



**DurhamCares**  
*Love Your Neighbor*

# STRATEGIC PLAN

**2025  
2026  
2027**

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# INTRODUCTION

Since DurhamCares was founded in 2008, Jesus' story of the Samaritan on the Jericho Road has been at the heart of who we are. Unlike the Priest and Levite, the Samaritan does not pass by on the other side of the road when he sees someone left for dead. He draws near. And it leads him to have compassion, clean the man's wounds, collaborate with an innkeeper, offer what resources he has, and then come back again the next day.

At DurhamCares, we help people draw near. We close the distance between the passer-by and the one who is suffering. We foster collaboration between the Samaritan and the innkeeper. And we ask, "what kind of injustice leads to a man being robbed, beaten, and thrown in a ditch?" And we work to change it. Caring, connected, and just. That's the Durham we are working toward. Sometimes that looks like working up a sweat, getting our hearts beating, getting our hands dirty. Other times it looks like leaning in, listening closely to Durham's story, and rooting ourselves deeply and patiently into the soil that gives life to our city.

We've been grateful to see the fruit this vision has borne. We have seen churches who never knew each other collaborate to care holistically for their neighborhoods. We have seen hundreds of lives changed by the Durham Pilgrimage of Pain and Hope. We have seen under-told stories

uplifted, neighborhood stories preserved, relationships bring healing, justice done for the oppressed, and God's vision of shalom blossom amid a weary world.

This strategic plan is our roadmap for the next three years. It's a vision for deepening our roots and widening our reach. It contains objectives and a prospective timeline for accomplishing them. Like those on pilgrimage, we take the next step with curiosity, ready to listen, learn, and attend to the voices of those who are directly impacted and the wisdom of God's Spirit.

We would love for you to join us. This work would not be possible without the growing community of participants, partners, volunteers, advocates, and financial partners who make us who we are. Thank you for being part of the journey with us.



REYNOLDS CHAPMAN  
EXECUTIVE DIRECTOR

## Our Vision

WE ENVISION A CITY  
WHERE ALL RESIDENTS  
LOVE THEIR NEIGHBORS.

## Our Mission

TO WORK TOWARD A MORE  
CARING, CONNECTED, AND  
JUST DURHAM.

## Our Values

WE ARE MOTIVATED AND  
GUIDED BY THE LIFE AND  
WORK OF JESUS CHRIST.

WE LISTEN TO ALL VOICES,  
PARTICULARLY THOSE ON  
THE MARGINS.

WE VALUE  
COLLABORATION THAT IS  
INCLUSIVE, EQUITABLE,  
AND HOLISTIC.

WE EDUCATE, TRAIN, AND  
EQUIP OTHERS.

# Strategic OBJECTIVES

## PROGRAMMING OBJECTIVES

- 1. Sustain, sharpen, and deepen current programs.**
  - A. Perform impact assessment to evaluate and improve upon existing programs.
  - B. Hold staff retreat to evaluate and improve upon existing programs.
  - C. Establish advisory committees to receive input on programming and extend opportunities for further engagement.
  - D. Consistently evaluate all programming activities.
- 2. Offer new programming that is more broadly accessible.**
  - A. Host “onramp” events for a broad Durham audience.
  - B. Create resources that are useful and accessible for all Durham residents.
- 3. Deepen community partnerships through joint programming.**
  - A. Work with organizations to create resources, connecting events, and advocacy initiatives.
  - B. Consistently collaborate with neighborhood organizations.
  - C. Consistently be present, support, and collaborate with organizational and congregational networks.
- 4. Deepen church relationships through outreach and communication.**
  - A. Update the Durham congregation list yearly.
  - B. Share DurhamCares opportunities with all congregations.
  - C. Learn churches’ gifts and challenges through surveys and gatherings.
  - D. Host events for churches that are both regional and city-wide.

## OPERATIONAL OBJECTIVES

- 1. Maintain a full, active, and diverse board.**
  - A. Keep the number of board members to at least 12.
  - B. Assign each board member to a subcommittee.
  - C. Activate board members to build volunteer base.
  - D. Recruit strategic board members with different gifts and backgrounds.
  - E. Ensure that 100% of board members give financially annually.
  - F. Improve marketing of board members with storytelling and media materials.
- 2. Consistently track simple, effective metrics.**
  - A. Develop outcome-based metrics in each program area.
  - B. Refine all surveys to make them succinct and effective.
  - C. Collect quality data for each program activity.
- 3. Enhance internal support to perform operations.**
  - A. Provide support, care, & professional development for current staff.
  - B. Provide effective professional development for new and existing board members.
  - C. Create avenues for volunteering.
  - D. Recruit additional volunteers & interns.
  - E. Refine intern and volunteer roles to effectively accomplish operations.
  - F. Add program and development staff.
- 4. Create healthy processes with fiscal sponsorships.**
  - A. Create evaluation rubric for taking on new fiscal sponsors.
  - B. Clarify roles and responsibilities with current fiscal sponsors.
  - C. Market our role as a fiscal sponsor.

# Strategic CONT. OBJECTIVES

## FINANCIAL OBJECTIVES

- 1. Increase income by 15% each year 2025-2027.**
- 2. Increase number and effectiveness of donor events and campaigns.**
  - Activate board members and partners to host donor events.
  - Consistently increase attendance and income at Advancing the Vision, Bull City Madness, Impact Celebration, and Summer Inspire.
  - Implement programming events that will engage donors in participation and volunteering.
- 3. Care for donors through programming, communication, and volunteering.**
  - Learn donors' stories, gifts, ideas, and interests through meetings, gatherings, and surveys.
  - Thank every donor who makes a gift to DurhamCares.
  - Send monthly updates to donors.
  - Invite donors to participate in volunteering and programming.
- 4. Expand Community Engagement.**
  - Invite Pilgrimage alumni to give after pilgrimage and before each major campaign.
  - Increase monthly donors to 100 by December 2026 and 125 by 2027.
  - Implement consistent process for re-engaging lapsed monthly donors.
- 5. Increase large donations through new individuals, businesses, and grants.**
  - Dedicate set staff hours for researching grants and applying for new grants.
  - Share DurhamCares with new individual donor prospects.
  - Partner with existing and new business partners for cash and in-kind gifts.
- 6. Continue to monitor programming financial models to be values-driven and more sustainable.**
  - Increase support through volunteers, sponsorships, and grants.
  - Steward program budgets with frugality, equity, and quality.

## MARKETING OBJECTIVES

- 1. Create messaging that can be shared and understood by anyone.**
  - Update mission/vision/values to be extraordinarily simple.
  - Create an FAQ sheet for DurhamCares team to share with partners.
- 2. Update materials with adjusted mission, vision, values, and brand.**
  - Redesign website to cohesively and comprehensively reflect who we are and what we do.
  - Create pitch deck that is updated twice per year.
  - Create print materials with updated messaging.
- 3. Tell stories of impact throughout the year.**
  - Record video, audio, and print testimonials of participants to share and store in an accessible location.
  - Publish testimonials of participants consistently in social media, on the website, e-blasts, and in fundraising campaigns.
  - Tell a consistent story with our numbers – choose metrics that will be published and track them meticulously.

# 2025

- Q1**
  - \* Partner with organizations and networks on Locked in Solidarity (LIS).
  - \* Use (LIS) as opportunity to engage broad audience.
  - \* Share about LIS with all Durham churches.
  - \* Redesign website to cohesively & comprehensively represent who we are & what we do.
  - \* Identify two new grants to apply for in 2025.
  - \* Create new print materials for DurhamCares.
  - \* Create FAQ sheet for DurhamCares team to share with partners.
- Q2**
  - \* Register 20 teams for Bull City Madness.
  - \* Secure sponsorships or teams from 20 businesses for Bull City Madness.
  - \* Feature 20 nonprofit organizations at tables at Bull City Madness.
  - \* Receive feedback and deepen relationships with donors at Impact Celebration.
  - \* Engage 50 congregations in planning and promoting Pentecost worship service.
- Q3**
  - \* Perform program impact assessment and hold staff retreat to evaluate programs.
  - \* Create calendar of 2026 "onramp" programs to reach broad Durham audience.
  - \* Begin consistently attending network and community meetings.
  - \* Share pitch deck with five new donor prospects.
  - \* Increase monthly donors by 15 with Summer Inspire Campaign.
  - \* Create business/corporate partner research plan to learn prospective partners and how to apply.
- Q4**
  - \* Increase attendance at Advancing the Vision by 15% from 2024.
  - \* Increase ATV and year-end donations by 15% from 2024.
  - \* Choose 2026 metrics and create consistent system for tracking and storing.
  - \* Share 2026 DurhamCares calendar with all Durham congregations.
  - \* Evaluate year 2 of Journey to Thriving and make necessary adjustments for year 3 and cohort 3.

# 2026

- Q1**
  - \* Implement business/corporate partner research plan – identify 50 potential corporate sponsors.
  - \* Increase LIS attendance by 15% from previous year.
  - \* Identify five new grants to apply for in 2026.
- Q2**
  - \* Share pitch with 30 new businesses or corporations.
  - \* Register 25 teams for Bull City Madness.
  - \* Secure sponsorships or teams from 25 businesses for Bull City Madness.
  - \* Feature 25 nonprofit organizations at tables at Bull City Madness.
  - \* Receive feedback and deepen relationships with donors at Impact Celebration.
  - \* Engage 75 congregations in planning and promoting Pentecost worship service.
- Q3**
  - \* Create resource development plan for resources that will be useful to broad Durham audience.
  - \* Perform program impact assessment and hold staff retreat to evaluate programs.
  - \* Create calendar of 2027 "onramp" programs to reach broad Durham audience.
  - \* Share pitch deck with ten new donor prospects.
  - \* Increase monthly donors by 15 with Summer Inspire Campaign.
- Q4**
  - \* Increase attendance at Advancing the Vision by 15% from 2025.
  - \* Increase ATV and year-end donations by 15% from 2025.
  - \* Choose 2027 metrics and create consistent system for tracking and storing.
  - \* Share 2027 DurhamCares calendar with all Durham congregations.
  - \* Evaluate year 3 of Journey to Thriving and make necessary adjustments for year 4.

# 2027

- Q1**
  - \* Increase LIS attendance by 15% from previous year.
  - \* Identify ten new grants to apply for in 2027.
  - \* Implement resource development plan with new resources that are useful to a broad Durham audience.
  - \* Begin process for 2028-2030 strategic plan.
- Q2**
  - \* Share pitch with 35 new businesses or corporations.
  - \* Register 30 teams for Bull City Madness.
  - \* Secure sponsorships or teams from 30 businesses for Bull City Madness.
  - \* Feature 30 nonprofit organizations at tables at Bull City Madness.
  - \* Receive feedback and deepen relationships with donors at Impact Celebration.
  - \* Engage 100 congregations in planning and promoting Pentecost worship service.
- Q3**
  - \* Perform program impact assessment and hold staff retreat to evaluate programs.
  - \* Share pitch deck with fifteen new donor prospects.
  - \* Increase monthly donors by 25 with Summer Inspire Campaign.
- Q4**
  - \* Increase attendance at Advancing the Vision by 15% from 2026.
  - \* Increase ATV and year-end donations by 15% from 2026.
  - \* Choose 2028 metrics and create consistent system for tracking & storing.
  - \* Share 2028 DurhamCares calendar with all Durham congregations.
  - \* Evaluate year 4 of Journey to Thriving and make necessary adjustments for year 5.
  - \* Finalize 2028-2030 strategic plan.

# NOTES



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Many thanks to Bob Powell and the team at the STAR Program at UNC's Kenan-Flagler Business School for making this strategic plan possible.

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