



**STEPS
TO END
DOMESTIC
VIOLENCE**

**Strategic Plan
2018-2023**

WHAT WE DO

We are an advocacy organization dedicated to helping those who have experienced domestic violence by providing services tailored to individual needs for the best outcomes possible.

WHY WE DO IT

Our mission is to assist in the transition to a safe, independent life for all those who have been affected physically, sexually, emotionally, or economically by domestic abuse and to promote a culture that fosters justice, equity and safety.

We're planning because...

We strive to provide the best programming and resources possible. By planning ahead, we are challenging ourselves to think critically and in a trauma-informed way.

By charting our progress, we can move forward with confidence, knowing that those who have experienced domestic violence are being helped in ways that are sustainable and measurable.

How to read this plan:



Planning: Doing necessary research + getting ready for implementation



Implementing: Beginning the work



Complete: Work/item is complete



Ongoing: Has been implemented + now is ongoing

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DIRECT SERVICES

Goal: Steps to End Domestic Violence will provide high-quality, accessible, culturally competent and trauma-informed services.

STRATEGIES

	FY2019	FY2020	FY2021	FY2022	FY2023
Instill a culture of shared responsibility for direct services	I	O	O	O	O
Ensure that all service users are informed about what to expect from our services and what their rights are	I	O	O	O	O
Conduct trauma-informed organizational assessment and implement changes in response to findings	I	I	C	C	C
Conduct cultural competency audit(s) and implement changes in response to findings	I	I	C	C	C
Implement and enforce policies and procedures that ensure consistent, responsive direct services that recognize the whole person	I	I	O	O	O
Identify measurements for success in all agency programs. Engage staff in the development of metrics to increase ownership	P	I	C	C	C
Identify what programs/services we should continue to offer, and what, if anything, should be discontinued or added	I	I	C	C	C
Ensure direct service staffing capacity is sufficient to meet demand	P	I	O	O	O

BENCHMARKS

- Conduct training with all staff on expectations for direct service delivery
- Create and implement process/document for reviewing our services and the limits thereof with every service user upon engagement with the agency
- Implement a policy of offering a copy of the “Service User Rights” document to every service user upon engagement with our services
- Conduct trauma-informed organizational assessment and identify areas for improvement
- Conduct a cultural competency audit and identify areas for improvement
- Review/modify/create policies and procedures for direct services with a focus on the unique needs of individual service users
- Use of more structured supervision to ensure policies and procedures are being followed and to reinforce shared responsibility for direct service provision
- Identify and agree upon evaluation metrics for each program
- Periodic surveys and outreach to measure client satisfaction and to suggest areas for improvement

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EMERGENCY HOUSING

Goal: Steps to End Domestic Violence will provide trauma-informed emergency housing that supports the needs of all residents with respect to physical environment and supportive services.

STRATEGIES

	FY2019	FY2020	FY2021	FY2022	FY2023
Ensure that existing shelter facility operates in the most efficient and effective way possible	I	C	C	C	C
Close and sell existing shelter facility	P	●	C	C	C
Learn from emerging housing/partnership models in the domestic violence field	I	O	O	O	O
Provide "overflow" emergency housing in a broad range of locations to best meet needs of survivors	●	I	O	O	O
Develop new facility for emergency housing and administrative space	P	P	I	O	O

BENCHMARKS

- Existing shelter facility closed and sold
- Secure management of General Assistance emergency housing funds from the state for those fleeing domestic violence
- Create a new facility for emergency housing and administrative space
- Secure necessary funding for creation of new emergency housing and administrative space

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EDUCATION + PREVENTION

Goal: Steps to End Domestic Violence will be viewed as the experts on domestic and dating violence and will provide training and consultation services to educators and service providers to drive social change across Chittenden County.

STRATEGIES

	FY2019	FY2020	FY2021	FY2022	FY2023
Identify those who are working with the people we want to reach and develop plan for training them	P	I	I	O	O
Educate new audiences about domestic/dating violence, using a proactive approach	P	I	O	O	O
Generate revenue from education activities	P	I	O	O	O
Increase Education staffing by at least one FTE	P	P	I	C	C
Train others to provide domestic/dating violence education to expand reach and increase community's capacity to respond to and prevent domestic/dating violence	P	P	I	O	O

BENCHMARKS

- Develop an evidence based train-the-trainer curriculum for schools, businesses, and other entities
- Implement train-the-trainer sessions in Chittenden County schools
- 0.5% of agency revenue will come from education activities
- Establish training agreements with at least 5 organizations/entities
- Identify potential local and statewide public policy initiatives to support domestic violence education and identify next steps

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COMMUNICATIONS + PUBLIC RELATIONS

Goal: Steps to End Domestic Violence will be vocal, visible and well-known in the community, clearly communicating its mission and services, and aligning with other social change movements.

STRATEGIES

	FY2019	FY2020	FY2021	FY2022	FY2023
Engage proactively with various media outlets through press releases, op-ed articles and letters to the editor	I	O	O	O	O
Utilize forward thinking, cutting-edge content in agency communications	I	O	O	O	O
Highlight personal stories of those who have experienced domestic violence, including testimonials	I	O	O	O	O
Identify and stay abreast of current trends in media/social media consumption	P	I	O	O	O
Create and use annual marketing plan to guide communication activities	P	I	O	O	O
Publicize the agency's work as social change work, in addition to direct service provision	P	I	O	O	O
Participate in social change movements and events in the community that include and affect individuals and organizations with whom we work	P	I	O	O	O

BENCHMARKS

- Invite media to all agency events
- Executive Director and/or Board of Directors member(s) will write at least two op-ed pieces/year
- Executive Director and/or Board of Directors member(s) will write at least two letters to the editor/year
- Press releases will be issued as needed/as newsworthy events occur
- Identify methods to track the reach and success of various communication delivery methods
- Create an annual marketing plan and allocate resources in budget for its implementation
- Identify social movements/events in the community with which to align

5 INFRASTRUCTURE

Goal: Steps to End Domestic Violence will have an efficient, well-maintained infrastructure that facilitates a positive staff and service user experience.

STRATEGIES

	FY2019	FY2020	FY2021	FY2022	FY2023
Increase utilization of self-care resources among staff	I	O	O	O	O
Promote and encourage participation in professional development opportunities	I	O	O	O	O
Conduct staff retreats to allow for training and deeper discussions on topics of interest	I	O	O	O	O
Ensure that all of the agency's spaces are comfortable and welcoming to staff and visitors	■	I	O	O	O
Develop and implement a staff training schedule for each position to include onboarding and ongoing training topics	P	I	C	C	C
Update phone system to better accommodate 24/7 nature of services and working remotely	P	I	C	C	C
Explore alternatives to existing direct service data management software to allow for more efficient data collection and reporting; as appropriate, invest in new software and data transfer	P	I	I	C	C
Expand Administrative staffing to ensure adequate coverage of HR functions and other administrative support tasks	P	P	I	C	C

BENCHMARKS

- EAP representatives attend staff meeting at least once/year to promote services
- Conduct staff retreats at least 3 times/year with input from staff on content
- Rearrange/reorganize/de-clutter existing Admin space to better accommodate service users and staff needs
- Training schedules developed for each position
- New phone system identified and implemented
- Administrative support team expanded
- Identify whether to migrate direct service data to a new system

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FUNDING + BUSINESS MODEL

Goal: Steps to End Domestic Violence will be a financially sound and sustainable organization, with a growing base of supporters and an internal culture of philanthropy.

STRATEGIES

	FY2019	FY2020	FY2021	FY2022	FY2023
Expand private donation revenue to increase unrestricted funds	I	O	O	O	O
Continually evaluate donor acquisition and retention rates against industry standards	I	O	O	O	O
Create an organization-wide “culture of philanthropy” in which all staff and board participate	I	O	O	O	O
Engage all board members in fundraising efforts	I	O	O	O	O
Expand revenue from bequests through a planned giving program	P	I	O	O	O
Use an annual plan to guide foundation applications	P	I	O	O	O
Increase corporate support	P	I	O	O	O
Increase Development staffing to facilitate a greater focus on fundraising activities	P	I	C	C	C
Establish a capital campaign for facility needs	P	I	I	O	O
Explore models for revenue generation, such as social enterprise and/or fee for service activities	P	P	I	C	O

BENCHMARKS

- Donor retention and acquisition rates analyzed at least once/year; strategies for improvement identified based on results
- Board members receive training/education on fundraising and understand the role of fundraising in the agency's revenue mix
- All staff are trained on how agency programs are funded and understand the role of fundraising in the agency's revenue mix
- Every new donor receives a thank you call from a Board member
- Planned giving program is established and marketed publicly and to existing donors
- Create annual plan for foundation applications based on their grant cycles/application deadlines
- Potential corporate partnerships are identified and nurtured
- Increase Development staffing by one FTE
- Identify/evaluate potential activities for revenue generation

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