



# Strategic Plan 2023

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Restoring **HOPE**  
Renewing **LIVES**

# Executive Summary

**The strategic plan for GraceWay Village consists of the following high-level objectives and action steps:**

## **Objectives:**

- Reach low-income and poverty-level residents in order to assist life circumstances through the provision of food for all in need and clothing for children.
- Provide information and assistance that will be the "step up" needed to move out of these difficult living dynamics.
- Educate with basic life skill workshops.
- Connect clients to other community resources.

## **Action Steps:**

- Continual fundraising efforts to provide capital to maintain the food kitchen and clothing boutique. This fundraising plan includes grants, foundations, corporations, businesses, and individual donors.
- Utilize personnel and volunteers in neighborhoods served, increasing the community's knowledge of GraceWay Village's available assistance.
- Provide impelling information on social media regarding available services for clients in need, donation opportunities, events, volunteer needs, and material supply drives.

## Vision Statement

GraceWay Village's vision is to ease the lives of families in crisis while building a foundation for a healthy, independent, and sustainable life.

## Mission Statement

The mission of GraceWay Village is to faithfully serve our neighbors in need by...

- Feeding individuals and families who are hungry
- Offering clothing and confidence to children and teens
- Providing workshops designed to improve lives and productivity
- Assisting families threatened with homelessness in temporary housing

## Business and Team Summary

GraceWay Village is focused on meeting the emergency needs of food and children's clothing assistance. There are many reasons an individual or family fits the term "emergency." Their story is a sobering one that humbles those who serve them. Additionally, these areas of service are able to provide supplemental support, often removing a concern that could lead individuals and families to great difficulties.

# Core Team Members

## *Chrystal Netherton: Chief Executive Officer*

Starting her affiliation with GraceWay Village as a volunteer, she developed a strong sense of devotion to the nonprofit. After seeing the needs of her neighbors met, she was motivated to get more involved. Chrystal joined the administrative staff, eventually taking on the position of Chief Operations Officer in 2020. Celebrating her 10th anniversary with GraceWay Village in 2023, she was named Chief Executive Officer. "My family has lived in Fort Pierce for four generations. I knew I had to be a part of this leading nonprofit that brings light to the people! Every day I strive to bring the Lord glory by doing the work He has set before me!"



## *Mary Beth Cullins: Board Chair*

In banking for 37 years, her last years were spent as its Secrecy Act Officer/Anti-fraud Director. She brings a unique perspective to the board from her past career, as well as her many years serving as a GraceWay Village volunteer. Some of her volunteer work has included delivering meals, mentoring a homeless mother, and her children, as well as conducting visits to transitional living facilities around the state. She grasps the vision well, focusing on increasing the level of outreach to as many as possible. "I wasn't interested in volunteering just to be busy. I want to be where God is working and where I am needed. I found both at GraceWay."



## *Lee Holley: Board Vice-Chair*

Serving as Executive Pastor of Operations at Calvary Port St. Lucie Church, Lee's heart of caring for the people of St. Lucie County extends past the boundary of his church. He brings to the board his experience in accounting and human resources. Additionally, his experience in overseeing a building addition at his church adds a knowledgeable voice to the planning of the future Family Restorative Living Facility. A simple quote sums up his attitude of service well: "I serve at the pleasure of the Lord."



## *Justin Case: Board Treasurer*

Justin is an engineer at the Walmart Distribution Center in Fort Pierce. "I was looking for a place to serve the community," he said. "With my background in logistics, management, and dealing with budgets, I am happy to help on the business side of GraceWay Village's operations."



## *Michelle Franklin: Board Secretary*

Michelle Franklin is highly-skilled, currently serving in the capacity of the property appraiser of St. Lucie County. With years of experience in the field, Michelle has amassed a wealth of knowledge and expertise that makes her an invaluable part of the Executive Committee. Michelle's dedication and commitment to excellence have earned her a reputation as a trusted and respected leader within the St. Lucie County community. Her professionalism and attention to detail make her an asset to the board, and she is highly regarded by her peers and colleagues.



# *Analysis of Strengths, Opportunities, Weaknesses & Threats*

## *Strengths*

**GraceWay Village is visionary regarding the community's needs for those living in financial difficulty. This strength has enabled increased outreach with this assistance.**

**GraceWay is consistent, prioritizing neighbors' needs over inconvenience, staffing shortages, storms, and pandemics.**

**GraceWay Village does much with little due to the many volunteers who serve and the generous material donations of our community.**

# Analysis of Strengths, Opportunities, Weaknesses & Threats

## Opportunities

Feeding the hungry is an ever-increasing opportunity for GraceWay Village. With a high percentage of low-income in the area, different distribution methods allow varying methods to feed more people.

Clothing children with quality clothing assists the parents, grandparents, and foster families. These families are able to have their children/grandchildren's needs met when circumstances wouldn't allow it otherwise. Additional help is assisting them in using their available funding on other necessary things, such as rent, utilities, gas, and more.

Basic life skills workshops are provided by GraceWay Village, knowing that even one small improvement in daily life can be a springboard to other and greater improvements.

The next vision for GraceWay Village is the creation of a Family Restorative Living Facility where families threatened with homelessness may live while working towards self-sufficiency.

# Analysis of Strengths, Opportunities, Weaknesses & Threats

## Weaknesses & Threats

### Funding

The heartbeat of GraceWay Village is to meet the needs of hunger for as many people as possible. With strong stewardship, 1600+ meals are given out weekly. Daily we hear of more who are in need. Due to funding, we are unable to expand to meet the obvious needs.

### Time

Due to the tragic economic challenges since March of 2020, poverty and hunger are increasing faster than the means of helping is attained.

### Volunteers

The vast majority of work done with clients at GraceWay Village is done by volunteers. Serving 1600 meals 4 nights a week, the volunteer pool is used well. With additional volunteers and financial support, GraceWay Village's impact would expand.



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