



Strategic Business Plan – January 2019 to January 2023

I. Emergency Shelter Services

Goal 1: Ensure a model shelter for trauma-informed care and most desired workplace

- Objective 1: Continue to increase representation in staff through expanding recruitment efforts to reach diverse applicants.
- Objective 2: Document all guidelines and procedures related to maintaining a trauma-informed care shelter environment.
- Objective 3: Expand tools/materials available for adult group programming.
- Objective 4: Continue to establish routine training, retreat, and employee recognition efforts that are sustainable.

Goal 2: Create and maintain dignity of shelter space

- Objective 1: Continue to evaluate shelter condition and maintenance needs, with an eye toward best practices in trauma-informed spaces.
- Objective 2: Be proactive in identifying and addressing recurring facility needs, one-time projects, and major renovations.

II. Extended Stay Program Services

Goal 1: Solidify and consistently implement policies, procedures, and programming

- Objective 1: Establish evaluation practices and review outcomes on an ongoing basis.
- Objective 2: Modify and add new policies and procedures to the ESP Operations Manual as necessary.

Goal 2: Create and maintain dignity of ESP shelter space

- Objective 1: Continue to evaluate ESP shelter condition and maintenance needs, with an eye toward best practices in trauma-informed spaces.
- Objective 2: Be proactive in identifying and addressing recurring facility needs, one-time projects, and major renovations.

III. Counseling and Advocacy Services

Goal 1: Incorporate options for survivors to receive both domestic violence advocacy as well as trauma therapy while in services at CAC

- Objective 1: Explore adding a therapeutic component to CAC services to include trauma treatment for adults utilizing alternative staffing options (i.e., Urban Servant Corp, AmeriCorps).

- Objective 2: Create a separate file and information management system to adhere to HIPAA requirements and create associated protocols.
- Objective 3: Hire and/or train staff to provide therapeutic techniques such as Eye Movement Desensitization and Reprocessing (EMDR), Cognitive Behavioral Therapy (CBT), Somatic Experiencing Psychotherapy, art therapy, group therapy.

Goal 2: Rejuvenate and expand professional training and prevention education programming, establishing SafeHouse Denver as the “go-to” resource for DV education in the community

- Objective 1: Solidify menu of training and curriculum topics available and have presentations pre-prepared for staff to utilize.
- Objective 2: Develop and implement processes for marketing, accepting training requests, scheduling, registration, and payment.

IV. Fundraising and Communications

Goal 1: Continue to increase significant revenue line items to ensure funding for SafeHouse Denver programs and services

- Objective 1: Expand the Sustainers of Hope Program by a minimum of 10 new monthly donors each year while keeping the numbers of donors who opt-out to 15% annually.
- Objective 2: Recognize the involvement of corporations who sponsor the Gala and/or Sampling for Hope by routinely offering to provide the *In Their Shoes* interactive session at their respective workplaces.
- Objective 3: Attract a minimum of 10 new major donors each year through the active engagement of the Fund Development Committee as well as consistent, proactive use of our donor research tool.
- Objective 4: Identify and successfully apply to two new private foundations in each of the next three years.

Goal 2: Increase awareness of domestic violence and SafeHouse Denver’s work within the community, striving to become the top “go-to” resource for DV-related information

- Objective 1: Increase the use of video messaging, both small-scale and large-scale, by creating a new story-centered video each year.
- Objective 2: Secure a minimum of one PR opportunity quarterly, particularly focusing on the print and broadcast media, in each of the next three years.
- Objective 3: Maintain and strengthen our presence on the Internet through Facebook, Twitter, and LinkedIn, as well as launching the SafeHouse Denver Instagram and YouTube accounts, along with a blog with fresh, educational content about domestic violence.

V. Operations and Finance

Goal 1: Prepare an Operations Manual for the agency

- Objective 1: Document all financial systems, including invoices, grant reporting, budgeting, payroll processing, auditing, internal controls, etc.

- Objective 2: Document all general agency operations, such as phone system, information technology including internet and internal IT systems, supply research and ordering, security systems, copiers, postage machines, contract management, etc.
- Objective 3: Organize finance office and files, as well as determine the need for an off-site storage site for file storage per the Document Retention and Destruction Policy.

VI. Board of Directors and Governance

Goal 1: Continue to enhance the engagement and effectiveness of the Board of Directors

- Objective 1: Continue strategic recruitment process with a focus on skill sets needed, increasing diversity, and broadening community connections.
- Objective 2: Continue to increase the Board's role in fundraising and "friend-raising," in concert with the CEO and Development Team.
- Objective 3: Increase the Board's knowledge of all SafeHouse Denver services and programs in order to increase their effectiveness as ambassadors through program and DV-specific special focus sessions at Board meetings, and other special education events.

****Adopted and approved by the SafeHouse Denver Board of Directors on January 22, 2019*