



DOING THE
MOST GOOD®

STRATEGIC PLAN FOR NORTH TEXAS

2019-2023



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“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

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**PATHWAY
OF HOPE**



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



GOAL #1

PATHWAY OF HOPE



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**



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**EMPLOYEE
ENGAGEMENT**
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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**



COLLABORATIONS



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



**PROGRAM
CAMPAIGNS**



We will increase annual
raised/earned operational funds from

\$42.145 to **\$48.513**
million 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



**CAPITAL
CAMPAIGNS**



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



**IMPACT
MEASUREMENT**

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

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“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.”

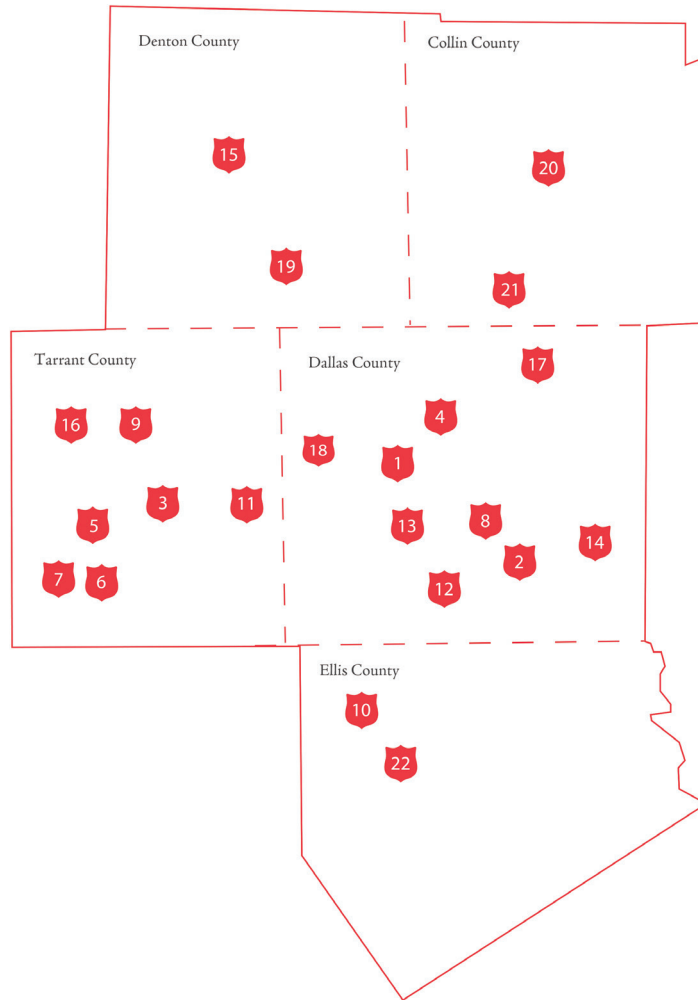
William Booth

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| 1 Administrative Offices
8787 N. Stemmons Freeway #800
Dallas 75247 | Community Centers |
| 2 Carr P. Collins Social Service Center
5302 Harry Hines Boulevard
Dallas 75235 | 11 712 W. Abram
Arlington 76013 |
| 3 J.E. & L.E. Mabey Social Service Center
1895 E. Lancaster Avenue
Fort Worth 76103 | 12 1007 Hutchins Road
Dallas 75203 |
| 4 Christmas & Disaster Center
9216 Harry Hines Boulevard
Dallas 75235 | 13 1617 W. Jefferson Boulevard
Dallas 75208 |
| 5 Christmas & Disaster Center
229 E. Felix Street
Fort Worth 76115 | 14 8341 Elam Road
Dallas 75217 |
| 6 Catherine Booth Friendship House Residence
1801 E. Seminary Drive
Fort Worth 76119 | 15 1508 E. McKinney Street
Deaton 76209 |
| 7 Evangeline Booth Friendship House Residence
1909 E. Seminary Drive
Fort Worth 76119 | 16 3023 NW 24th Street
Fort Worth 76106 |
| 8 Adult Rehabilitation Center
5554 Harry Hines Boulevard
Dallas 75235 | 17 451 W. Avenue D
Garland 75040 |
| 9 Adult Rehabilitation Center
2901 NE 28th Street
Fort Worth 76111 | 18 250 E. Graunwyler Road
Irving 75061 |
| 10 Camp Hoblitzelle
8009 Singlene Road
Midlothian 76065 | 19 207 Elm Street
Lewisville 75057 |
| | 20 608 Wilson Cook Parkway
McKinney 75069 |
| | 21 3528 E. 14th Street
Plano 75074 |
| | 22 620 Farley Street
Waxahatche 75165 |



The Salvation Army Strategic Plan for North Texas 2019
salvationarmydfw.org