

A SAFE PLACE

STRATEGIC PLAN, 2022-2025

Planning for Tomorrow

A Safe Place: Strategic Plan 2022 – 2025

I. Introduction

Strategic Plans set the roadmap to fulfill an organization's goals and point its direction forward. Today, we often chart our courses using a GPS allowing us to choose between alternative routes. The board and staff of A Safe Place have put time and effort into exploring several possible routes for the next few years. This plan is their informed choice of the right direction for ASP in the current environment and is the result of hard work and thoughtful, open participation.

II. Background/Process:

A Safe Place Board worked on the strategic planning through 2021 and 2022. The board formed an Strategic Planning Committee composed of staff and board members.

- Phase I: Assessment and Discovery:

During this phase, the committee gathered data via small focus group with clients and conducted online surveys with board, staff, service providers, additional clients, and other key informants (government, funders, businesses, etc.). More than 277 surveys were received. In addition, the committee gathered demographic and ethnographic information about Lake County, IL as well as articles and reports that would add to the base for planning. COVID had an impact on the process to develop recommendations.

- Phase II: Assessing Possible Futures

During this phase, the Planning Committee used the information gathered to update new work accomplished by A Safe Place since last Strategic Plan and develop 3 different strategies/options for future directions for A Safe Place.

- Phase III: Agreement on the Strategic Direction for A Safe Place

A board meeting was held in February 2022 to assess options and determine directions for final consideration. Emerging from that meeting was the adoption of the strategic planning summary presented by the committee which would be used to further develop the plan:

1. Include Human Trafficking goals in Area 1 - 'Maintain Current Levels of Domestic Violence Services
2. Include Emergency Response Team goals in Area 1 - 'Maintain Current Levels of Domestic Violence Services

3. Increase staff retention by improving staff on boarding and standardize staff training. Explore feasibility to bring an in house trainer dedicated to this work. Add this goal to improve staff turnover rates in Area 2 - 'Building a Cohesive Staff'
4. Secure salary data from similar organizations for comparison in Area 2 - 'Staff Compensation'
5. Charge the Board Development Committee to monitor and implement strategic plan and to develop a succession plan for the future.
6. Conduct a feasibility assessment and potential scope of a capital campaign that would incorporate the goal of creating a sanctuary model in lieu of communal living/emergency shelter model with comprehensive services to include health clinic, behavioral health unit, pet shelter and warehouse with a store front for clients) and the need for outside consulting efforts toward that end. Process:
 - a. Explore alternative housing models to replace current shelter model.
 - b. Solidify the shelter model and its vision
 - c. Include in capital campaign the ask to retire the debt on the Zion property.
 - d. Research and secure funding sources to pay for consultant to conduct feasibility study for capital campaign.
 - .e. Develop Action Plan based on the results from the feasibility assessment.

III. Decisions on Direction to Maintain the Current Service Level

COVID had a tremendous impact at A Safe Place. we saw a tremendous uptick on services where we have been housing clients up to 107 per night versus 33 per night which is the current capacity of our shelter. Based on our learnings this strategic plan was developed.

A Strategic Plan is never final.

It is critical that the Strategic Plan be reviewed and revised annually so that it reflects the current state of affairs internally and externally.

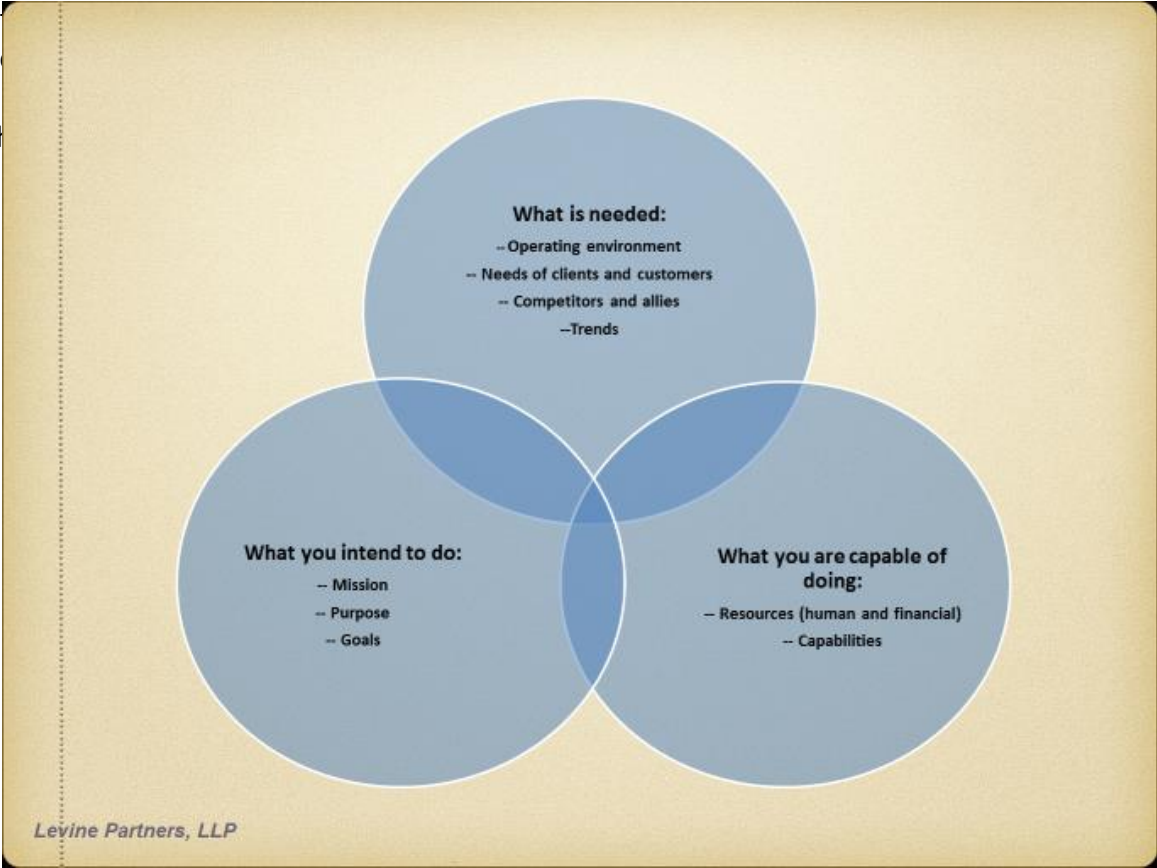
When doing this review, it is prudent to strategize beyond the 3 years of this plan.

A Safe Place Strategic Plan 2022-2025

A Safe Place's 2022-2025 Strategic Plan focuses on maintaining its current levels of service while ensuring that additional resources become available.

The graphic below indicates the relationship between the three components of the strategic plan:

internally while additional resources become



Maintain Current Levels of Domestic Violence Services

The current scope of services provided by A Safe Place strives to fulfill its current Vision and Mission. For the next three years, the overall goal is to be able to maintain current levels of service. The service objectives for years 1,2 and 3 should be reviewed and modified as needed to reflect any changes in the organization's core focus. Objectives will also need to be reviewed based on the Illinois budget, funders allocations, etc. situation and any modifications or changes in the organization's overall fiscal status

Service	Description	Responsible Staff	Current Service Level	Year 1 Goals/Objectives	Year 2 Goals/Objectives To be reconsidered following Mission/Vision Review and Illinois Budget status	Year 3 Goals/Objectives To be reconsidered following Mission/Vision Review and Illinois Budget status
Domestic Abuse Hotline	A 24/7 crisis line for those experiencing domestic abuse seeking help. (including bi-lingual services)	Shelter Dir, and its staff	Operates on a 24/7 basis with staff and volunteers. 2,833 callers in FY 2015 (10% increase from 2014).	<ul style="list-style-type: none"> ➤ Maintain 24/7 operation of the hotline. ➤ Increase the number of Hotline volunteers. ➤ Conduct 3 to 4 40-hour training for new volunteers, adding 60 or more new volunteers. 	<ul style="list-style-type: none"> ➤ Maintain 24/7 operation of the hotline. ➤ Increase the number of Hotline volunteers. ➤ Conduct 3 to 4, 40-hour training for new volunteers adding 60 or more new volunteers. 	<ul style="list-style-type: none"> ➤ Maintain 24/7 operation of the hotline. ➤ Increase the number of Hotline volunteers. ➤ Conduct 3 to 4, 40-hour training for new volunteers adding 60 or more new volunteers.

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Emergency Shelter	An emergency shelter for women and children fleeing domestic abuse and needing shelter. Can accommodate up to 35 women and children. (provides Spanish language services)	Shelter Dir. and its staff	Operates on a 24/7 basis with staff and volunteers. 188 victims sheltered/7,233 shelter nights. Staffing shortages at times limit the number of residents that can be accommodated.	<ul style="list-style-type: none"> ➤ Stabilize staffing patterns to allow full use of shelter beds ➤ Develop plan for feasible facility improvements and improved supports for house-keeping functions. 	<ul style="list-style-type: none"> ➤ Continue to operate at capacity ➤ Continue implementation of facility improvements and staff support. 	<ul style="list-style-type: none"> ➤ Continue to operate at capacity ➤ Continue implementation of facility improvements and staff support.
Transitional and Affordable Housing/Housing Assistance.	Provides Section 8-supported affordable rental housing to women leaving abusive situations. 40 apartments are available.	Director of permanent Housing and its staff	41,355 nights of safe housing in FY 2015 (16% increase from 2014).	<ul style="list-style-type: none"> ➤ Continue to manage so that apartments are vacant for as few days as possible. 	<ul style="list-style-type: none"> ➤ Continue to manage so that apartments are vacant for as few days as possible. 	<ul style="list-style-type: none"> ➤ Continue to manage so that apartments are vacant for as few days as possible.

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D-100: Waukegan Courthouse Help with Orders of Protection/Legal Advocacy.	Support clients through the process of requesting and obtaining Orders of Protection. (bi-lingual services)	Dir of Legal Advocay Program and its staff	3,001 Orders of Protection filed (16% increase from 2014).	➤ Maintain current level of service.	➤ Maintain current level of service.	➤ Maintain current level of service.
Family Visitation Center	Provides a safe, supervised space for mandated parental visits and custody exchanges. (bi-lingual services)	Dir. Of Visitation Center and its staff	188 Children had parental visits. 1,403 Custody exchanges. 1,194 Family visitations.	➤ Maintain current level of service.	➤ Maintain current level of service.	➤ Maintain current level of service.

<p>Community Education, Prevention and Advocacy</p>	<p>Provides programs on Domestic Violence prevention. Works with government (police, judiciary) to ensure the safety of DV victims and promotes policies that will provide support for DV services and victims.</p>	<p>Chief Dev. Officer and Ed & Outreach Coordinator</p>	<p>Domestic Violence presentations and education for teens on healthy relationships.</p> <p>2,648 teens received education on healthy relationships.</p> <p>8,159 people attended domestic violence presentations.</p> <p>Presentations to police and other government (court) officials on working with DV victims.</p>	<p>➤ Maintain current level of service.</p>	<p>➤ Maintain current level of service.</p>	<p>➤ Maintain current level of service.</p>
<p>Counseling: Individual and Groups</p>	<p>Provide group and individual counseling for adults and children.</p>	<p>Director of Counseling and its staff</p>	<p>558 adults received counseling.</p>	<p>➤ Maintain current level of service at the Shelter and at other</p>	<p>➤ Maintain current level of service at the Shelter and at other sites that</p>	<p>➤ Maintain current level of service at the Shelter and at other sites that</p>

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			158 children received therapeutic counseling.	sites that are currently operating.	are currently operating.	are currently operating.
Community Collaboration	Participate in and help lead community collaborations and build partnerships with other organizations. Work with community leaders across Lake County.	CEO, ASP Leadership Team & Its staff	ASP holds a leadership role in the Partnership for a Safer Lake County and in statewide DV coalitions.	➤ Maintain current level of engagement.	➤ Maintain current level of engagement.	➤ Maintain current level of engagement.

Additional Service Considerations

Budgetary Considerations: The above plan is predicated on A Safe Place continuing to bring in resources to meet the costs of maintaining services and the incremental costs to fully stabilize and sustain A Safe Place at the current service levels. Costs will be incurred in addressing staffing and personnel issues; in building the infrastructure and maintaining the physical plant of ASP; and in taking on new development strategies which are laid out in the strategic plan components that follow.

Data Collection Considerations: Most of staff time on task is in direct service to clients. It is the expectation that staff spends 70% of their time with clients as documented via Infonet for front line staff and 60% for Directors. Data is kept on numbers of clients served and what types of services are provided. But little follow up data exists once a client moves on from ASP services. This poses a dilemma of documentation and getting to outcomes. The lack of ability to “follow” a client is caught up in issues of confidentiality as well as the staff time and effort to be able to document outcome measures. As more and more funders seek this kind of data, ASP may want to explore options for data documentation, consulting and collaborating with other domestic violence providers in Illinois and in other locations.

Address Personnel Issues and Build a Strong, Committed, Highly Qualified Staff

Will Include Updated Organizational Chart

The success of A Safe Place relies on a skilled and dedicated staff who are able to support, counsel and protect the organization's clients through dangerous and turbulent moments in their lives.

Building a Cohesive Staff	Year 1 Goals/Objectives	Year 2 Goals/Objectives	Year 3 Goals/Objectives
1. Conduct an annual, confidential, staff morale survey: <ul style="list-style-type: none"> • First year survey will further identify and clarify key issues from staff perspective, set priorities, and establish a benchmark to measure progress year to year. 	X	X	X
2. Establish a multilevel staff personnel committee, representing all organizational components chaired by HR Director: <ul style="list-style-type: none"> • Committee’s charge is to review current personnel situation and develop improvement recommendations for senior management consideration. • The Committee will review the results of the staff morale survey annually and make further recommendations. 	X	X	X
3. Develop Staff Coverage Improvement Plan, led by senior staff with input from line staff: <ul style="list-style-type: none"> • Define the coverage needs for both planned and unplanned needs. • Review current system for ensuring proper coverage and identify its weaknesses. • Develop and implement a plan to address problems 	X		
4. Increase inter-unit understanding and coordination (Breaking down the Silos): <ul style="list-style-type: none"> • Review staff orientation process to ensure that it fully integrates agency-wide and job specific perspectives. • With staff personnel committee develop and implement regular all agency staff meetings designed to increase understanding. These should be in-person meetings or video meetings so that staff see one another. • Develop a communication system so that staff are aware of current organizational activities and challenges. • Provide opportunities for staff from one unit to “job shadow” in another to better understand the depth and breadth of the work of ASP. 	X X X X X	X X X X	X X X X

Compensation	Year 1 Goals/Objectives	Year 2 Goals/Objectives	Year 3 Goals/Objectives
1. Conduct an annual salary review comparing ASP scale against Lake County and Chicago Metro salaries.	X	X	X
2. Establish plan to align ASP salaries with the marketplace that sets a target for all positions, defines the funding need for bringing ASP in alignment with its targets and establishes a multiyear process for alignment.		X	
3. Review and revise overtime policy with input from the Staff Personnel Committee.	X		

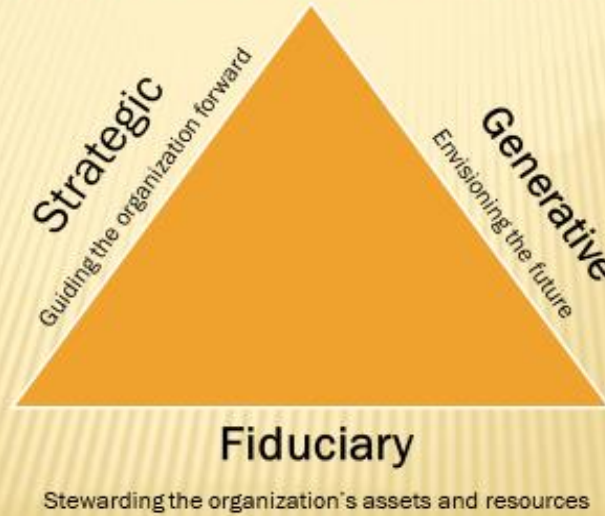
Succession Plan	Year 1 Goals/Objectives	Year 2 Goals/Objectives	Year 3 Goals/Objectives
1. Develop a succession plan for all key positions.	X		
2. Develop a “career ladder” for all positions across the organization.		X	

Build a Strong, Supportive Governing Board

A Safe Place needs to ensure that it has the Board it needs to meet current challenges and to insure future success. Over the next three years the A Safe Place will take action to strengthen its Board by addressing these components:

- Building the board of the future: implementing strategies for gaining more diversity on the board as well as engaging members who have status and reach in order to open doors and raise funds for ASP.
- Clearly defining the “work of the board” including fiduciary/fundraising responsibilities, setting direction and policy and succession planning.
- Developing a plan for board commitment to both giving and “getting” for ASP.

GOVERNANCE AS LEADERSHIP IN PRACTICE THE THREE MODES OF BOARD WORK



Building the Board of The Future	Year 1 Goals/Objectives	Year 2 Goals/Objectives	Year 3 Goals/Objectives
1. Conduct an annual Board Survey to assess engagement, satisfaction and commitment. Share and discuss the results with the entire board.	X	X	X
2. Develop a Board Matrix to assess the skills and expertise of the current Board. Use this annually to establish the skills and constituencies that are needed but not present.	X	X	X
3. Review and revise Board member recruitment process. Develop and implement a plan for outreach and cultivation of potential board members.	X	X	X
4. Develop and implement a Succession Plan for Board officers.		X	
5. Review and revise Board orientation process.	X		

Defining and Refining the Work of The Board	Year 1 Goals/Objectives	Year 2 Goals/Objectives	Year 3 Goals/Objectives
1. Board Training on Governance and Leadership: <ul style="list-style-type: none"> ➤ Conduct one or more Board training experiences on the work of a Board and the role of a Board member as a part of overall orientation to the Board. ➤ Include some form of Board training (no more than 30 minutes) at each Board meeting. ➤ Share materials/articles and information on high functioning board with members between meetings. 	X	X	X
2. Assess Board's historic agenda and determine how much of the Board's work will be devoted to "Generative", "Strategic" or "Fiduciary" tasks.	X	X	X
Establish and implement a process to ensure that meeting agendas reflect this expectation.	X	X	X
Board Giving and Getting	Year 1 Goals/Objectives	Year 2 Goals/Objectives	Year 3 Goals/Objectives

1. Clarify policies and expectations for Board giving and for Board engagement in outreach to others. Include this as a key component in orienting new board members.	X		
2. Include Board members as solicitors with key staff in cultivating major donors.	X	X	X
3. Use time at a board meeting, at least once a year, to either train on fundraising strategies, or to have a board brainstorming session related to specific areas of fundraising (such as securing major gifts, endowments, opening corporate doors).	X	X	X
4. Develop “champions” among past board members to work with current and new ones on fundraising.	X	X	X

Develop a Comprehensive Capital Campaign Strategy to build the emergency shelter of the future. Strategy that Considers a Major, Multi-year Capital Campaign. To be developed based on goals listed on page 2 and 3 of this document

Develop a Comprehensive Capital Campaign	Year 1 Goals/Objectives	Year 2 Goals/Objectives	Year 3 Goals/Objectives