




GRACE


Godly Response to Abuse
in the Christian Environment

MARCH 2024

A Five-Year Strategic Plan

Our course of action

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A Vision For the Future

GRACE has experienced significant growth and change over the past several years. When this occurs, it is often beneficial for an organization to revisit its roots with an eye to the future. This is exactly what we have embarked on with this strategic planning process. With the recognition that GRACE was entering a new stage of development, we partnered with the Philips Foundation and Feast over Famine to complete this strategic plan. We hope it engages you as it has engaged us. God has great things in store, and we look forward to joining you in playing a part in this great plan.

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Executive Summary

The heartbeat of GRACE.



MISSION

To empower Christian communities to recognize, prevent, and respond to abuse



5-YEAR VISION

To impact the lives of 200,000+ individuals by empowering 1,000+ faith communities through our existing services alongside pioneering initiatives to prevent and respond to abuse.

The Organization Established in 2005 as a 501(c)(3) nonprofit, GRACE focuses on addressing abuse within Christian communities, specifically focusing on healthier efforts to prevent and respond to abuse.

The Beginning Basyle "Boz" Tchividjian, along with Diane Langberg and Victor Vieth, founded the organization in 2005. Boz served as the Executive Director until December 2020.

The Field While some organizations provide prevention resources and training, and several law firms offer investigative services, GRACE is unique because of our expertise and willingness to address all forms of abuse, our commitment to prioritizing survivors' needs within faith communities, and the emphasis we place on addressing the use of theology to harm or help survivors.

The 5-Year Vision Our main goal is to foster healthy and resilient faith communities that prevent abuse and prioritize the needs of the vulnerable for over 200,000 individuals. To do this we aim to offer abuse prevention and response services to 1,000+ communities and engage in 2,000+ consults with faith leaders and survivors. We will enhance internal systems, bolster financial stability, and implement pivotal initiatives such as a safeguarding cohort model, a speaker's bureau, upgraded assessment services, and new online webinars.

The Funding Needed By improving our systems and building capacity we will be able to earn over 92% of the total funding needed over the next five years. To cover the last 8% of funds needed, we plan to raise \$1 million over five years, roughly \$200,000 each year.

The Organization



A little bit about GRACE.



Pete Singer
Executive Director

Pete Singer brings extensive experience in nonprofit leadership and a deep commitment to advocacy for survivors of abuse. He oversees the strategic direction of GRACE, leveraging his expertise to expand organizational impact, cultivate partnerships, and advance initiatives that prioritize the well-being and empowerment of survivors.



Robert Peters
Director of Institutional Response

As a seasoned attorney and nonprofit director, Robert Peters possesses a wealth of experience in addressing institutional abuse and promoting accountability. In his role, he leads GRACE's efforts to investigate institutions and develop tailored response strategies, fostering environments that prioritize safety and justice for all.



Mike Sloan
Director of Safeguarding

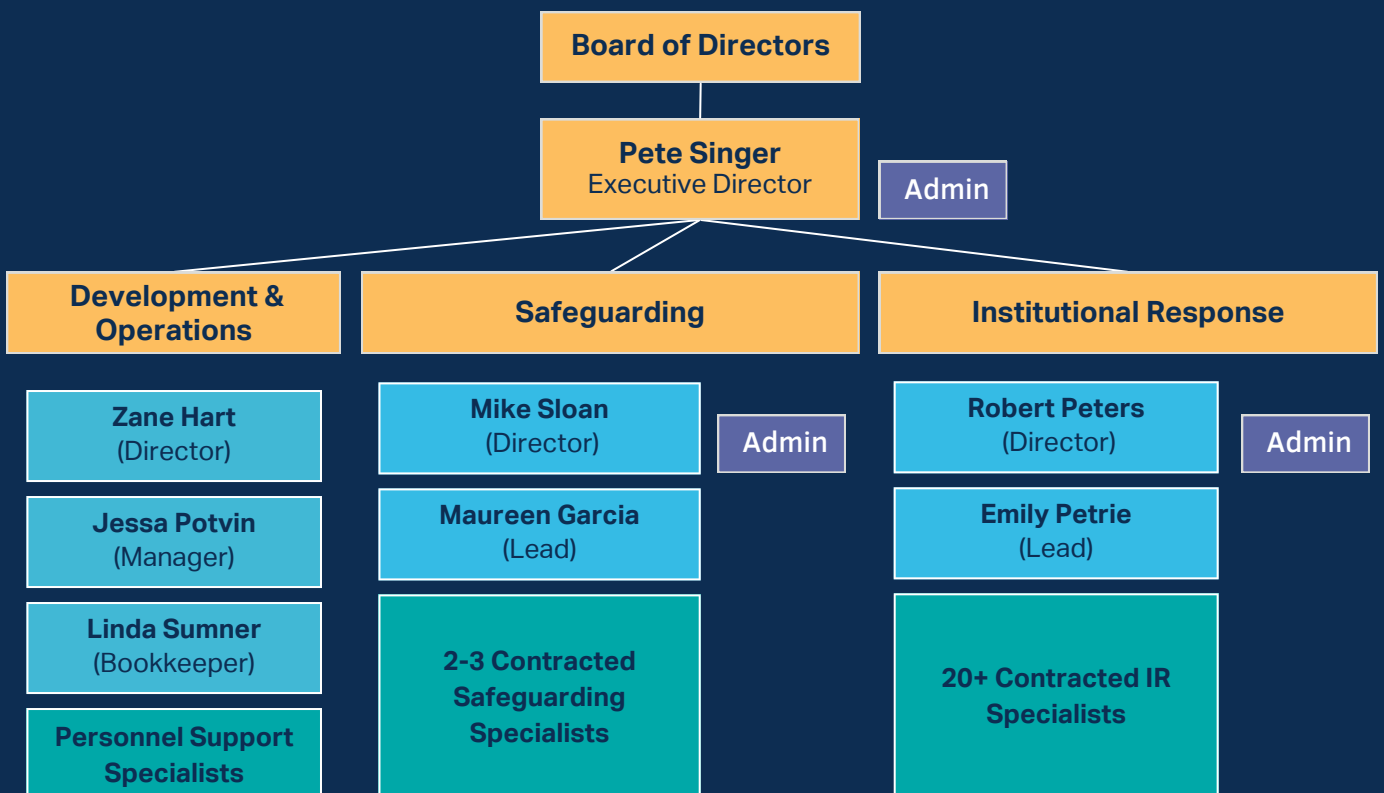
Mike Sloan brings expertise in child protection and safeguarding measures within Christian environments. Mike leads GRACE's initiatives to develop and implement robust safeguarding policies, training, and resources that are rooted in the Christian faith and aimed at creating safe churches and ministries for vulnerable populations.



Zane Hart
Director of Development & Operations

Zane Hart has a wealth of experience in nonprofit management and fundraising. Zane oversees strategic development initiatives, operational efficiency, and donor engagement efforts, driving GRACE's mission forward with a focus on sustainability and impact.

MAP OF THE ORGANIZATION



The Early Years

How the journey began.

GRACE started in 2004 with a vision to equip the church to better recognize, prevent, and respond to abuse. Jesus is very clear, and Scripture emphasizes throughout, that abuse is never acceptable, yet the church seems reluctant to address it either because of ignorance on how to deal with it and/or because of a misguided concern to protect the institution. It is our prayer that the coming years see this vision take hold in the church as we seek to fulfill Jesus' call to care for the "least of these."



Boz Tchividjian (Founder)

2004-2016

Boz Tchividjian (Founder): "I grew up believing that the church is supposed to be a refuge - a safe place. My years as a child sexual abuse prosecutor opened my eyes to the deeply painful truth that abuse is all too prevalent inside the church. In 2004, I decided to do something. That summer, I convened a gathering of a small group of multi-disciplined experts and friends who all loved Jesus and were similarly committed to addressing this evil epidemic within faith communities. Together, we started GRACE, an organization whose vision is to help transform the church by empowering it to recognize, prevent, and respond to all forms of abuse and maltreatment. An organization that helps to equip the church to become the place of refuge that I had once thought it to be."

"Within a few short years, GRACE was leading the way in providing churches and other Christian organizations with child safeguarding services based upon best practice standards. We were also called upon to use our expertise and unique collective experience to begin leading independent third-party investigations of abuse within churches, schools, and other Christian organizations. In a very short time, our work not only began to gain the attention and respect of the watching world, but more importantly, it started to gain the trust and admiration of many abuse survivors who had been so deeply hurt inside the church. And we were just getting started."



Resources created by GRACE during the early years.

The Recent Years

Unprecedented Growth

2016 - 2018

Between 2016 and 2018, GRACE experienced remarkable growth, coinciding with the emergence of the #MeToo and #ChurchToo movements spotlighting sexual abuse within religious institutions. With revenue soaring by 550% during this period, the demand for resources and support to tackle systemic abuse in faith communities became increasingly apparent. GRACE launched its Safeguarding program in 2016, setting a new standard in prevention and response training tailored to various Christian churches, schools, and ministries.

2018 - 2020

From 2018 to 2020, significant expansion occurred following the establishment of our Institutional Response (IR) and Safeguarding programs. IR engagements rose from 9 to 12, and Safeguarding services expanded from 16 churches to 55, showcasing our commitment to improving safety and accountability within religious contexts.

In 2020, amidst the challenges of COVID-19, Boz transitioned from Executive Director to board chair at GRACE, and Pete assumed the role of Executive Director.

2021

In 2021, GRACE conducted 55 Safeguarding engagements and 16 Institutional Response engagements, transitioning to more online options due to the demands of COVID-19. Consultation support expanded, and GRACE

Live Conversations webinars became more consistent. Additionally, significant changes occurred in leadership and operations.



2022

GRACE expanded to over 150 Safeguarding engagements and addressed 18 Institutional Response cases while bolstering our online options and regular GRACE Live Conversations. With stable leadership, we transitioned to employing more staff, enhancing our operational agility to meet constantly evolving needs. We broadened giving options to include Qualified Charitable Distributions, Planned Giving, Donor-Advised Funds, and Stock Gifts.

2023

Last year, we handled 87 Safeguarding matters with increased large denominational involvement. We conducted investigations and assessments for 25 churches and ministries. With Robert Peters joining our team, we enhanced our capabilities and provided extensive staff training. We developed a paid webinar training offering. Supported by the Phillips Foundation and Feast over Famine, we developed a comprehensive five-year strategic plan.

The Planning Process

Developing a strategic plan with Feast Over Famine.



1 LISTEN & UNDERSTAND

Mid-January

We took time before kicking off our strategic planning sessions to listen to our community of survivors, churches, partners, donors, and various other GRACE stakeholders.

2 REFINE THE VISION

End of January

Our board spent two days together in January 2023 with Feast Over Famine to review our past, analyze our stakeholder surveys, and begin dreaming about what we feel we are called to do in the future of GRACE.

3 PROGRAM IDEATION

February to April

After the board strategy sessions, we met with each of our programmatic area leads and had specific strategy sessions with regards to Institutional Response, Safeguarding, and Thought Leadership. These provided a solid road map and key tension points for us to consider as we built out our financial model and identified key initiatives.

4 SCALING & MODELING

June to July

Once we understood the growth strategy and concerns for each programmatic area, we dedicated time to analyze the necessary composition of our team to achieve our goals. This was a primary objective of our strategic planning process: assessing the balance between full-time employees and contractors and identifying pivotal milestones for adjustments moving forward.

5 BUILD A WORKING FINANCE MODEL

August to November

Once all of the roadmap and team items were on paper, we built a financial model to support the proposed initiatives. This also included a complete overhaul of our chart of accounts and introduced some for-profit accounting methods to help us better understand the self-sustainability of our revenue-generating programs. Below are some key highlights of areas we pressed into.

- o Overhauled financial systems to match organizational needs
- o Implemented a new Institutional Response fee structure
- o Analyzed 5-Year financials
- o Prioritized "Cash-On-Hand" needs

6 REVIEW & REFINE

December and January 2024

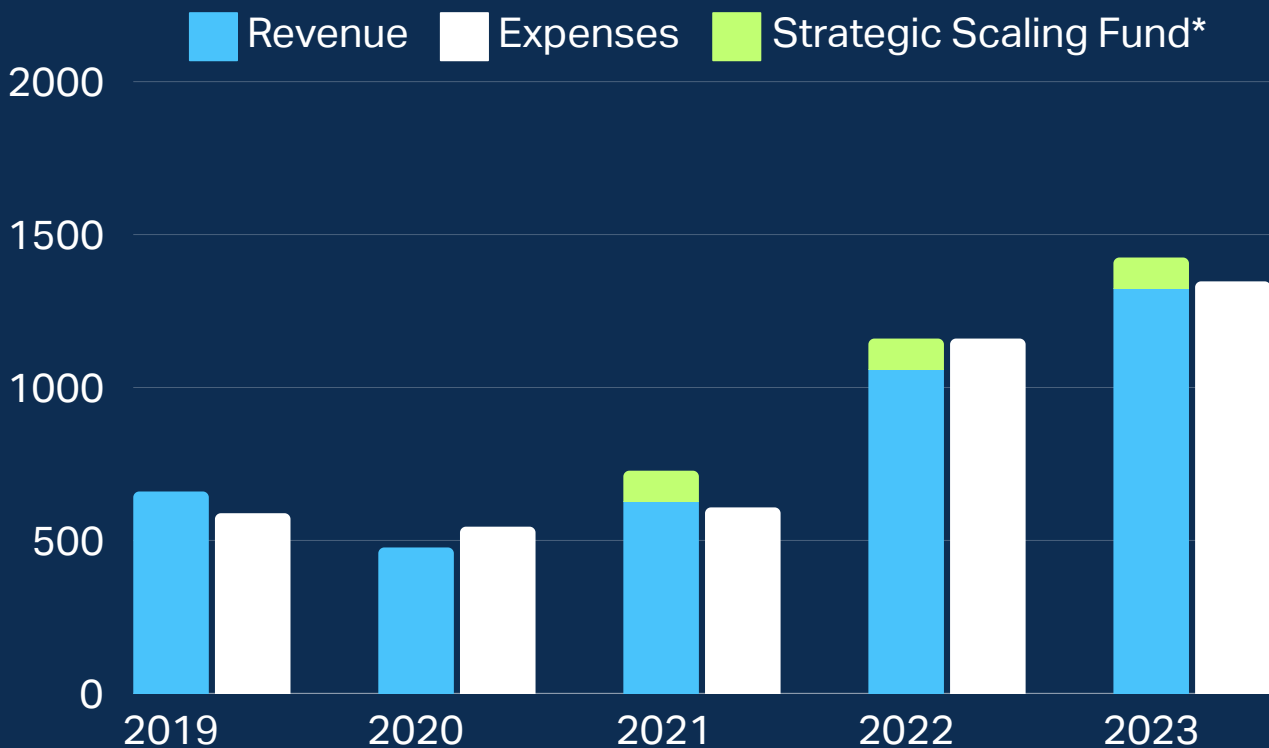
With the working finance model built, a full demonstration and review was completed with a committee of the board. The team presented the final financial model and strategic plan document to the board of directors for the first round of input and insights. This also included reviewing the 5-year financial model in conjunction with the approval of a 2024 budget to kick off the strategic plan model.

A Financial Overview

A financial story of the past five years.

Revenue & Expenses from 2019 - 2023

(in \$1000s)



* \$300,000 of a strategic scaling fund was used from 2021 to 2023 to help grow organizational capacity.

Growth Since 2020

GRACE has more than doubled in size. However, as we've expanded our staff and developed programs, we've consistently found that our capacity has not kept pace with demand.

Key Lessons

Through various operational challenges we learned key lessons that brought greater stability to the way we structured our financial systems and managed cash flow.

COVID

In 2020 we felt the challenges of the COVID pandemic both internally and externally. We also found that this challenging time offered a chance to adapt and adopt new strategies to connect and serve churches and survivors.

Key Goals & Priorities

To strengthen and develop.

Our strategic plan aims to strengthen current programs while introducing new initiatives inspired by past successes. By enhancing capacity and launching complementary programs, we seek to expand our impact among faith communities, empowering churches, schools, and ministries to bolster safeguarding efforts and embrace accountability.

Institutional Response

GRACE's Institutional Response program exists to serve survivors and faith-based organizations by catalyzing cultural change through independent investigations and cultural assessments. Competent investigations and assessments in Christian ministry environments require seasoned and trauma-informed investigators, theologians, and members of other disciplines to thoroughly collect and analyze evidence. Our survivor-focused, Scripture-aligned approach ensures unbiased investigations that prioritize transparency, accountability, justice, and healing.

Safeguarding

GRACE's Safeguarding Team provides a broad range of training and policy development services to help churches and ministry organizations further a strong culture of protection for the vulnerable. Churches need more robust training and more holistic policies to go beyond risk management to a safeguarding approach grounded in evidence-based practices and in the Christian faith priority of protecting the vulnerable.

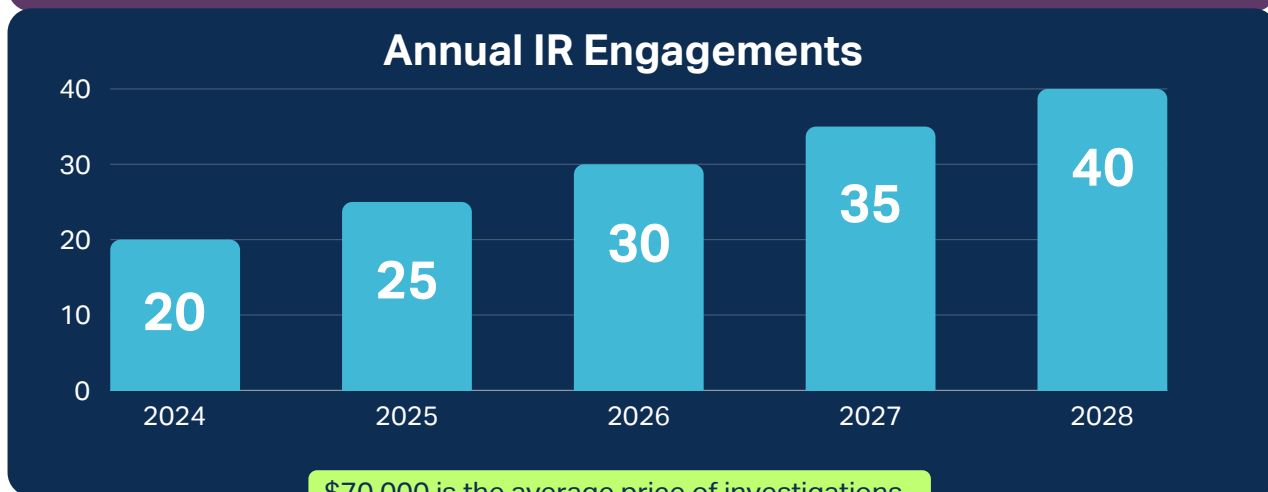
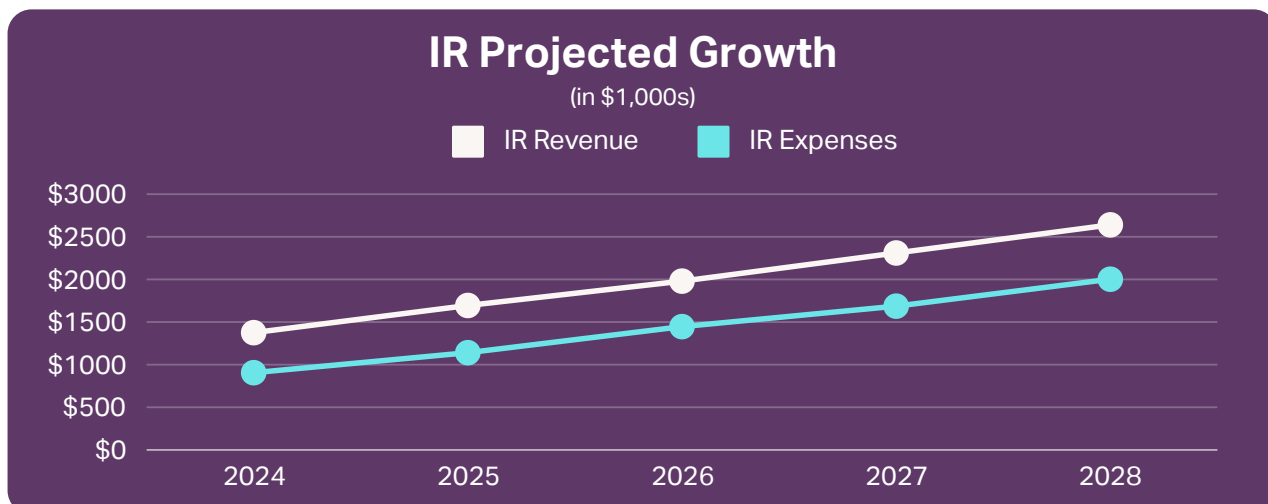
Thought Leadership

GRACE extends its impact beyond individual faith communities, influencing broader conversations surrounding abuse within religious contexts. Through strategic social media engagement, monthly YouTube videos, newsletters, and articles, we shape discourse and policy. With over 42,000 unique views and 6,600 hours of watch time on YouTube, and a growing social media following, our influence is expanding. Our research has influenced local policies and even government approaches to forensic interviews with children. GRACE remains sought-after for speaking engagements, conferences, and media appearances, leveraging its understanding of Christian scriptures to contextualize discussions on abuse and vulnerability within diverse faith communities.

Institutional Response Growth

Mapping a path to sustain expected growth.

For Institutional Response (IR), we anticipate a steady annual increase of five investigations, reaching 20 engagements started by 2024 and 40 by 2028 (see Appendices A, B, and C). Our new billing and retainer system facilitates detailed revenue tracking over five years. A key aspect of our growth strategy involves meeting the rising demand for investigation and assessment services while balancing W-2 employees and contractors. Additionally, given the taxing nature of investigations and assessments, offering meaningful support and managing workloads, both individually and within teams, are crucial for our growth plans.



As GRACE implemented new strategies to increase efficiency the average length of investigations decreased from over 12 months to approximately 6 months. As we continue putting new efficiencies in place the cost per engagement is expected to decrease slightly, encouraging churches to choose GRACE over other offerings.

IR Strategy

Growing without compromise.

Over the next five years, GRACE aims to conduct 150 Institutional Response engagements with faith-based organizations, sustainably scaling its efforts each year to better serve survivors and faith communities. This goal underscores GRACE's dedication to providing thorough and independent investigations tailored to the unique dynamics of faith-based organizations and collaborating to catalyze needed cultural change.

Four Key Growth Priorities

NEW - Flat Fee Model

GRACE has taken initial steps to test a new flat fee offering, a strategic move that aims to simplify billing processes, enhance transparency with collaborating organizations, and lower the price point of services to reach more churches in need.

Scaling Up

GRACE intends to scale its W-2 team from 3 to 8 members over the next five years. To support its expanding operations, GRACE plans to add three Assistant Director positions to its leadership team. These additions will strengthen internal culture and resilience, quality control, organizational capacity, and skill specialization.

Steady Revenue Growth

With a focus on financial sustainability, GRACE aims to grow annual revenue from \$1.26 million to \$2.5 million over the next five years. This growth strategy is tethered to conservative projections of annual increases in investigations and marketing strategies that have not been previously pursued by GRACE.

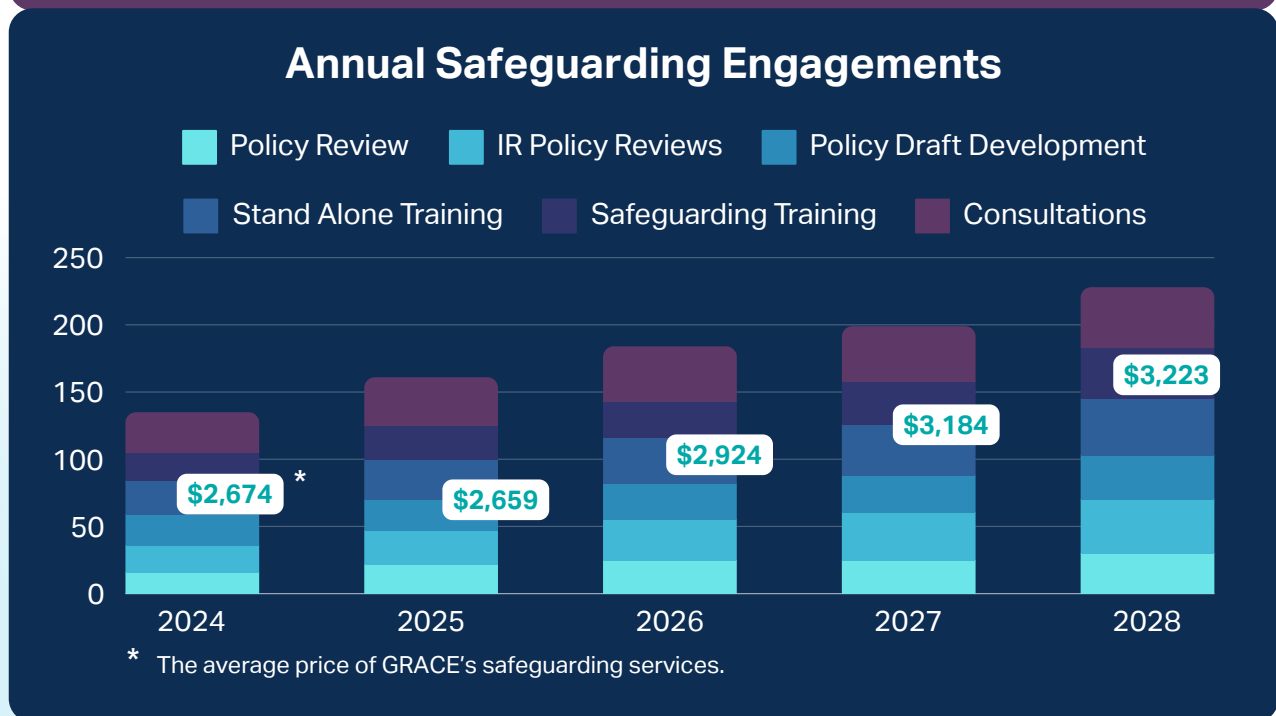
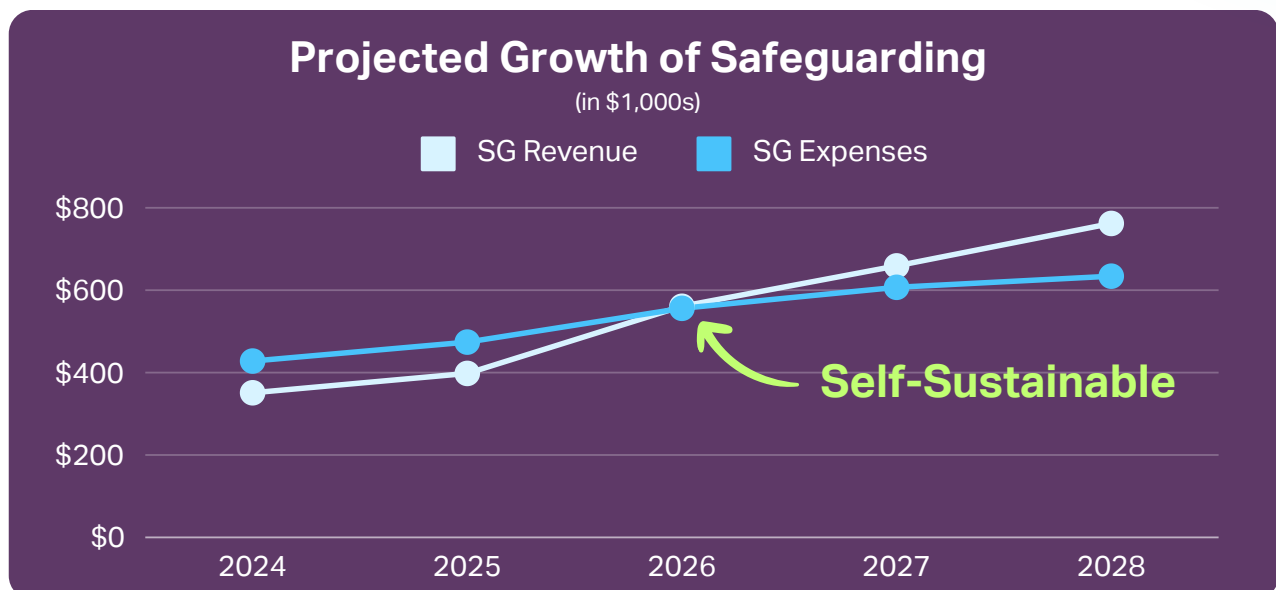
NEW - Tiered Assessment Model

To reach faith communities that have not previously been able to access GRACE's Institutional Response services, a tiered assessment model is in development, enabling churches to access a spectrum of services and price points and select the services that best meet their financial and logistical contexts.

Safeguarding Growth

Mapping out the future of our Safeguarding program.

To ensure sustainability in our Safeguarding program, we've refined our finance model with granular detail. Over the next five years, we've mapped out all services and price points, projecting growth for each. Although our Safeguarding program's revenues do not currently match expenses, appropriate price adjustments and scaling efforts aim to achieve independent net profitability for this division by 2026 (see Appendices A, B, and C). Our Every Church Empowered fund, supporting churches unable to afford Safeguarding costs, will help fuel this growth.



Safeguarding Strategy

New Models For Safeguarding.

Over the next five years, we anticipate conservative growth estimates for our safeguarding services, including price point adjustments. We aim to complete over 900 safeguarding engagements over these five years. We'll engage with 135 churches and ministries in 2024, increasing to 228 by 2028. Our focus remains on implementing a holistic safeguarding approach rather than a risk-management one, aligning with our values. To expand our efforts, we plan to introduce new approaches such as widely accessible webinar-based training, a cohort model of implementation, and robust assessment tools.

Key Growth Priorities

<p><u>NEW</u> - Cohort Initiative Model</p> <p>Cohorts of congregations around the safeguarding initiative will help foster supportive environments for shared learning, policy development, collaborative projects, community engagement, and mutual accountability. A church or ministry that connects with another church or ministry around safeguarding will find more support and accountability to do what is right (see Appendix E).</p>	<p><u>NEW</u> - Online Webinar Offerings</p> <p>Our new fee-based webinars will be designed to deliver invaluable training for faith leaders and individuals alike. Attendees will acquire practical strategies to foster safer, more nurturing environments within their communities. Two to three webinars will be offered throughout the year. Scholarships and discounts will be available through the Every Church Empowered fund.</p>
<p>Steady Revenue Growth</p> <p>A key goal over the next five years is to grow revenue from \$325k to \$700k. This will allow our safeguarding work to achieve financial sustainability within that time frame.</p>	<p>Scaling Up</p> <p>A critical part of our strategy is to grow our team from 3 to 5 W-2 employees over the next 5 years. These new team members will increase our ability to grow at a sustainable rate, maintaining quality services while increasing scale.</p>

Thought Leadership

Empowering Minds, Fostering Change.

GRACE aims to solidify its position as a thought leader in addressing abuse within Christian communities. This will be achieved through the establishment of a speaker's bureau, expanded webinar training offerings, tailored messaging avenues for pastors and ministry leaders, targeted marketing campaigns, and the continuous creation of accessible public resources dedicated to fostering awareness and prevention.

Speaker's Bureau

A GRACE speaker's bureau offers churches a platform to invite professionals from a GRACE-approved list of experts on trauma, abuse, safeguarding, and response strategies. Our goal is to launch the speaker's bureau in 2024.

Webinar Offerings

Centered on essential topics like prevention, response, and trauma-informed care, our webinars will offer valuable training for both faith leaders and individuals. Participants can gain actionable strategies to create safer, more supportive environments within their communities. Beginning in 2024, we aim to introduce one or two new trainings annually.

Messaging & Marketing

GRACE will invest funds toward strategic marketing campaigns to enhance communication with ministry leaders. This encompasses targeted print and online advertisements, active participation in conferences featuring specialized presentations, and the introduction of a tailored newsletter and podcast series. GRACE aims to guide leaders to embody humility, skill, and confidence in their efforts to prevent and respond to abuse.

Free Public Resources

GRACE is committed to offering free, relevant resources including monthly webinars, YouTube videos, weekly social media posts, and a database of articles. Furthermore, we'll conduct remote and in-person abuse awareness training sessions to promote proactive community responses and safeguard vulnerable populations.

Theological Engagement

GRACE employees and board members have taken a lead in theological engagement with the topic of abuse. This includes developing and teaching seminary courses on abuse, writing peer-reviewed theological journal articles, and promoting research on the spiritual needs of survivors. Every GRACE investigation and assessment includes an analysis of how theology may have played a role in harming or helping survivors of abuse.



Changing the Conversation, Transforming Communities

Community change in abuse prevention and response requires collective action, education, and commitment. It's challenging yet imperative work that demands ongoing dialogue, advocacy, and the cultivation of safe environments for all.

Monitoring & Evaluation

Key metrics for tracking progress.

We'll use the following metrics to track our progress, ensuring both qualitative and quantitative goals are met. Clear objectives keep our tasks manageable, fostering unity within our team. Regular monthly, quarterly, and annual reviews will enable strategic adjustments as required.

Total Unique Churches & Survivors Served - 3,000+

Each year has a set engagement target. Progress will be reviewed monthly at staff meetings and reported to the Board quarterly, enabling early detection of shortcomings and prompt adaptation.

W2 Employee Growth - 11 new hires

While scaling up our contractor roster, our strategic plan aims to increase the W-2 employee count from 10 to 21 by 2028, supporting a sustainable capacity growth model. The Board will review new hires quarterly and adapt the model as needed.

Real-Time Consultations - 2,000+

Free and paid consultations serve dual purposes: aiding individuals and survivors in navigating abuse or trauma and serving as an onboarding ramp for churches, schools, camps, and ministries to gather information and engage in our services.

Internal Growth Metrics

We will measure internal growth metrics, including benefits offered, earned organizational income, and annual growth rate, during quarterly board meetings to ensure the effective management of staff and foster overall financial growth.



Top Organizational Metrics



Internal Growth Metrics	2024	2025	2026	2027	2028
Benefits % of Salary	12.5%	15%	17.5%	20%	20%
Earned Income % of Total Income	86%	87%	88%	89%	89%
YOY Earned Income Growth Rate	-	21%	21%	17%	15%

Programmatic Metrics

Growth and Sustainability.



Top Programmatic Metrics

Institutional Reponse Engagements - 150

IR engagements are difficult to track. They take longer, sometimes approaching a year. They have an ebb and flow that is more pronounced and less predictable than other interactions. Even so, progress toward annual targets can be assessed at quarterly and annual intervals, providing time to incorporate strategies such as hiring or marketing if the progress toward the five-year target is ahead or behind schedule.

Safeguarding Engagements - 907

SG engagements are most numerous in the Fall of each year. We can allow for this as we use monthly, quarterly, and annual opportunities to assess and report progress.

Safeguarding Program Sustainability by 2026

Financial sustainability will be assessed at the same time and will be facilitated by a finance committee composed of the Executive Leadership Team and Board of Directors. Financial sustainability is defined as a positive balance for the program over a calendar year (see Appendix A, B, and C).

New Initiatives

Implementing & measuring new strategies.

Active development of new initiatives, including the new cohort model, a tiered assessment option, a speakers bureau, and new webinar offerings will be assessed at monthly development meetings for each of these initiatives. Progress will be reported to the Board at quarterly meetings.



Safeguarding Cohort Model

Launch in 2025. A community partner has agreed to beta-test the launch of our new cohort model. Progress will be measured through curriculum development, cohort logistics, and participant engagement (see Appendix E).



Tiered Assessments

Launch in 2025. Progress will be measured through the development of standardized tools, identification of community partners, and clarification of the different assessment tiers.



Speaker's Bureau

Launch in 2024. We will track progress through metrics such as the number of speaking engagements secured, audience reach, and feedback received. We will begin with an internal list of speakers and broaden the pool in subsequent years.



3-4 New Webinars Offerings

Launch in 2024. We are developing new online paid webinar offerings and will gauge progress by monitoring registration numbers, attendee engagement, revenue generated, and participant feedback. New offerings will be added each year.



Data Collection & Research

These initiatives offer opportunities for ethical data collection to support peer-reviewed research. Our goal is for the data collected to enhance our understanding of abuse within Christian environments and provide insights into the effectiveness of our prevention and response efforts.

Financial Projections

A 5-Year Sustainability Model.

Budget success hinges on two metrics: forecast accuracy and cash-on-hand growth. Forecast accuracy, defined as staying within 5% of predicted revenue and expenses, will be reviewed quarterly by the finance group and reported to the Board.

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Earned Income	\$1,616,445	\$1,956,998	\$2,383,100	\$2,783,900	\$3,191,100
Fundraising	\$260,000	\$295,000	\$325,000	\$350,000	\$375,000
Total Revenue	\$1,876,445	\$2,251,998	\$2,707,100	\$3,133,900	\$3,566,100
Total Cost of Goods Sold	\$713,965	\$1,003,528	\$1,206,826	\$1,414,422	\$1,649,284
Net Revenue	\$1,162,480	\$1,248,470	\$1,500,274	\$1,719,478	\$1,916,816
Total Expenses	\$1,055,781	\$1,115,029	\$1,377,273	\$1,492,715	\$1,654,336
Operating Surplus	\$105,265	\$132,006	\$121,567	\$225,329	\$261,045

See Appendix A, B, and C.

Cash-On-Hand Goals

Cash-on-hand growth will be evaluated monthly using bank statements and QuickBooks Online data, with the finance committee reporting findings to the full Board quarterly. To measure GRACE's financial reserves, we will be using one month of average fixed expenses. With the operating surplus, our goal is to sustainably grow our reserves over the next five years while maintaining a missional focus.

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Months of reserves	2.6	3.3	3.4	4.3	4.9

See Appendix D.

A Shared Vision

A Communication & Alignment Strategy.

As we enter our 20th anniversary year, GRACE will reflect on our journey and chart a future course. We will celebrate past achievements and share a strategic plan that captures evolving aspirations and addresses shortcomings that persist in Christian churches and ministries. A clear communication plan for our five-year plan is crucial for engagement, collaboration, and alignment among all stakeholders.

A Call to Action



At the heart of our strategic plan lies a commitment to transparency, collaboration, and shared purpose. We will invite our internal and external partners to join us on this journey, becoming allies in realizing our vision of healthier faith communities, where all can live out the Christian faith in the context of safe and responsive trauma-informed church and ministry environments.

Five-Year Commitments



During 2024 we will invite donors to participate in a five-year giving commitment, aligning their support with our strategic priorities and growth goals. This commitment represents more than just financial contributions; it symbolizes a shared commitment to tracking the progress of key initiatives and fostering a culture of accountability and impact. We want to raise over 50% of the 1 million dollar goal through monthly commitments (or \$8,333 a month in recurring gifts over 5 years).

Internal Alignment



Internally, GRACE is committed to fostering a culture of collaboration. Through weekly remote meetings, quarterly in-person meetings, interactive workshops, and ongoing dialogue, we will cultivate a shared understanding of our strategic priorities and the role each staff, contractor, and board member plays in realizing our vision.

External Partnerships



Externally, our communication strategy extends beyond traditional channels, leveraging digital platforms, social media, and online events to amplify our message and engage our audiences. By transparently sharing our strategic roadmap and milestones, we aim to create and sustain enduring partnerships built on trust, shared values, and a collective commitment to making Christian environments safer.

In Summary

Challenges, Opportunities, and Hope.

As we move into this season of strategic planning, we recognize challenges, opportunities, and hope. We invite you to enter these with us.

One of the most profound needs we have is managing secondary trauma. The weight of this work is heavy, and it takes a toll on all of us. We offer support like debriefing and chaplaincy services for our staff, but we also ask for prayers. Please continue praying for all of us as we continue managing this normal effect of such weighty work.

Looking ahead, Safeguarding is not expected to reach a break-even point for two years. Despite this, prevention work is non-negotiable and churches need this service. Our goal is long-term sustainability, but we could use your assistance. Please encourage your faith leaders to implement stronger safeguarding policies and training to ensure the protection and well-being of the most vulnerable.

In recent years, our thought leadership has expanded through publications and participation in conferences and organizations like APSAC (American Professional Society on the Abuse of Children). We anticipate further growth as we advocate for the church's improved response to abuse.

While we feel confident that we are ready for significant growth over the next few years, it is also daunting to consider. Often, organizations going through such growth lose sight of the mission and vision that launched their work. This will not happen with GRACE. Please pray for us as we seek to stay grounded in our mission and vision while embarking on this path of growth.

Moving ahead with our strategic plan fills me with hope grounded in reality. This hope believes in a better future, emphasizing our roles in making it come to pass. Acknowledging multiple paths toward our goal—prevention, accountability, crisis response—we're ready to confront obstacles, be it staffing, finances, or external resistance. With confidence, we affirm GRACE's commitment to aiding the church in recognizing, preventing, and responding to abuse.

Thank you for joining us as we set out on this strategic plan. We ask you to consider supporting GRACE financially by making a five-year monthly commitment.

We look forward to all that lies ahead. Expanded prevention work, a broader role in pursuing justice and accountability, and a more visible presence in helping the church recognize that, as Christ made protecting those who had been harmed a priority, so must we.

Pete Singer | Executive Director





Establishing healthier faith communities for over 200,000 individuals.

Consider being a monthly or annual donor over the next five years. Visit netgrace.org/donate and make a five-year commitment today!

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Appendix

Financial Projections and Cohort Model Description

5-Year Financials - Input Summary & Revenue	A
5-Year Financials - COGS and Net Profit	B
5-Year Financials - Expenses	C
5-Year Financials - Cash on Hand	D
Cohort Safeguarding Model - An Executive Summary	E

Appendix A

5-Year Financials

Input Summary

Input Summary	2024	2025	2026	2027	2028
IR Investigations	20	25	30	35	40
IR Price	\$72,000	\$71,000	\$70,000	\$70,000	\$70,000
SG Engagements	135	161	184	199	228
Total W2 Head Count	13	15	18	19	21
Benefits % of Salary	12.5%	15%	17.5%	20%	20%
Earned Income % of Total Income	86%	87%	88%	89%	89%
YOY Earned Income Growth Rate		21%	22%	17%	15%

Revenue

REVENUE		2024	2025	2026	2027	2028
Income	General Income					
	Individual Donors (Less Than \$x)	\$0	\$0	\$0	\$0	\$0
	Major Donors	\$0	\$0	\$0	\$0	\$0
	Restricted Grants	\$0	\$0	\$0	\$0	\$0
	Unrestricted Grants	\$60,000	\$75,000	\$75,000	\$75,000	\$75,000
	Special Events	\$0	\$0	\$0	\$0	\$0
	Miscellaneous Revenue	\$200,000	\$220,000	\$250,000	\$275,000	\$300,000
	Investment Income	\$0	\$0	\$0	\$0	\$0
	Total General Income	\$260,000	\$295,000	\$325,000	\$350,000	\$375,000
	IR					
	General IR Income	\$1,375,500	\$1,694,375	\$1,980,000	\$2,310,000	\$2,640,000
	IR Consultations	\$0	\$0	\$0	\$0	\$0
	Discounts	\$68,775	\$84,719	\$99,000	\$115,500	\$132,000
	Defaults	\$41,265	\$50,831	\$59,400	\$69,300	\$79,200
	IR Specific Contributions	\$0	\$0	\$0	\$0	\$0
	Total IR Income	\$1,265,460	\$1,558,825	\$1,821,600	\$2,125,200	\$2,428,800
	SG					
	Policy Review	\$43,000	\$59,125	\$81,250	\$81,250	\$97,500
	Policy Review (Internal IR Billing)	\$64,500	\$80,625	\$120,000	\$140,000	\$160,000
	Policy Draft Development	\$39,560	\$44,505	\$60,750	\$63,000	\$74,250
Stand Alone Training	\$67,188	\$80,625	\$93,500	\$122,550	\$135,450	
Safeguarding Initiative	\$135,450	\$147,813	\$162,000	\$206,400	\$245,100	
Consultations	\$11,288	\$15,480	\$20,500	\$20,500	\$22,500	
Webinar Revenue	\$15,000	\$20,000	\$22,500	\$25,000	\$27,500	
On-Going Engagements	\$0	\$0	\$0	\$0	\$0	
Discounts	\$0	\$0	\$0	\$0	\$0	
Defaults	\$0	\$0	\$0	\$0	\$0	
Every Church Empowered Scholarships	-\$25,000	-\$50,000	\$0	\$0	\$0	
SG Specific Contributions	\$0	\$0	\$0	\$0	\$0	
Total SG Income	\$350,985	\$398,173	\$560,500	\$658,700	\$762,300	
TOTAL INCOME	\$1,876,445	\$2,251,998	\$2,707,100	\$3,133,900	\$3,566,100	

Appendix B

5-Year Financials

Cost of Goods Sold & Net Profit

Cost of Goods Sold	COST OF GOODS SOLD	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$0
	SG	\$0	\$0	\$0	\$0	\$0
	Comp & Benefits (Billed)	\$174,505	\$181,528	\$222,185	\$253,818	\$261,157
	Contract Labor (Billed)	\$15,000	\$36,000	\$42,000	\$42,000	\$36,000
	Reimbursable Expenses	\$0	\$0	\$0	\$0	\$0
	TOTAL SG COGS	\$189,505	\$217,528	\$264,185	\$295,818	\$297,157
	IR	\$0	\$0	\$0	\$0	\$0
	Comp & Benefits (Billed)	\$155,461	\$294,000	\$385,391	\$462,854	\$631,128
	Contract Labor (Billed)	\$369,000	\$492,000	\$557,250	\$655,750	\$721,000
	Policy Review Safeguarding Fees (Internal Billing)	\$0	\$0	\$0	\$0	\$0
	Reimbursable Expenses	\$0	\$0	\$0	\$0	\$0
	Rev Expenses	\$0	\$0	\$0	\$0	\$0
	Total IR COGS	\$524,461	\$786,000	\$942,641	\$1,118,604	\$1,352,128
	TOTAL COGS	\$713,965	\$1,003,528	\$1,206,826	\$1,414,422	\$1,649,284
GROSS PROFIT		\$1,162,480	\$1,248,470	\$1,500,274	\$1,719,478	\$1,916,816

Appendix C

5-Year Financials

Expenses

EXPENSES						
Expenses	<u>Payroll & Benefits</u>					
	Health Care Reimbursement Benefit	\$90,725	\$106,193	\$121,825	\$131,595	\$140,131
	Payroll Taxes	\$45,363	\$53,096	\$60,912	\$65,797	\$70,065
	Salaries & Wages	\$614,334	\$617,888	\$812,166	\$877,298	\$934,206
	Payroll & Benefits Processing Fees	\$6,600	\$5,000	\$5,500	\$6,000	\$6,500
	Contract Services (Non-COGS - Intern)	\$1,500	\$0	\$0	\$0	\$0
	Remote Work Benefit	\$13,104	\$15,120	\$18,144	\$19,152	\$21,168
	Total Payroll & Benefits	\$762,126	\$797,297	\$1,018,548	\$1,099,842	\$1,172,071
	8000 Non-personnel expenses					
	8100 Office Expense	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
	8150 Professional Fees					
	8155 Accounting & Bookkeeping	\$60,000	\$60,000	\$60,000	\$60,000	\$115,000
	8160 Legal Fees	\$18,000	\$22,520	\$27,071	\$31,339	\$35,661
	8165 Other Professional Fees	\$18,000	\$20,000	\$30,000	\$35,000	\$40,000
	Total 8150 Professional Fees	\$96,000	\$102,520	\$117,071	\$126,339	\$190,661
	8200 Marketing and Promotion	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
	8250 Charitable Donations	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
	8300 Fundraising Expenses					
	8310 General Fundraising Expenses	\$15,000				
	8315 Fundraising Contractors	\$15,000				
	Total 8300 Fundraising Expenses	\$30,000	\$34,038	\$37,500	\$40,385	\$43,269
	8350 Insurance	\$16,000	\$22,520	\$27,071	\$31,339	\$35,661
	8400 Interest Expense	\$1,650	\$1,650	\$1,650	\$1,650	\$1,650
	8450 Taxes & Licenses	\$500	\$500	\$500	\$500	\$500
	8500 Internal Staff - Travel and Meetings	\$35,000	\$45,000	\$50,000	\$55,000	\$60,000
	8505 Organizational Development					
	8510 Certifications and Licenses	\$1,000	\$1,050	\$1,103	\$1,158	\$1,216
	8520 Conferences - Travel, lodging and attendance	\$6,000	\$7,000	\$8,000	\$9,000	\$10,000
8530 Continuing Education and Training	\$4,050	\$5,000	\$6,000	\$7,000	\$8,000	
8540 Staff support and Chaplain support	\$15,000	\$18,002	\$21,640	\$25,052	\$28,507	
Total 8505 Organizational Development	\$26,050	\$31,052	\$36,743	\$42,210	\$47,722	
8550 Technology Tools & Software						
8555 Technology - CLIO	\$15,480	\$18,578	\$22,333	\$25,854	\$29,419	
8560 Technology - Other	\$13,000	\$10,000	\$12,021	\$13,916	\$15,835	
Total 8550 Technology Tools & Software	\$28,480	\$28,578	\$34,353	\$39,770	\$45,254	
8750 Bank and Merchant Fees						
8755 Bank and Melio Fees	\$750	\$773	\$796	\$820	\$844	
8760 Merchant Fees	\$8,000	\$9,601	\$11,541	\$13,361	\$15,204	
Total 8750 Bank and Merchant Fees	\$8,750	\$10,374	\$12,337	\$14,181	\$16,048	
8770 Rent	\$225	\$0	\$0	\$0	\$0	
TOTAL EXPENSES	\$1,046,281	\$1,115,029	\$1,377,273	\$1,492,715	\$1,654,336	
NET OPERATING INCOME	\$116,199	\$133,441	\$123,001	\$226,764	\$262,480	

Appendix D

5-Year Financials

Cash on Hand

Cash On Hand	\$314,765	\$446,771	\$568,338	\$793,667	\$1,054,713
Burn Rate (COGS + Expenses)	\$146,687	\$176,546	\$215,342	\$242,261	\$275,302
Months on Hand	2.1	2.5	2.6	3.3	3.8
Burn Rate (Expenses + W2 COGS)	\$114,687	\$132,546	\$165,404	\$184,116	\$212,218
Months on Hand	2.7	3.4	3.4	4.3	5.0

2023 YE Cash On Hand:
\$200,000
2.0

Appendix E

Executive Summary (from a previous grant application) Safeguarding Congregational Cohort Initiative

GRACE (Godly Response to Abuse in the Christian Environment) is partnering with the Episcopal Diocese of Central Florida (EDCF) to launch the Safeguarding Congregational Cohort (SCC) Initiative. We are seeking support to help fund this vital endeavor. With a proven track record since 2004, GRACE has been providing contextualized abuse prevention and response services to churches, denominations, and ministries. Our training, educational, and institutional response services are rooted in biblical principles alongside current research-based practices and aim to empower congregations to recognize, prevent, and respond to abuse.

Under the leadership of Bishop Justin Holcomb, the EDCF encompasses 81 congregations across five deaneries in 15 counties of Central Florida and comprises over 200 priests, 100 deacons, and 30,000 active members. Bishop Holcomb has a heart for survivors of abuse, and is committed to fostering a diocese known for its culture of safety and trauma-informed practice. He stands with GRACE in the belief that uneducated and inadequate responses to abuse within the church jeopardize the future of congregational vitality.

The SCC Initiative will advance safeguarding growth for participating congregations through enhanced safeguarding policies, improved reporting and response mechanisms, comprehensive training and education, and the integration of trauma-informed practices with theology. The program's effectiveness will be assessed based on demonstrated shared learning, accountability, long-term impact, and congregational support. This project will enhance program development by adding dedicated cohort staff; establishing robust feedback mechanisms to gain insight from participants in meetings, trainings, workshops, and gatherings; developing additional resources; and engaging with researchers and consultants to evaluate program efficacy and development needs.

These goals will be achieved through carefully designed activities and support. Cohorts will be composed of six to ten congregations. GRACE will guide each congregation as they establish a safeguarding team. GRACE will develop and disseminate resources, including model policies and procedures, sample training materials, guidelines for creating safe environments, and toolkits for survivor support. Each congregational safeguarding team will promote a GRACE-led all-adult Safeguarding training for their congregants. Quarterly cohort gatherings in years two through four will provide additional learning, support, peer consultation and review, and ministry relationships. Half-day policy development workshops and leadership training sessions will be offered during cohort gatherings. These gatherings empower leaders to contextualize safeguarding training, policy development, and trauma-informed care principles for their individual congregations. Additionally, an annual conference-style gathering open to all participating EDCF cohorts will feature expert speakers and workshops on trauma-informed care.

GRACE is confident that our partnership with the EDCF will yield a replicable program that can serve other Episcopal diocese and future diverse denominations and congregations. Support in developing the GRACE Safeguarding Congregational Cohort program will enhance the overall well-being of congregations, empowering them to thrive and fulfill their mission while safeguarding the dignity of all individuals within their communities.