



2021-2024 STRATEGIC PLAN

Mission: Foothills Alliance supports survivors of sexual assault and child abuse and their families through collaboration, education, advocacy, and treatment services in Anderson and Oconee Counties.

Vision: Foothills envisions a trauma-informed community that empowers survivors of sexual assault and child abuse.

Values: Hope, Empowerment, Respect, and Service

STRENGTHS	WEAKNESSES
• Invaluable and unduplicated direct support services for survivors of SA and child abuse • Staff and volunteers are driven and committed • Teamwork – Staff works well together to respond to survivors and meet community needs. • Meeting the needs of the community – Foothills identifies gaps in community and fills them. • Empathy in your work • Education and awareness services	• Communication – between staff; with partner organizations, volunteers, and the community • Unknown - The organization is not known in the community, even by community partners and people who need services; therefore, very little community interest in donating, volunteering, training, and services. General misunderstanding and confusion about why you exist. • Lack of volunteers, including board members • Volunteers don't feel prepared to do their job – inadequate training • Lack of dependable funding • Client numbers have decreased and continue to decrease. • Maintaining adequate staff is an issue – retention • Trying to be everything to everyone
THREATS	OPPORTUNITIES
• Pandemic and Politics – the case of the 2Ps affecting all NPs this year • lack of funding, especially without special events • more cases and clients, but we can't serve them all	• Growing need because of “me too” movements and pandemic • New therapies

• Turnover in all professionals in the field – LE, DSS, and at FH • Disconnect with community partners, potential volunteers, and donors • Survivors don't get justice	• Increased funding because of political leadership shifts • Increased community resources • Innovative use of technology • Human trafficking movement
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Goal #1: FA has a stable and diversified funding base.

Objective 1.1: FA will increase nongovernmental funding to 30% of the agency budget by Y3 for an operating reserve fund of 75K\$ in Y1, \$150K Y2, and \$250K Y3.

- a. Board of Directors (BOD) and Executive Director (ED) will increase individual giving by 25% or \$25K in Y1.
 1. Development Committee (DC)/ED will develop a fundraising strategy in Q1 that addresses acquiring new donors, renewing current donors, and upgrading donors with Major Gift set at \$250.
 - Annual written appeal with testimonials
 - Thank you call script (for \$100+ donors)
 - Thank you letter script (for \$200+ donors)
 - Thank you email with marketing video tag
 - Child Abuse Awareness/SA Awareness Months campaigns – April email appeal
 - Monthly celebration for BOD successes
 - Solicit introductions from lawyers, doctors, sororities/fraternities, hairstylists/spas.
 2. BOD will create a list of 100 major donor prospects, engagement strategy, and ask amount Q2+.
 - Acquire New Donors: Board Members host 2 coffees/cocktails per person using marketing video and small level ask/contact information/ask them to host/spread the word.
 - Renew Current Donors: Major Gift \$250 development campaign – see Section a.
 - Upgrade Donors: \$100+ donors – See Section a.
 3. BOD will participate in thanking the current donors two times/year.
- b. BOD and ED will obtain financial gifts from at least two corporations, amounting to \$40,000.
 1. ED will create sponsorship levels and packets.
 2. BOD will create a list of 20 corporate prospects and assist in setting up prospective donor meetings.
 3. BOD members pursue match opportunities through employers.
- c. ED/BOD will increase private foundation gifts by 20% or \$20K in Y1.
 1. ED will match FA funding needs with at least 10 foundation funding areas.

2.ED will set prospect meetings with 5 foundations and draft applications.

Objective 1.2: The BOD raises 20% of the agency budget by Y3.

- a. Consultant/ED/Development Director provides BOD fundraising training annually.
- b. BOD DC creates a fundraising strategy for BOD and agency based off of the strategic plan and holds board accountable to goals. Q1
- c. BOD DC recruits 5 non-board members. Q2

Objective 1.3: FA hires an experienced Development Director to coordinate fundraising efforts. Y1 Q4.

- a. BOD funds the position in Y1 Q3.
- b. ED drafts job description Y1 Q3.
- c. ED runs comps for a set salary range with generous benefits package, including relocation expenses, etc.
- d. ED recruits nationally including posting with large fundraising organizations.

Objective 1.4: ED trains to be a professional fundraiser.

Goal #2: FA is a household name in the service area for SA/CA (cross agency effort!).

Objective 2.1: Develop and market a new name/brand.

- a. Support Specialist, Outreach Specialist, Marketing/Development, ED, Victim Advocate, and Volunteer Coordinator form a Communications Team to support consultant/contractor and solicit feedback from stakeholders.
- b. Communications Team selects contract with marketing firm under contract policy.
- c. Communications Team and contractor develop plan and implement Year 1 Q1 – Name Change, Plan; Year 1 Q2 – Materials; Outreach; Year 1 Q3 Full Launch and Celebration.

Objective 2.2: FA hires an experienced Marketing Director (Mktg Dir) to support marketing efforts. Y1 Q4.

- a. BOD funds the position in Y1 Q3.
- b. ED drafts the job description Y1 Q3.
- c. ED runs comps for a set salary range with generous benefits package.
- d. ED recruits nationally.

Objective 2.3: FA builds capacity in marketing.

- a. Support Specialist and Education/Awareness Program are trained to effectively use social media. Y1
- b. Directors are trained in giving media interviews. Collaborate with local news media to offer free assistance in training, building comfort on set and behind camera, responding to “off the record,” etc. Y2
- c. ED/Mktg Dir develop three proactive relationships with media. Y2
- d. ED/Mktg Dir/Operations Director create and maintain an expertise spreadsheet for assigning media interviews and social media blog topics. Y2

Objective 2.4: Develop a marketing video for use across systems. Y1

- a. Support Specialist, Outreach Specialist, Dev Dir, ED, Victim Advocate, and Volunteer Coordinator form a Communications Team to support consultant/contractor.
- b. Communications Team selects contract with marketing firm or obtains free marketing services. (\$2,000)

Goal #3: FA creates systemic change to embrace survivors.

Objective 3.1: FA builds trust with victim-serving organizations, including LE and prosecutors, for the agency.

- a. Family Advocates (FAdvs) create in-service program. Y1 Q1
- b. FAdvs establishes 40 target groups and timeline. Y1 Q1
- c. FAdvs coordinates 4 cross trainings annually with professions/providers. Y1 Q3
- d. CAC Director/FAdvs formalize partnerships with 10 agencies via MOUs. Y1 Q4

Objective 3.2: FA will train LE, DSS, etc. on neurobiology and victim-centered response, redefining justice.

- a. Director Education/Awareness, CAC Director, Clinical Director, and STC Director will develop agenda and manage logistics for an annual training. Model based of the DOJ OVW formula and in collaboration with service providers who will receive training. Y2
- b. Director Education/Awareness and FAdvs will develop agenda and manage logistics for quarterly trainings (lunch and learns). Y1 Q4
- c. Clinical Director and Victim Advocate (and other direct service providers as identified by education team) will receive training on adult education. Y1 Q2
- d. Clinical Director and Victim Advocate (and other direct service providers as identified by education team) will present content at the annual and quarterly trainings. Y1 Q4

Objective 3.3: Education and Awareness Program increase education/awareness for adult audiences.

- a. Staff will identify targeted populations and develop plan and timeline. Y2
- b. Staff will provide 30 targeted 1+ hour presentations to adult audiences. Y2 Q2
- c. Education and Awareness Program/other trainers receive training on virtual workshop implementation. Y1 Q3

Goal #4: BOD operates using best practices in governance.

Objective 4.1: BOD Executive Committee will provide best practice oversight of ED.

- a. BOD EC will design job description and annual evaluation with support from ED. Y1 Q1
- b. BOD Chair will schedule monthly check in and supervision with ED. Y1 Q1
- c. BOD EC will establish a formal annual review process and add to board calendar. Y1 Q4
- d. BOD and ED will develop a succession plan, including reserve funds for expenses. Y2

Objective 4.2: BOD will build a pipeline for new members.

- a. BOD Governance Committee will create a recruitment strategy for BOD. Y1 Q1
- b. BOD Governance Committee recruits 15 non-board members to serve on committees. Y3
- c. BOD Governance Committee recruits 5 board members from the pipeline. Y2
- d. BOD will create and implement a board retreat that can be replicated in format annually. Y1

Goal #5: FH boasts a healthy organizational culture.

Objective 5.1: FA institutionalizes self-care and wellness.

- a. Clinical Director will develop and chair the wellness committee. Y1 Q3
 - 1. Create survey of staff for interest/needs Y1 Q3
 - 2. Develop wellness plan with individual focus. Y1 Q4
- b. Wellness committee will implement wellness activities and continuing education (physical and mental health, financial, etc.) Y2

Objective 5.2: ED and BOD will revise policies/procedures to incorporate organizational values. Y1 Q3

- a. Employees will take a minimum of one mental health/sick days per month (incorporate tracking).
 - Offer letter to describe holiday and other non-salary benefits.
- b. BOD will institute Floating Holidays.
- c. Supervisors will work to prioritize workload and maintain schedule requirements utilizing time sheets.

Objective 5.3: Operations Director (OD) will formalize the supervision process. Y2 Q2

- a. OD will create a written supervision process with checklist for items to cover, including review of time sheets and effort, and rules about proper maintenance of notes.
- b. OD will create set supervision schedule for all Directors and reports and ensure usage of the checklist.

Objective 5.4: ED will increase employee salary packages.

- a. ED and OD will compile comps with similar orgs and region.
- b. ED will assess possible increased costs and create timeline for implementation. Y2
- c. ED and OD will suggest additional creative, affordable benefits options.

Objective 5.5: Directors will ensure staff receive professional development in their specific service area and a targeted topic.

- a. Staff receive at least one nationally-ranked or equivalent training annually and professional development each quarter. Y1 Q4
- b. OD will create a formal tracking process for expertise/development and coordinate through shared drive. Y2
- c. OD will incorporate targeted efforts with formal supervision process. Y2 Q2

Objective 5.6: FA will unite departments. Y3

- a. CAC Director and STC Director will coordinate 3 cross departmental activity and topic training (in-service program) annually.
- b. OD and Support Specialist will incorporate agency-wide strategic planning updates and efforts elicited from staff meetings in all agency internal communications.
- c. ED and OD will create a system of rewards, awards, and recognition to build understanding and appreciation of cross department team efforts. Y1

Goal #6: FH will offer high-quality direct services to all survivors.

Objective 6.1: STC/CAC Directors will assess service capacity across disciplines.

- a. Directors will coordinate with ED, Clinical Director, and Education Director to determine what FA needs to know about clients – demographics, referral source, services requested, waitlist status and timing. Y1 Q2
- b. Directors will lead an audit of CA/SA and Clinical Services to understand who FA clients are. Y1 Q3

- c. Directors will make recommendations to ED for revising organizational chart and redistribution of duties. Y1 Q4

Objective 6.2: FA will create a formal crisis program to offer services for survivors who don't want therapy or are wait-listed.

- a. VA will develop project (alternative healing modalities development) in coordination with VOCA Counselors and draft procedures. Y1 Q3
- b. VA will seek and facilitate training/professional development for crisis interventionists (TOT). Y1
- c. VA will launch program, and crisis interventionists will offer crisis sessions. Y2

Objective 6.3: FA redefines "justice" for survivors to facilitate healing.

- a. VAWA Counselor partners with volunteers/agencies who offer alternative justice models. Y2
- b. VAWA Counselor develops the plan for a reward space – celebration of service completion. Y1 Q3
- c. VAWA Counselor, in coordination with Family Advocates, incorporates the idea of alternative justice with staff via in-services. Y1 Q2

Objective 6.4: FA enhances services for underserved populations.

- a. Adult survivors seeking services increases by 30%. Y3
 - 1. Counselors will work together to change language around "crisis hotline" and crisis in general to increase adult survivor comfort with seeking services. Y1
 - 2. Counselors will outreach to adult providers/community, in coordination with Education Program. Y2
 - 3. Counselors will develop and implement alternative healing modalities in crisis and clinical services. Y2
 - 4. Clinical Director will create a psychoeducational group for primary adult survivors. Y1 Q1
- b. Spanish-speaking survivors seeking services increases by 5%. Y3
 - 1. Chaplain will build internal services and protocols. Y1 Q3
 - 2. Chaplain will vet and provide referrals to trained providers. Y2
 - 3. Chaplain will coordinate the translation of materials for outreach and services. Y1 Q3
 - 4. Chaplain will coordinate with Family Advocates for the training of staff on cultural differences during in-services. Y1 Q4
 - 5. Chaplain will lead outreach to the Hispanic/Latino community. Y2
 - 6. Chaplain will coordinate outreach with providers. Y2
 - 7. Outreach Specialist will coordinate generalized community outreach/awareness. Y2
 - 8. Ed and Dev Dir/Mktg will outreach for fundraising/awareness. Y2 Q1

9. ED and BOD implement an LEP Policy. Y1 Q1
- c. Forensic Interviewers will create a referral list of trained and victim-centered providers for clients who are not appropriate for services. Y2
 1. Identify gap populations who will need referrals. Y1 Q3
 - Child on child victim/offender
 - Housing for SA/CA victims
 2. Forensic Interviewers will vet providers and maintain referral list on shared drive. Y2

Objective 6.5: FA will offer best practice and effective solutions for client healing. Y3

- a. Evaluation teams receive training on effective evaluation – measuring healing methods efficacy. Y1
- b. Intake Coordinator and Victim Advocate will create a formal evaluation of direct services. Y1 Q4
- c. Volunteer Coordinator will create formal evaluation of volunteer services. Y1 Q4
- d. FA will implement evals for one year. Y2
- e. Evaluation teams will make recommendations for modification of services based on evaluation results. Y3

Goal #7: FA will offer high-quality and inclusive education and awareness services.

Objective 7.1: FA will offer best practice and effective solutions for changing knowledge, behavior, and attitudes in relation to sexual violence and child abuse. Y3

- a. Evaluation teams receive training on effective evaluation – measuring attitude, knowledge, and behavior change. Y1
- b. Education Director will create a formal evaluation of education services. Y1 Q4
- c. FA will implement evals for one year. Y2
- d. Evaluation teams will make recommendations for modification of services based on evaluation results. Y3