STRATEGIC PLAN FOR NORTH TEXAS 2019-2023

- Employee Engagement
- Impact Measurement
- Capital Campaigns
- Program Campaigns
- Collaborations
- Pathway of Hope
“I had two gospels of deliverance to preach--one for each world, or rather, one gospel which applied alike to both. I saw that when the Bible said, ‘He that believeth shall be saved,’ it meant not only saved from the miseries of the future world, but from the miseries of this [world] also. ...it came from the promise of salvation here and now; from hell and sin and vice and crime and idleness and extravagance, and consequently very largely from poverty and disease, and the majority of kindred woes.”

*William Booth, Salvation for Both Worlds, 1889*
We will provide services to break cycles of crisis and vulnerability to 6,348 persons and increase participant wages and benefits by $28,298,471.
We will address the root causes of poverty in addition to continuing our history of compassionate serving. By helping households overcome challenges like unemployment, unstable housing, and lack of education, we will facilitate increases in stability and, ultimately, sufficiency.

Social service centers and corps community centers will collaborate to provide outcomes oriented programs with individualized services, including spiritual care, to people combating poverty.

“...but those that hope in the LORD will renew their strength. They will soar on wings like eagles; they will run and not grow weary; they will walk and not be faint.”
— Isaiah 40:31
75% of employees will report The Salvation Army as a great place to work.
GOAL #2
EMPLOYEE ENGAGEMENT

We will become an engaging place to work. We will establish the workplace culture our employees need to successfully pursue our vision.

Area command, social service centers, and corps community centers will:
  • Benchmark against the most successful peer operations.
  • Increase investments in perks and programs such as team building, education and training, and flexible scheduling.
  • Increase investments in wages.

“How good and pleasant it is when God’s people live together in unity.”
— Psalm 133:1
We will **restructure** Area Command’s **leadership team** to focus on North Texas wide activities while supporting each county’s local, community-based program, management, and fundraising activities.
GOAL #3
COLLABORATIONS

We will maximize internal and external collaborations in order to increase program partnerships, public and private funding partnerships, and community engagement. We will address the complex causes of poverty by providing valuable service contributions and thought leadership as we participate in networks throughout North Texas.

A cluster for each county (Collin, Dallas, Denton, Tarrant, and Ellis) will be established.

Leadership teams for social service programs, management, and fundraising (with county leadership and Advisory Boards) will be established for each cluster. Officers will serve as key leadership team members.

“Two are better than one because they have a good return for their labor.”
-Ecclesiastes 4:9
We will increase annual raised/earned operational funds from $42.145 million to $48.513 million.
GOAL #4
PROGRAM CAMPAIGNS

We will progressively raise the funds vital for expansion by employing fundraising best practices with discipline. We will develop the resources we need to deliver evidence based programs in key locations throughout North Texas.

Area command will work with Collin, Dallas, Denton, Tarrant, and Ellis county teams to update annual campaign activities, major gift campaign activities, and other fundraising activities.

“Whatever you have learned or received or heard from me, or seen in me - put it into practice. And the God of peace will be with you.”
-Philippians 4:9
We will raise enough capital to renovate and build new facilities for 17 different operations throughout 5 counties.
GOAL #5
CAPITAL CAMPAIGNS

We will raise the capital funds vital for expansion by employing fundraising best practices with discipline. We will develop the resources we need to build, renovate, and/or endow state of the art social service centers, corps community centers, and other facilities in key locations throughout North Texas.

Dallas County - 7 sites
Tarrant County - 5 sites
Denton County - 2 sites
Collin County - 2 sites
Ellis County - 1 site

“Whoever is kind to the poor lends to the LORD, and he will reward them for what they have done.”
-Proverbs 19:17
We will evaluate provision of services to 80,000 persons
GOAL #6
IMPACT MEASUREMENT

We will record and report impacts by employing evaluation best practices with discipline. We will reallocate funds to scale down low performing programs and alternatively increase our investments in positive impacts. Faithful to our mission, we will facilitate God-empowered transformations of individuals and society.

Area command will work with Collin, Dallas, Denton, Tarrant, and Ellis county teams to update research and evaluation programs and information management programs.

“Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up.”
-Galatians 6:9
“Faith and works should travel side by side, step answering to step, like the legs of men walking. First faith, and then works; and then faith again, and then works again—until they can scarcely distinguish which is one and which is the other.”

William Booth
The Salvation Army Strategic Plan for North Texas 2019
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