



# SafePlace

*Ending Sexual & Domestic Violence*

## Strategic Plan 2010 - 2012



# *SafePlace 2010-2012 Strategic Plan*

## *Table of Contents*

<i>SafePlace 2010-2012 Strategic Plan</i> .....	1
<i>Table of Contents</i> .....	1
<i>SafePlace 2010 - 2012 Strategic Plan</i> .....	1

# *SafePlace 2010 - 2012 Strategic Plan*

## *Executive Summary*

This strategic plan was developed during a time of global economic upheaval - uncertainty was the norm. Our plan is directive and guiding, yet flexible so we can be responsive and opportunistic in this unpredictable environment.

Issues impacting SafePlace during this planning period include:

- a growing jobless and unemployment rate and increasing poverty;
- insufficiencies in the area of financial assistance, affordable housing, and mental health services;
- pop culture that gratuitously promotes violence and disrespect;
- demographic shifts, primarily in a dramatically expanding Latino population;
- technological and communications advances that change rapidly;
- philanthropic giving decreases and funding challenges; and
- an enormous number of nonprofit organizations in the Central Texas region.

As of 2010, SafePlace has been doing this work for 36 years. Increased awareness about sexual and domestic violence and our local legal systems response to these crimes is dramatically improved; death rates resulting from intimate violence have decreased. The helping community, governmental and not for profit, are working cooperatively and are committed to having a better community response to intimate violence. SafePlace has a broad scope of services, amazing staff with longevity, is well respected in our community and has national recognition as a center of excellence. On a daily basis we are inspired by the people we serve. We have much to celebrate.

There remains however, much to be done.

This strategic plan speaks to our belief that while SafePlace absolutely must maintain our direct services to those who are hurt by sexual and domestic violence, we probably will not be able to grow direct services by much in this financial environment. Our limited additional resources instead are primarily focused on increasing awareness and increasing preventing efforts. Thus our vision: to end sexual and domestic violence in our community.

This plan is a public statement that we cannot and should not do this work alone. Our expertise about sexual and domestic violence is a privilege and should not be used to exclude others from being part of the solution. We must engage as many people as possible to recognize, respond, prevent, and speak out against sexual and domestic violence. Our new mission statement requires that we engage others in our work.

Until our vision is realized we will make sure that our methods are effective, seek new and innovative ways to provide our services, be accountable, work to grow sustainable sources of revenue, ensure that our facilities and technology are adequate, and make sure that staff, board and volunteers are well prepared to do our jobs with the highest of standards.

Our purpose has not changed: we exist to serve victims who without us cannot find safety; we will help survivors hurt by this violence to heal and find their power to lead lives that are violence free; we will prevent the violence from occurring or reoccurring, and we must create the change that enables us to be a community free of rape, sexual abuse and domestic violence.

Sandy Cox  
Chair, Strategic Planning Committee

Julia Spann  
Executive Director, SafePlace

## *Mission Statement*

SafePlace exists to end sexual and domestic violence through safety, healing, prevention and social change.

## *Vision Statement*

A community free of rape, sexual abuse and domestic violence.

## *Values*

SafePlace is guided by a statement of philosophy that recognizes our historical roots in the women's movement and our call to both serve and to create social change. We also have an internal code of conduct that emphasizes cooperation, respect and responsibility – to survivors we serve, our community and our supporters. The values that best define us today are:

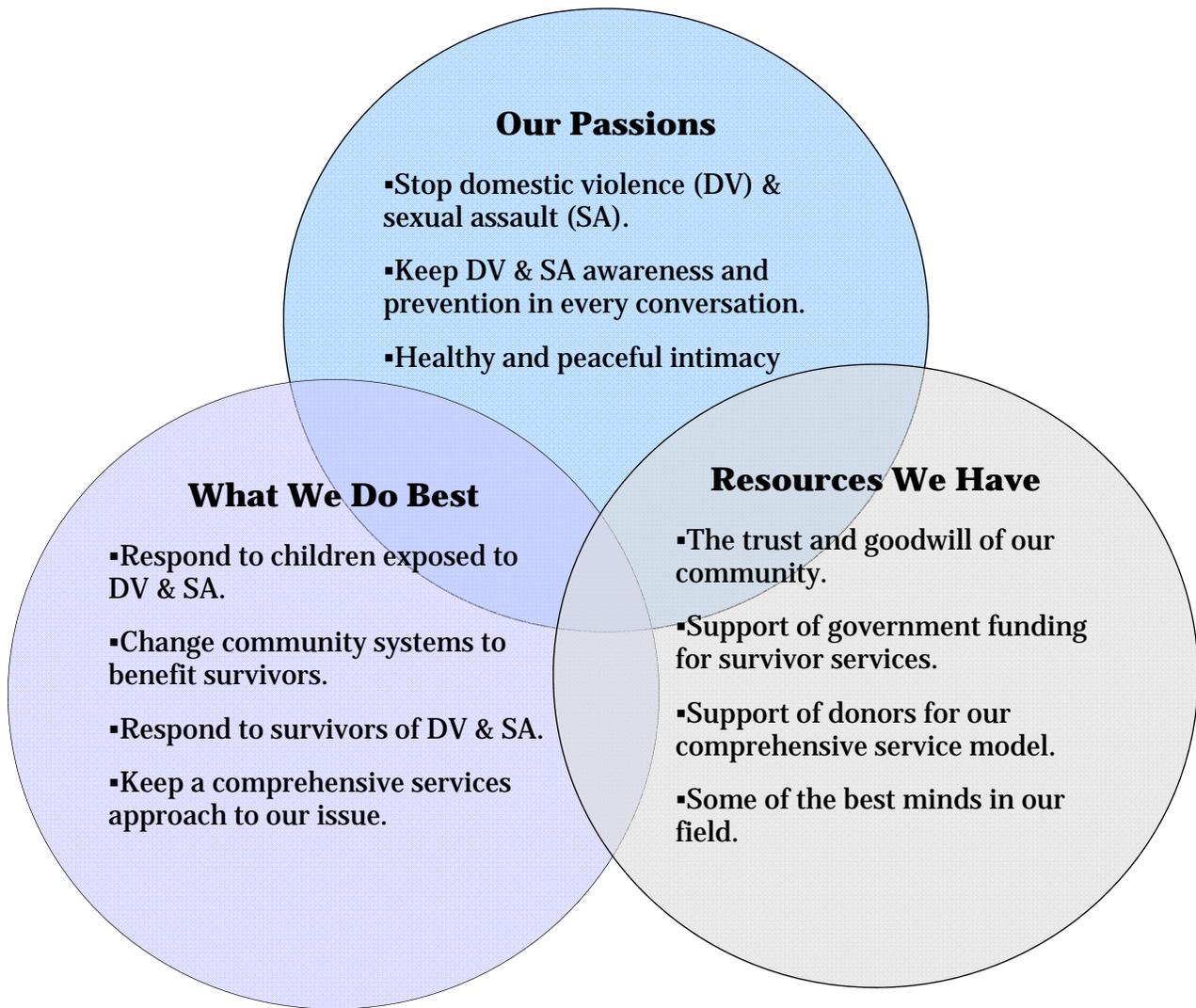
### ***Innovation***

We are committed to examining our service and business practices and seeking innovation in all aspects of the agency.

<b><i>Respect</i></b>	We respect survivors' rights to make choices in their lives. We treat the people we serve, our volunteers, collaborators, funders, staff and community partners with respect.
<b><i>Compassion</i></b>	We have great compassion for survivors, their friends and families. We believe in the possibility of a future without sexual and domestic violence.
<b><i>Integrity</i></b>	We strive to be accountable, honest, ethical and responsive.
<b><i>Dedication</i></b>	We are absolutely dedicated to our mission and vision.
<b><i>Empowerment</i></b>	We believe in supporting survivors, staff and volunteers to find and use their personal power for good.
<b><i>Survivor-Centered</i></b>	We are responsible first and foremost to survivors. Their experiences guide us in designing services and programs.
<b><i>Passion</i></b>	We are passionate about being the very best sexual and domestic violence center possible.

*What we are Passionate About, Do Best and  
Have the Resources to Accomplish*

SafePlace is best positioned to provide a continuum of individual, family and community responses to domestic violence and sexual assault.



## *Our Services*

**Safety:** We provide emergency shelter, 24-hour hotline, hospital accompaniment and legal advocacy.

**Healing:** We offer extensive counseling services for children, teens and adults, transitional housing, advocacy and life skills training to give people the resources and skills to stay safe and build lives free of interpersonal violence.

**Prevention:** Our disability services and school and community programs for youth are all focused on preventing violence and promoting safe and respectful relationships.

**Social Change:** Working with others, we promote alternatives to the attitudes, behaviors and policies that perpetuate an acceptance of, and impact our understanding and responses to, interpersonal violence, especially violence against women.

## *Our Locations*

The majority of SafePlace services are provided on our 12.5 acre campus located at 1515 Grove Boulevard, Austin, TX 78741. The campus includes: The Kelly White Family Shelter, the University of Texas - University Charter School, George M. Kozmetsky Campus, the Stockton-Hicks Family Tree Development Center, the SafePlace Resource and Counseling Center and Cedar Grove, our 40-unit transitional housing apartment community.

Almost all domestic violence programs maintain strict confidentiality about their location. In 1999, SafePlace made an unusual decision for a family violence/sexual assault program: no longer would the Grove complex be a secret location. After intensive discussion with our staff, board, volunteers and the survivors we serve, SafePlace acknowledged development of such a large site as would be difficult to hide and the need to remove any shame which secrecy can create. Therefore the necessary extensive security plans and procedures were developed with the more public nature of our Grove site firmly in mind. We also worked with our local law enforcement personnel and neighbors to garner community support in a 'no tolerance' approach to harassment or violence on our site - which may be unique to the Austin community.

Although we do not try to enforce secrecy about our campus, we are quiet and private. We do not advertise our location. We do protect confidentiality of people who come to us for service.

In addition, we have staff at the Texas Department of Family & Protective Services, Travis County Attorney's Office and Travis County District Attorney's Office.

# Goals and Tactics

## **I. Emphasize Prevention and Build Community Capacity**

Emphasize and advance services that prevent sexual and domestic violence and build community capacity to address these issues.

1. Increase the amount of prevention work we do with youth.
2. Develop a certification program for community therapists to provide them with expertise to counsel sexual and domestic violence survivors.
3. Build the capacity of partner agencies to develop policies and practices that support survivors and prevent violence.
4. Add outreach programs to reach groups not traditionally served to inform about sexual and domestic violence.
5. Engage stakeholders, funders and policy makers to further a focus on prevention.

## **II. Heighten Awareness**

Heighten community awareness about sexual and domestic violence and about SafePlace.

1. Reduce social acceptance of violence through culturally relevant activities, media and social marketing.
2. Add awareness/engagement campaigns to ensure that people know about these issues and how to get help.
3. Produce an annual, issue specific primary prevention public awareness, multi-media campaign.

## **III. Optimize Service**

Optimize survivor access to services and future success.

1. Work with community partners to plan and implement SafeHaven project that will provide supervised visitation and children's exchange services to families who have experienced domestic violence.
2. Increase and expand skill based training and education for the survivors we serve.
3. Produce new skill building resource materials for survivors.

## **IV. Enhance Effectiveness**

Enhance board, staff, volunteer and operational excellence.

1. Ensure that training opportunities are provided to ensure staff excellence.
2. Attract and retain qualified staff.
3. Ensure continuity of staff leadership and development of new leaders.
4. Increase the capacity of the volunteer department to engage more volunteers.
5. Recruit a highly inclusive workforce and volunteer base.
6. Benchmark against best practices in governance and seek continuous improvement in board policies and practices.
7. Ensure operations, facilities, technology and tools are adequate and efficient.
8. Develop agency wide accountability tools.

## **V. Sustain Our Future**

Financially sustain the agency for the future

1. Create new sources of sustainable revenue.
2. Expand the footprint of the agency.
3. Grow our influence.