



**Grail Family Services
Strategic Plan
2010 – 2013**

Approved January 21, 2010

Introduction

Grail Family Services (GFS) began in 1995 as an organization tasked with building affordable housing units and two community centers in the Mayfair neighborhood of San Jose, California. By 1999, all of the construction was complete and the housing units sold. Subsequently, GFS shifted their focus to provide education and support programs to serve families with young children.

The GFS mission is “to foster learning and the empowerment of underserved families with young children through programs that educate, develop leadership and build a sense of community.” The organization has become a successful and recognized leader in the areas of parental education, family empowerment and literacy programs.

This four-year strategic plan identifies objectives and strategies to guide the direction of GFS beginning in 2010 and ending in 2013. The process used to develop the plan included researching the surrounding community (Santa Clara County with emphasis on East San Jose), determining specific unmet needs, along with incorporating input from the community members, GFS clients, Board and staff. GFS retained the services of Taproot Foundation and Clarity In Action LLC for support with process design, facilitation, research and writing.

The strategic plan outlines four primary objectives, each with associated strategies.

Objective 1: Deliver quality programs that respond to community needs

Objective 2: Attain long-term sustainability

Objective 3: Strengthen GFS organization and infrastructure

Objective 4: Become more recognized as a leader in educating the whole family through family support, literacy and community building

Objectives and Strategies

Objective 1: Deliver quality programs that respond to community needs

- Strategy: Make programs more accessible to a broader audience of families by offering services at offsite locations
 - Establish relationships to utilize existing community locations in surrounding zip codes
- Strategy: Develop / modify programs and materials to reflect the diversity of the community
- Strategy: Develop programs that focus on the **overall** needs of the community and impact the healthy development of children
 - Children’s Initiative, addressing low literacy rate
 - Parenting skills and education, addressing the role of parents in supporting their children’s education
- Strategy: Provide education, training and support opportunities for parents so that they can advocate for their children (Educate -> Empower -> Advocate)
 - Provide parents with education, training and leadership (volunteer) opportunities
 - Provide information about the potential benefits and results of adult education and leadership
 - Provide opportunities for parents to be active agents of change for their families and their community

- Provide on-going support for parents: encouragement, mentoring, success stories, accountability, peer support, agency support
- Strategy: Expand the evaluation of program impact and increase community visibility to results

Objective 2: Attain long-term sustainability

- Strategy: Establish annual fundraising event with potential for increasing returns
 - To increase unrestricted funding
 - To attract corporate and individual donors
- Strategy: Conduct feasibility study regarding establishment of pre-school
- Strategy: Secure funding that supports current infrastructure
 - More consistent funding through multiple sources and multi-year grants
 - Increased unrestricted funding
- Strategy: Pursue funding opportunities that will support expansion of programs and staffing
- Strategy: Establish consistent, regular process to review and maintain alignment between growth of programs and growth of funding

Objective 3: Strengthen GFS organization and infrastructure

- Strategy: Align and expand staffing and/or services and/or resources to provide adequate organizational support, specifically for the areas of:
 - Financial management
 - Fund development
 - Program management
 - Facilities management
 - Volunteer management
- Strategy: Conduct needs assessment and develop multi-year facilities management plan
 - Conduct analysis to determine building capacity, estimate unused capacity and potential additional uses for the capacity
- Strategy: Provide staff and client education to increase awareness and sensitivity to the diversity of the community
- Strategy: Expand and stabilize parent leadership (volunteer) program
 - Determine parent leadership (volunteer) opportunities to support the fulfillment of clients' annual requirements
 - Maintain balance of volunteers from GFS client pool (parent leaders) and external volunteers
 - Develop database for parent leaders, volunteers and their skills
- Strategy: Expand Board of Directors recruitment and training activities
 - Goal: BOD size of 7-13 active members (as per bylaws)
- Strategy: Formally establish Advisory Board with members providing targeted, specific skill-sets

Objective 4: Become more recognized as a leader in educating the whole family through family support, literacy and community building

- Strategy: Become a recognized expert and professional leader who actively participates in industry forums and organizations
 - Share program effectiveness and key learning via presentations and conferences
 - Impact policies at the local, state and federal levels
 - Actively participate in related local collaborations and organizations
- Strategy: Educate existing and potential donors to the challenges and to GFS services / impact / expertise

- Strategy: Strategically target and engage community partners to leverage resources and skills and to enhance positive community impact
 - Strengthen connection with local school districts
- Strategy: Maintain and expand GFS client base becoming “the place to go” for programs and services
 - Target a broader audience and demographics
 - Increased promotion of programs within the community
- Strategy: Increase recognition of GFS within the community
 - Increase promotion of programs and individual success stories through multiple types of materials, media and forums
 - Expand visibility for volunteer opportunities and results