEMENT

Avalon Center envisions an aware and engaged community that works together to promote healthy relationships and to end domestic and sexual violence.

GUIDING PRINCIPLES

We work to empower survivors.

We provide research-based, best practices in our work.

We have highly trained, trauma-informed staff that offers voluntary services.

We maximize available resources through careful stewardship of gifts and grants and through collaboration and partnerships with other organizations.

We are an example of excellence for other domestic and sexual violence programs in our state and nation.

We provide services to all impacted individuals regardless of race, color, age, gender, gender identity, sexual orientation, creed, religion, disability, ethnicity, limited English proficiency, or immigration status.

PLANNING ASSUMPTIONS

The following assumptions provided context and direction for our strategic planning process:

- Avalon will likely continue to be the only dual agency to provide comprehensive domestic and sexual violence services in our area of the state.
- Of the 11 jurisdictions in our service delivery area, population growth is most apparent in James City, New Kent, and York Counties. Underserved populations in our region notably include indigenous populations and senior citizens.
- Avalon will continue to maintain collaborative relationships with the adjacent communities.
- Population growth coupled with a greater awareness of domestic and sexual violence increases the demand for Avalon's programs and services.
- Individuals seeking our services will continue to expect individualized confidential support from highly trained staff and volunteers.
- In implementing any new or existing service, Avalon will continue to accommodate all people with disabilities and special needs including providing meaningful access to the d/Deaf and Hard of Hearing and Limited English Proficient individuals.
- A stronger community awareness and increased engagement is needed on the Middle Peninsula.
- Avalon will continue to pursue collaborations with allied partners, business, civic and religious groups, and public and private agencies.
- Local municipalities will continue to support Avalon at or above the current level.
- Funding trends from federal and state grant sources including VA Department of Criminal Justice Services (DCJS) and VA Department of Social Services (VDSS) are anticipated to remain close to current levels.
- The strategic plan is based on The Professional Standards for Domestic Violence and Sexual Assault agencies in Virginia developed by DCJS, research and information provided by the Virginia Sexual Assault and Domestic Violence Action Alliance, the most recently available population demographics and indigenous populations reports provided by student researchers from the College of William and Mary, and a community needs survey.

STRATEGIC DIRECTIONS

During the next five years, Avalon will focus its efforts on these key areas to support its mission, vision, and guiding principles.

- Avalon will provide a comprehensive level of services for a dual agency throughout the service delivery area as defined by the Professional Standards for Accreditation by the Virginia Department of Criminal Justice Services.
- Avalon will remain a fully-accredited dual agency for the Commonwealth of Virginia.
- Avalon will continue to maintain and strengthen existing programs, while investing more in prevention, education, and community engagement to reduce the incidence of domestic violence, sexual violence, stalking, trafficking, dating violence and bullying.

GOALS & OBJECTIVES

In order to pursue the strategic directions described above, Avalon will fulfill the following goals:

Goal 1: Avalon will provide trauma-informed comprehensive services for a dual agency throughout the service delivery area.

Supporting Objectives:

- a. Provide equal access to all services throughout the region.
- b. Evaluate and update policies and procedures as needed to ensure they are trauma-informed and reflect best practices.
- c. Provide staff training that serves to maintain and expand the knowledge and practice of trauma-informed care and best practices.
- d. Expand prevention programming to impact across social-ecological systems utilizing tools prepared by the Centers for Disease Control and Prevention's Division of Violence Prevention.
- e. Expand community-based transitional housing units and housing assistance for survivors with wraparound support services.
- f. Create and execute a plan for outreach to targeted underserved populations.

Goal 2: Avalon will assure a plan for facilities that will meet current and future goals.

Supporting Objectives:

- a. Create a new 10-year maintenance and replacement plan for current residential facilities.
- b. Monitor the adequacy of shelter and office space needs throughout the service area.
- c. Evaluate and prepare for the need of a future capital campaign.

Goal 3: Avalon will strengthen governance of the organization.

Supporting Objectives:

- a. Assure a passionate, diverse Board of Directors with the necessary knowledge, skills, and tools to support the strategic directions.
- b. Strengthen Board recruitment and orientation processes.
- c. Perform periodic Board self-assessments and implement actions to address identified needs.

Goal 4: Avalon will achieve sustainable funding to meet the commitments of the strategic plan.

Supporting Objectives:

- a. Grow reserve funds to sustain 6 months of operating expenses.
- b. Create and execute a plan to grow legacy giving and the endowment fund.
- c. Prepare and execute annual advancement and market/communications plans.
- d. Increase community awareness and opportunities for engagement in the mission.

IMPLEMENTATION

Successful implementation of this strategic plan will allow Avalon to reach the highest achievable level of services to our community and ensure accreditation from the Commonwealth of Virginia. Avalon's Board of Directors and staff members will collaborate in the implementation of the goals and objectives. Avalon management and staff will have primary responsibility for achieving Goals 1 and 2, and the Executive Director will report progress on the supporting objectives of those goals at each board meeting. The Board of Directors' Governance Committee will have primary responsibility for achieving Goal 3 and the Advancement Committee will have primary responsibility for achieving Goal 4. The Chairs of these committees or their designees will report progress on the supporting objectives for Goals 3 and 4 at each board meeting. An ad hoc Strategic Planning Committee will conduct an annual review of the strategic plan.

STRATEGIC PLAN COMMITTEE & VOLUNTEERS

Avalon Board of Directors: Rob Beall, Betsy Crockett, Sean Dunn, Leslye Givarz, Tory Gussman (committee chair), Susan Keilitz, Brian Muse

Avalon Staff: Teresa Christin, Juanita Graham, Leslie Jingluski, Libba Van Eepoel

Research Volunteers: Sarah Baldwin, Allie Burke, Claire Gardner