



FY20 – FY22 Strategic Plan

(July 1, 2019 – June 30, 2022)

INTRODUCTION

The HopeWorks Board of Directors has adopted the following strategic plan to guide and focus the organization's work and resources for the next three years.

VISION

We are a community of interconnected people actively working towards a society where everyone is safe, valued and reaches their full potential.

MISSION

To support and advocate for people in Howard County affected by sexual and intimate partner violence and engage the community in creating the change required for violence prevention.

VALUES

- **Dignity** - We affirm the worth and dignity of every person in our diverse community and we meet each person with respect and compassion.
- **Safety** - We affirm each person's right to name and live free from physical, psychological, emotional, and economic violence and other threats to self-determination.
- **Self-determination** - We affirm each person's right and capacity to make choices and decisions about their own lives.
- **Engagement** - We believe that wide-spread change of social norms requires participation of individuals in all their complexity, family, friends and neighbors as well as engagement of civic life and social services.
- **Social Change** - We acknowledge that creating the community we want requires long-term strategies that will address the root causes of sexual and intimate partner violence and alter the systems and balances of power that maintain the status quo.
- **Social Justice** - We acknowledge that ending sexual and intimate partner violence requires structural change. Social justice makes room for change to come from those communities that are most affected by social inequity.

GUIDING PRINCIPLES

1. Periodically assess the needs of people subjected to sexual and intimate partner violence in Howard County.
2. Understand the geographic, political, demographic, and economic contexts within which HopeWorks provides services and how changes in those contexts affect the needs of our community.
3. Build and sustain partnerships that support the mission and implementation of the goals in this plan.
4. Use research and data to drive decisions about the organization's direction and service provision.
5. Continually monitor the financial, technical and human resources available to do our work and make decisions about priorities based on those resources.
6. Provide trauma-informed care, an organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of trauma. It also emphasizes physical, psychological and emotional safety for both survivors and service providers, and helps survivors rebuild a sense of control and empowerment.
7. Work toward the real change that we believe is possible fundamentally, for the individual and for the system, knowing that we are each a part of that change.

GOALS AND OBJECTIVES

GOAL 1: RESPOND – Provide comprehensive and compassionate services to people experiencing sexual and intimate partner violence including survivors of human trafficking.

Objective: Provide high quality, best practice and trauma-informed advocacy, anti-trafficking, clinical, legal, and residential services.

- Investigate models to improve the provision of HopeWorks hotline services
- Develop and implement a language access plan to improve access to services for clients who speak a language other than English
- Assess and evaluate current facilities to ensure capacity to equally meet the needs of everyone along the gender spectrum
- Assess and document best practices currently in use

Objective: Evaluate services currently provided and use data to inform service delivery.

- Fully implement ETO in all departments
- Develop client feedback survey and implementation protocol to be used across service departments
- Implement client feedback campaign and analyze data received
- Explore opportunities for outside evaluation

Objective: Broaden and deepen partnerships to increase internal and community capacity to meet the overwhelming need for trauma-informed services.

- Continue to broaden HopeWorks' role in county-wide sex trafficking initiatives
- Expand partnership with Howard County General Hospital to include response to human trafficking
- Develop system wide partnership with Howard County School System regarding prevention education
- Pursue partnerships focused on affordable housing

GOAL 2: CHANGE – Develop a community organizing approach to sexual and intimate partner violence prevention.

Objective: Provide education and training that engages the public in building a compassionate, violence-free community.

- Continue to engage community members in discussions around root causes of violence and intersectional responses to violence prevention
- Identify policy issues that impact survivors and engage the public in understanding these issues

Objective: Create opportunities for those most impacted by sexual and intimate partner violence to connect with others in their situation, develop their leadership, and work together for change.

- Create ongoing access to programming for long-term survivors
- Craft opportunities for survivors to share their personal experience and wisdom in public settings
- Develop mechanism by which all clients are invited to participate in survivor centered programming and other organizing efforts
- Engage survivors in survivor-led direct action

Objective: Collaborate with community efforts for racial, economic, and gender justice to create solutions that address the needs of all who are affected by sexual and intimate partner violence.

- Support national, statewide and local efforts to promote social justice efforts that highlight intersectionality with SV/IPV/HT
- Ensure continuation of Organization Equity and Inclusion (OEI) initiatives

GOAL 3: SUSTAIN – Ensure the long-term health and vitality of the organization

Objective: Recruit, nurture, and retain talented board, staff, and volunteers committed to the mission of HopeWorks.

- Improve staff onboarding process
- Conduct an employee salary and benefits analysis
- Conduct an employee satisfaction survey
- Expand Board development plan to include succession planning
- Create continuing education opportunities for volunteers that focus on social justice

Objective: Increase the number of donors, businesses and philanthropic organizations that financially partner in support of mission.

- Draft and implement new fundraising plan
- Update fundraising operational plan annually
- Support Board development in fundraising skills and participation in fundraising activities

Objective: Develop comprehensive communications strategy to encompass respond, change and sustain goals.

- Pursue funding for full-time communications personnel position
- Develop an integrated communications plan for the agency
- Create a marketing and communications subcommittee of the Board

Objective: Ensure that monetary gifts and grants are utilized responsibly to achieve greatest impact.

- Maintain all financial records in line with GAAP
- Maintain compliance with all programmatic funding restrictions
- Maintain compliance with all state and federal regulatory requirements
- Research nonprofit excellence certification such as Guide Star or the Better Business Bureau (BBB)
- Recommend, pursue and obtain an excellence certification