Alternatives Incorporated
Strategic Plan
2020-2022

Executive Summary
The Executive Summary summarizes the Board of Trustees discussions and decisions surrounding Alternatives Incorporated’s Vision, Mission, and Strategic Plan. The board identified six goals with specific actions for the agency to achieve over the next three years. All support the agency’s vision, mission, and core values and are endorsed by the Board of Trustees.

Our Vision
All persons will live in a loving, caring, safe and secure environment through the collaborative efforts of Alternatives Incorporated.

Our Mission
Alternatives Incorporated strives to eradicate domestic and sexual violence through education, prevention, and intervention in Central Indiana.

Core Values
• PERSEVERANCE—Alternatives is dedicated to remain steadfast in the fight to end violence and support those who have the strength and courage to speak out.

• EMPOWERMENT—Alternatives’ programs and services implement and sustain meaningful alternatives to violence, promote diversity and inclusion, increase positive self-image, and encourage everyone to speak in their own voice.

• ADVOCACY—Alternatives assists those in need of services with dignity, respect, and compassion in addition to providing a modern facility that imparts a family atmosphere and fosters positive change.

• COLLABORATION—Alternatives strives to integrate the finest staff into the communities we serve through teamwork and dedication to promote a coordinated community response.

• EDUCATION—Alternatives' is committed to education about domestic violence, sexual assault, child abuse, and homelessness so that men, women, children, and communities understand the aspects of healthy relationships and how to identify dangerous situations. In addition, we offer the necessary tools and instruction for survivors and their children to increase knowledge, prepare for job readiness, and enhance overall life skills.
2020-2022 Strategic Plan Goals, Deadlines, and Actions:
The goals, deadlines, and actions are presented in no particular order.

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<th>GOAL 1:</th>
<th>Break the Cycle of Domestic &amp; Sexual Violence through Strategic Alliances, Prevention Services, and Educational Outreach</th>
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| ACTION A: | Increase awareness, education, and training opportunities.  
  Responsibility of: Outreach and Management  
  Measurement: Increase trainings by 3 annually.  
  Measurement: Implement Batterers Intervention Program into Elwood & Tipton by December 2021.  
  Measurement: Increase awareness activities by 3 annually. |
| ACTION B: | Expand supportive services for survivors.  
  Responsibility of: Shelter, Outreach, and Management  
  Measurement: Create shelter and outreach client follow up plans by March 2020.  
  Measurement: Establish curriculum for standing groups to address the dynamics of domestic and sexual violence by December 2020.  
  Measurement: Implement the groups by March 2021. |
| ACTION C: | Identify opportunities for legislative advocacy.  
  Responsibility of: Management and Board of Trustees  
  Measurement: Determine our advocacy plan by September of each year.  
  Measurement: Create a strategy to increase Board and supporter involvement in our advocacy efforts by September 2020.  
| ACTION D: | Expand prevention programming.  
  Responsibility of: Prevention Team  
  Measurement: Conduct a community needs assessment by December 2020.  
  Measurement: Analyze community needs assessment data to identify opportunities for community level and male engagement by June 2021.  
  Measurement: Design community level prevention programming informed by the needs assessment by December 2021.  
  Measurement: Implement community level prevention programming by June 2022. |

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<th>GOAL 2:</th>
<th>Explore the Movement to End Violence</th>
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| ACTION A: | Implement the Movement to End Violence as plans unfold.  
  Measurement: Participate in ICADV’s Movement to End Violence cohort for the duration of the Strategic Plan. |
GOAL 3: Expand Resource Development

ACTION A: Expand the Advocacy Club (monthly giving) program to increase Alternatives’ non-grant funded income sources.
Responsibility of: Management and Board of Trustees
Measurement: Develop and implement a plan to increase membership by October 2020.
Measurement: Increase monthly giving revenue by 5% by December 2020.
Measurement: Increase monthly giving revenue by 5% by December 2021.
Measurement: Increase monthly giving revenue by 5% by December 2022.

ACTION B: Develop and analyze agency communication plan.
Responsibility of: Management
Measurement: Research and identify additional/potential communication avenues the agency can utilize by June 2020.
Measurement: Establish a communication plan for all avenues utilized by the agency (marketing, fundraising, advocacy, donor stewardship, etc.) by September 2020.
Measurement: Implement communication plan by March 2021.
Measurement: Assess the current plan and make appropriate revisions and additions by March 2022.

GOAL 4: Expand Residential Services

ACTION A: Identify ClientTrack opportunities.
Responsibility of: Management and Case Managers
Measurement: Explore other ClientTrack opportunities by December 2022.
Measurement: Identify other ways we can utilize ClientTrack to be paperless by December 2022.

ACTION B: Explore opportunities for utilizing the training center space in new ways.
Responsibility of: Management and Shelter Team
Measurement: Expand groups to include past shelter and outreach clients by December 2021.
Measurement: Explore training opportunities beyond emergency shelter timeframe by December 2020.
**GOAL C:** Strengthen client opportunities for Marion County survivors in shelter.

**Responsibility of:** Shelter and Management

**Measurement:** Identify opportunities/resources Marion County survivors could access by June 2021.

**Measurement:** Enhance relationships with key agencies in Marion County by December 2022.

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**GOAL A:** Maintain Organizational Diversity & Inclusiveness

**ACTION A:** Strengthen the diversity of Alternatives’ staff and Board of Trustees.

**Responsibility of:** Management and Trustee Development Committee

**Measurement:** Compile listing of the skill-set, community of residence, culture, and age of members of the Board of Trustees by March of each year.

**Measurement:** Use the compiled list as a guide for cultivating diversity of the Board of Trustees membership by March of each year.

**Measurement:** Compile a listing of the skill-set, culture, and age of staff members by June of each year.

**ACTION B:** Strengthen the inclusiveness of Alternatives’ organizational culture.

**Responsibility of:** Diversity Review Team and Board of Trustees

**Measurement:** Explore avenues for staff to provide input on the agency’s diversity and inclusiveness work by June 2020.

**Measurement:** Implement identified avenues for staff feedback by June 2021.

**Measurement:** Explore avenues for clients to provide input on the agency’s diversity, inclusiveness, and culture by December 2020.

**Measurement:** Implement identified avenues for client feedback by December 2021.

**Measurement:** Explore avenues to increase board involvement with the organization’s diversity, inclusiveness, and culture by March 2022.

**Measurement:** Implement identified avenues for board involvement by September 2022.

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**GOAL 6:** Enhance Agency Operations

**ACTION A:** Establish a variety of opportunities to address vicarious trauma.

**Responsibility of:** Management and Board of Trustees

**Measurement:** Conduct four vicarious trauma activities annually.

**Measurement:** Research opportunities for staff appreciation and create a program/plan by June 2020.

**Measurement:** Implement staff appreciation program by September 2020.
**ACTION B:** Revise new employee training and incorporate onboarding.

**Responsibility of:** Management

**Measurement:** Create a committee with representation from each team to assess current new employee training and onboarding by June 2021.

**Measurement:** Research onboarding techniques by December 2021.

**Measurement:** Examine Peer Review requirements for new employee training and additional necessary elements by December 2021.

**Measurement:** Develop revised new employee training by March 2022.

**Measurement:** Implement revised new employee training and onboarding plan by June 2022.

**ACTION C:** Establish Ready Rating of 81%+.

**Responsibility of:** Disaster Planning Committee

**Measurement:** Establish an Emergency Response Team by September 2020.

**Measurement:** Develop an Emergency Action Plan by December 2020.

**Measurement:** Implement the Emergency Action Plan by June 2021.

**Measurement:** Review the Emergency Action Plan by June of each year.

**Measurement:** Establish and implement a schedule for drills by December 2021.

**Measurement:** Establish after-action reports and debriefings by March 2022.

The Board acknowledges these goals and actions are flexible and may be modified if the need surfaces. Members believe these goals support the mission and vision of Alternatives Inc.

*Adopted January 9, 2020*

*Revised October 8, 2020*