

## **STRATEGIC PLAN**

Skylark\*

**Plan Period:** October 1, 2015 – December 31, 2018

### **Organizational Vision:**

Eliminate the need for abortion in Southeast Georgia.

### **Mission:**

Skylark is a Christ-centered ministry dedicated to advancing the Sanctity of Human Life and sexual purity.

### **Statement of Values:**

Skylark abides by the following values:

#### **Christ Centered**

We believe that Christ lovingly desires for every person to experience the grace-filled joy of a purposeful and eternal life with Him. As a result, we are passionately compelled to give everyone the opportunity to engage His great love for them.

#### **Sacred Life**

We believe that every human life is divinely purposed. Valuing the unalienable dignity of all human life, with care, we compassionately share the truth with all who will listen.

#### **Sexual Integrity and Purity**

We believe sexuality is intended and most wholesome inside a committed marriage. Therefore we strive to encourage a culture of purity where sex is respected as a unique and intimate core of married family.

#### **Restoration**

We believe the most destructive past is not able to escape enduring hope for the future. We assist others through authentic relationships, integrity, and giving oneself to meet the needs of others and equipping them to succeed.

#### **Respect**

We believe advancing the sanctity of human life and sexual purity should be accomplished with complete respect for the autonomy of those we serve.

Our desired culture does not take precedence over the values, beliefs and dignity of the lives we serve.

**Goal A: Double the number of abortion-minded clients successfully identified and served through outreach efforts.**

*(# = Qty AM last 5 years / 5 x 2) Measure % increase each quarter for next two years. To complete goal by **Dec. 2017***

**Strategy A1:** Establish and execute an Annual Marketing plan developed in partnership with JDA and funding for effective outreach to the abortion-minded clients.

*Responsible: Executive Director, Board of Directors, Advancement Team*

*Start Date: October 2015*

*Completion Date: December 2017*

*Resource: Annual budget, JDA materials, itemized list of resources*

**Strategy A2:** Evaluate the potential value and financial/staffing feasibility of a mobile ultrasound unit to reach underserved areas and nearby areas that we currently are unable to serve. Determine the types of services that we would offer on a mobile unit and define the areas that would have the greatest potential to reach highest number of abortion-minded clients.

*Responsible: Executive Director, Board of Directors, Advancement Team and counsel of Ann Marie Kirk.*

*Start Date: August 2015*

*Completion Date: January 2016*

*Resource: Annual budget, itemized list of resources, community statistics*

**Goal B: Ensure a full team of volunteers and staff at the three locations to adequately serve our increased client load.**

*(Full team = 1 staff, 1 Receptionist, 2 counselors and 1 nurse for every shift open)*

**Strategy B1:** Develop and execute Recruitment Campaign for attracting new male and female volunteers.

Deliverable: New volunteer recruitment materials, recruitment presentation plan, and increased number of volunteers signed up for training. Increased number of male volunteers.

*Responsible: Executive Director, Pregnancy Resource Director, Center Directors and Administrator*

*Start Date: October 2015*

*Completion Date: Oct 2016*

*Resource: Volunteers, New Volunteer Recruitment Tools*

**Strategy B2:** Implement ongoing training program to increase retention of staff and volunteers.

Deliverable: Training program planned and implemented resulting in fully staffed centers.

*(Annually measure tenure of volunteers and see improvement higher than the national 66% retention rate)*

*Responsible: Executive Director, Pregnancy Resource Director, Center Directors*

*Start Date: October 2015*

*Completion Date: December 2018*

*Resource: Volunteers, Past and potential volunteers, Serving with Care and Integrity Training Materials, Conference workshop and keynote recordings, training DVDs and brochures.*

**Goal C: Achieve financial stability for all programs in order to establish a reserve account and maximize outreach.**

**Strategy C1:** Establish twelve new partner churches to provide annual support by December 2018.

Deliverable: Scheduled presentations at new churches, receipt of contributions from twelve new churches contributing annual pledged support.

*Responsible: Advancement Team, Pregnancy Resource Director and Center Directors*

*Start Date: October 2015*

*Completion Date: December 2018*

*Resource: established church database, external church list, appeal materials*

**Strategy C2:** Continue increasing grant funding by submitting annually at least one new proposal to potential donors.

Deliverable: Completion and submission of at least one new grant proposal per annum.

*Responsible: Executive Director with help from Advancement Team and assigned grant writer and Board of Directors.*

*Start Date: October 2015*

*Completion Date: December 2018*

*Resource: Grants guide*

**Strategy C3:** Establish a plan for donor development that improves donor relations and acquisition.

Deliverable: Reviewed donor database with completed “reconnections” to all major and potential major donors. Established list of potential new major donor targets and plan for cold contact presentations or marketing material.

*Responsible: Executive Director, Advancement Team*

*Start Date: October 2015*

*Completion Date: December 2018*

*Resource: Database of donors, published list of local philanthropist and potential new donors.*

**Strategy C4:** Explore feasibility of an inshore rodeo fishing tournament to raise new funds.

Deliverable: Report of research findings regarding a fishing tournament as a potential avenue of income.

*Responsible: Executive Director, Board of Directors, Advancement Team*

*Start Date: December 2015*

*Completion Date: June 2016*

*Resource: Other National Fund-raising Fishing Tournaments, Spud & Chris Woodward, Wendell Harper*

**Goal D: Implement a Board Governance Plan in order increase Board attendance, giving and knowledge of the organization.**

**Strategy D1:** Implement activities that increase Board member attendance to 80%+ at all Board Meetings.

Deliverable: Board minutes recording 80%+ attendance by Board members at meetings for average months throughout the strategic plan.

*Responsible: Members of the Board of Directors*

*Start Date: October 2015*

*Completion Date: December 2018*

*Resource: Board members*

**Strategy D2:** Implement a Board giving program that increases board participation and total giving to the organization. Specify Board requirements for giving and participation (Annual pledging, attendance at fundraisers, participation as Table Host, Sponsor Solicitors and help with special appeals).

Deliverable: Increased stewardship provided by Board members to support the annual budget.

*Responsible: Members of the Board of Directors*

*Start Date: January 2016*

*Completion Date: April 2016*

*Resource: Board members financial support*

**Strategy D3:** Establish a Board Member Orientation to be completed by each Board Member.

Deliverable: Creation of Board Member Orientation Material available for Board Member completion.

*Responsible: Board of Directors and Executive Director*

*Start Date: October 2015*

*Completion Date: October 2016*

*Resource: Effective Board Leadership Manual, Care Net Board Governance Training, Georgia Center for Non Profits Training and Materials*

**Goal E: Establish a plan to increase the number of trained SRAS-certified abstinence presenters in Glynn County and provide abstinence presenters for Wayne and Camden county schools.**

**Strategy E1:** Secure funding for additional purity presenters and increased programming for each county in our service area.

Deliverable: Funds raised needed for purity presenters and programming. (What is the goal for \$ raised? Do we need to specify a \$ goal?)

*Responsible: Board of Directors, Executive Director, BRAVEheart Director, and Advancement Team.*

*Start Date: October 2015*

*Completion Date: September 2016*

*Resource: Individual donors, grants*

**Strategy E2:** Recruit and train four new individuals to do in-school presentations.

Deliverable: Ongoing “Purity Presence” by certified presenters with a strong commitment to promote wise choices in all middle and high schools in our service area. Increased “dosage” of the Sexual Risk Avoidance message.

*Responsible: Executive Director, BRAVEheart Director and Coordinator*

*Start Date: October 2015*

*Completion Date: September 2016*

*Resource: Current pool of volunteers, local youth leaders, SRAS training materials*

**Strategy E3:** Develop community contacts in counties that are not served in order to extend the abstinence program into those areas.

Deliverable: List of contacts of parties interested in hosting/establishing BRAVEheart programs in other counties.

*Responsible: Executive Director, BRAVEheart Director and Coordinator*

*Start Date: December 2015*

*Completion Date: May 2017*

*Resource: Database, referrals, outreach directory, board of education.*

**\*\*\* (This strategy does not relate to the goal – should it be removed/moved to a new goal?) Strategy E4: Develop a support group and mentors for clients who have made purity commitments.**

Deliverable: Mentors available to encourage clients and teens who have committed to a “Chastity Challenge.” Development of a monthly social event for participants to encourage them to “Stay Strong and Stay Pure” conducted by a SRAS certified facilitator.

*Responsible: Board of Directors, Executive Director, BRAVEheart Director, Coordinator and trained Presenters.*

*Start Date:*

*Completion Date:*

*Resource: Facilitators, Location, Materials, Reward System?, Refreshments?*

**Goal F: Increase office space of current operations in order to more effectively serve increased client load and growing BRAVEheart Teen Initiative.**

**Strategy F1:** Recruit a building committee to explore options for expansion.

Deliverable: List of building/expansion options and related costs presented to the staff and Board of Directors

*Responsible: Executive Director, Board of Directors*

*Start Date: October 2015*

*Completion Date: January 2017*

*Resource: Donors, stakeholders, staff*

\*Crisis Pregnancy Center of Coastal Georgia, dba Skylark