



# Strategic Plan

## 2016 – 2019

Adopted July 19, 2016

## **INTRODUCTION & PLANNING PROCESS**

Avalon Center's 2016-2019 strategic plan is the culmination of a multi-year effort on behalf of the Board of Directors and staff members. The process began in 2013 with a population study and analysis of survey feedback from staff, volunteers, community partners, and citizens. This work helped shaped Avalon's direction for the following two years. In 2015, the board held two retreats to further understand our future course and cohesive plan. Building upon this foundation, the 2016-2019 Strategic Plan Committee began meeting in the Spring of 2016. During the following months, the group assessed Avalon's mission, vision, and core values. With input from staff members, the group developed a statement of Avalon's strategic directions and priorities. This plan introduces new mission and vision statements, with supporting strategic directions, that give our staff, board, supporters, and community members a clear statement of Avalon's plans for the next three years.

## **MISSION STATEMENT**

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## **VISION STATEMENT**

Avalon Center envisions an aware 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 make the most of 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, age, gender, sexual orientation, creed, or religion.

## 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 domestic and sexual violence services in our area of the state.
- The populations in our service areas of James City County, City of Williamsburg, York County, and City of Poquoson, are growing in all age categories and will continue to grow. Residents over 65 represent the fastest growing segment, while James City County is the fastest growing county with increases projected to be upwards of 56% between 2010 and 2040.
- Avalon will continue to have collaborative relationships with the surrounding communities.
- The population growth coupled with a greater awareness of domestic and sexual violence will increase 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.
- Our current space will not allow us to meet future goals.
- Avalon will continue to pursue collaborations with local business, other non-profits, and community organizations.
- Local municipalities and The United Way of Greater Williamsburg will continue to support Avalon at or above the current level.
- Funding trends from federal and state grants, including Department of Criminal Justice Services (DCJS) and Victims of Crime Act (VOCA), will remain at or above the current level. Avalon will continue to explore additional federal and state funding opportunities.
- Avalon will continue to provide each of the existing programs while thoughtfully and prudently adding services in response to community need.
- The strategic plan is based on the exemplary research, documentation, and recommendations from the Virginia Sexual and Domestic Violence Action Alliance.

## STRATEGIC DIRECTIONS

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

- Avalon will provide a comprehensive level of services for a dual agency as defined by the Virginia Sexual and Domestic Violence Action Alliance.
- Avalon will remain a fully-accredited dual agency at the highest standard for the Commonwealth of Virginia.

## GOALS & OBJECTIVES

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

**Goal 1:** Avalon will meet the standards for providing comprehensive services for a dual agency.

*Supporting Objectives:*

- a. Provide access to walk-in crisis services in our primary service area.
- b. Expand trauma and advocacy services to include youth, underserved, and culturally-specific populations to reach survivors of all ages.
- c. Enhance our primary prevention programming, including surveillance, activities across the social-ecological model, and evaluation.
- d. Provide additional services that will increase the success of high-barrier clients reaching economic self-sufficiency and obtaining safe and secure permanent housing.

**Goal 2:** Avalon will assure a well-defined plan for facilities, which will meet current and future goals.

*Supporting Objectives:*

- a. Continue to evaluate and monitor the needs of the residential facilities.
- b. Secure a new location for the Outreach Office by the end of the current lease.
- c. Evaluate and prepare for the need of a possible 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 meet the strategic directions.
- b. Redefine the committee structure to support the strategic directions.
- c. Establish an advisory council composed of community leaders and past board members.

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

*Supporting Objectives:*

- a. Achieve sustainable funding for the organization.
- b. Increase community awareness of and interest in Avalon.

## **IMPLEMENTATION**

The success of the Strategic Directions and Goals outlined in this strategic plan will allow Avalon to reach the highest achievable level, both in the services that we provide to our community and in accreditation from the state. Avalon's Board of Directors and staff members will be involved in the implementation of these goals and objectives. Progress will be presented by the Executive Director through updates at each board meeting.

## **STRATEGIC PLAN COMMITTEE**

Erin Hogge, Chair

Avalon Board of Directors: Heidi Bindra, Erin Hogge, Emily Rossiter, Glenda Turner, Victoria West

Avalon Staff: Priscilla Caldwell, Teresa Christin, Juanita Graham