



STRATEGIC PLAN: 2020 - 2023

Women's Transitional Living Center

June 2019



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STRATEGIC PLAN: 2020 – 2023

INTRODUCTION

This strategic plan, based on extensive feedback from staff, the leadership team, and board of directors, presents a striving 3-year roadmap for addressing our most compelling opportunities and articulating our direction and priorities. This plan is in support of our mission and vision, reaffirms our position as a premier trauma-informed care service provider for survivors of abuse, and further empowers staff and board of directors to reach their potential. Examining our current work and desire to drive positive change in survivors and the community, our plan defines a clear destination for the near future and encourages flexibility and creativity throughout the journey over the next three years. This plan provides the framework to create annual work plans to be implemented by all departments and staff of the organization.

WHO WE ARE

Our Mission

To help individuals and families escape the depths of domestic violence and exploitation.

Our Vision

Ending the cycle of violence and exploitation.

Who We Serve

WTLC is committed to serving all survivors of domestic violence and human trafficking, as well as their children. Domestic violence and human trafficking affect people from all backgrounds, and WTLC prioritizes meeting the recovery needs of every survivor regardless of age, gender, race, religion, sexual orientation or disability. We continually work to identify and overcome barriers to services, focusing on being available to those populations that struggle the most to access services. This includes ensuring our programs are safe for all participants, as well as financially, physically, and culturally accessible.

OUR HISTORY

WTLC is the oldest domestic violence service provider in Orange County and the third oldest in the United States, founded in 1976 as the result of a needs assessment study of battered women in Orange County conducted by the National Organization for Women's Task Force on Family Violence. Originally created to meet the extraordinary need for shelter services for survivors of domestic violence, WTLC quickly expanded to provide a comprehensive residential program, supportive services, a 24-7 Helpline, and community education program.



In 2004, after recognizing a high number of participants in our programs had experienced not only domestic violence but also human trafficking, WTLC began to work to expand our services to better reach this underserved population. Since that time, we have joined community efforts to create a coordinated response to situations of trafficking and exploitation in Orange County, while continuing to develop our own programs to meet the unique needs of survivors and their families.

In 2017, to make our programs accessible to survivors who choose not to participate in a traditional emergency shelter stay, WTLC introduced Mobile Advocacy, through which all supportive services are available to participants in the community in need of recovery support.

OUR VALUES

WTLC has a set of values that guide the culture of the organization, helping staff and leadership to achieve a common understanding of how the organization works with participants, the community, and one another.

Values:

- **HONOR:** We respect and treat all as we wish to be treated
- **EMPOWER:** We educate, inspire, and motivate
- **RESTART:** We support individuals willing to redirect their efforts for lasting success

Furthermore, WTLC has created commitment statements to guide staff in understanding the culture in a more tactical and tangible way.

Commitments:

- **Welcoming:** We believe a welcoming place is an inviting place. We greet everyone I encounter with a courteous smile.
- **Trauma-Informed, Survivor-Driven:** We believe survivors' priorities are my priorities. We respond with a listening ear and guidance.
- **Leaders:** We believe new ideas could lead us to end the cycle of violence. We are searching for different approaches and best practices.
- **Creative:** We believe obstacles are unsolved opportunities. We are able to create solutions and problem solve.

DIVERSITY, EQUITY, INCLUSION (DEI)

In addition to the values we noted above, we are also committed to the values of diversity, equity, and inclusion (DEI) in all we do at WTLC. We are interested in cultivating a diverse employee workforce where everyone feels able to bring their best selves to work each day. To accomplish this, we are in the

process of identifying and implementing diversity recruiting best practices to help create a more inclusive workplace.

We will continue to solidify our commitment to DEI at all levels (board, leadership staff, direct services) with the goal of elucidating a deep understanding as to why we are engaging in this work together and why racial, gender, and LGBTQ equity is central to WTLC's success and the success of our clients.

Strengthening diversity, equity, and inclusion is an ongoing process, as such our work in these areas continues to evolve and grow into new areas. We plan to commit to actions which infuse diversity, equity, and inclusion throughout our agency and internal systems such as:

- Learning about best practices for achieving diversity, equity, and inclusion, and sharing that knowledge with everyone at the WTLC.
- Strengthening our ability to recruit and retain exemplary, diverse staff and leadership.
- Ensuring that people of all abilities can access and engage with WTLC's resources and information.

We believe every person's voice adds value, and we strive to create balance in the face of power differences. We believe that no person can or should be called up on to represent an entire community.

OUR PROGRAMS AND SERVICES

The organization has a three-pronged approach to the services provided in the community—**Housing, Supportive Services, and Community Education & Prevention.**

Housing

WTLC has the largest Bridge Housing Program in OC for survivors of domestic violence and human trafficking. It merges flexible shelter options with a range of supportive services that empower survivors to achieve and maintain safe, violence-free independent living. Flexible housing options include:

- Emergency Shelter and Safety Net
- Long Term Shelter Stay and Transitional Housing
- Key Housing Program

Supportive Services

WTLC's Supportive Services include Therapeutic Counseling and Legal Advocacy, and are available to both shelter and non-shelter participants. Services can be provided at their home, a safe space in the community, or at WTLC's Center.

Therapeutic Counseling:

- Individual and Group Counseling Sessions





- Psychiatric and Substance Misuse Services
- Non-traditional Therapy (Therapeutic Art, Play Therapy, Yoga)

Legal Advocacy & Immigration Services:

- File Restraining Orders
- Court Accompaniment
- Navigating Family Law (Child Custody, Divorce, and Visitation)
- Accredited Board of Immigration Appeals
- U-Visas, T-Visas, VAWA Petition

Community Education and Prevention

WTLC's Community Education & Prevention Program works to end violence and prevent future violence by providing the tools and knowledge to foster positive change through the:

- Promotion of collaborative program models that focus on vulnerable populations;
- Education of community members, organizations, and businesses through presentations, workshop series, 40hr. training, and awareness month campaigns; and
- Collaboration with agencies to build comprehensive relationships to support survivors.

METHODOLOGY, MARKET TRENDS, & RISKS

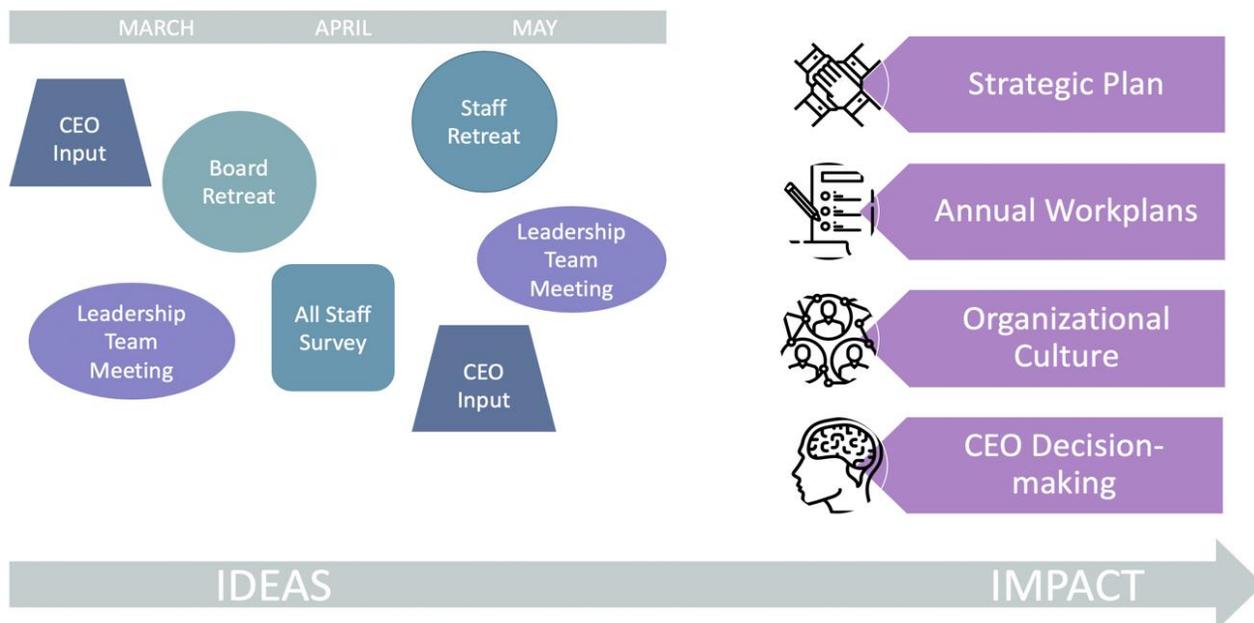
Methodology and Process

This strategic plan was crafted at the end of a 3-month engagement that took place in Spring 2019. This was an iterative process whereby insights from staff, leadership team, and the board of directors were provided through various mechanisms such as interviews, retreats, focus groups, and surveys. The findings from this data collection is used to inform the strategic plan as well as future organizational planning, cultural shifts, and decision-making.

Furthermore, the creation of 2020-2023 strategic plan has provided an opportunity to assess what has been learned from the WTLC's experience from throughout recent years. The process used to develop this strategic plan included:

- A review of Corporate, Foundation, and Government funding prior to adoption of the 2020-2023 strategic plan
- Internal analysis of contract and grant making ,including internal assessments of the impact of contract and grant funding and service area priorities
- Third party feedback from education institutes, community partners, funders, and other external stakeholders
- Analysis of changes in the nonprofit and social services sectors the last three years

- Analysis of population and demographic, economic, public policy/political, and nonprofit/social service trends and projections county and state-wide, and nationally
- Analysis of changes in financial markets and associated challenges of asset and liability management and ensuring the long-term sustainability of WTLC
- Analysis of changes occurring or projected in WTLC’s core areas of service
- Framing of key issues for board consideration
- Review of staff recommendations at the annual staff retreat in May of 2019
- Drafting of an updated strategic plan in early June for board review and refinement and final approval in July



Trends & Opportunities

There are two large opportunities that we see when we look at the current Orange County market for domestic violence services—we have an opportunity to increase our market share through marketing and public relations and we also have an opportunity to provide a more inclusive framework for the service delivery. Making progress in these two areas over the next three years will be critical to our growth and expansion.

Marketing/Public Relations: There is a need for WTLC to increase our marketing and public relations presence. Successful nonprofit organizations today are using tactics and tools used by the for-profit sector to increase their exposure; we plan to dramatically increase this in the next three years, as WTLC



sees the opportunity for our services in Orange County, but realizes that many stakeholders have not yet been engaged with our services.

Diversity, Equity, Inclusion (DEI): It is our plan to ensure that we offer both a supportive workplace for our staff and supportive services to our clients who are increasingly diverse. We strive to be an inclusive organization and by making DEI our “North Star,” we believe this will provide an opportunity to be a culturally desirable employer in the future, as well as serve more nontraditional families and individuals who have yet to be reached by our services. For us to truly be a trauma-informed organization and “end the cycle of violence,” we must engage with innovative service delivery models such as to those who support the individuals who cause harm, as well as invest in prevention work.

Changes & Risks

We have done a candid assessment of the domestic violence service-provider field in Orange County and it has become clear that our competitors have a larger share of the market than we do, as evidenced by their size and reach. When reflecting on the steps we must take during the next three years to secure and grow our market share, given the changes in our environment, there are three areas where dramatic shifts must be made to keep us relevant. We must diversify our revenue, diversify our leadership, and incorporate trauma-informed practices throughout the organization.

Revenue: At this time, it is clear that WTLC must have a diversified income strategy moving forward. Currently, government contracts make up quite a large portion of our revenue. In the past two years, WTLC has become especially reliant on government grants, with 70% of funding from that single source. As the current breakdown is risk heavy, there is a need to work on increasing other revenue streams – especially fundraising and monetary donations. We must decrease our reliance on government funding so that we are more nimble and able to adjust to the ebbs and flows of government funding priorities. By doing so, we will ensure WTLC will remain stable if there is difficulty in any one of the funding streams. Currently, the program revenue is a combination of Restitution from the County of Orange, fee-for-service from Western Youth Services for a parenting contract, as well as the California Victim Compensation Board.

Leadership: We are fortunate to have a committed group of individuals serving on our board. Moving forward, we must be intentional to increase their diversity along ethnic, experiential and professional expertise areas in order to ensure that we are staying true to our DEI model at all levels. In addition, it is critical to have a Board that is primarily a fundraising Board. This is a different direction than we have gone in the past, and we recognize it may have some ‘growing pains’ as a result. However, we believe that WTLC, at this point in our evolution, must have fundraising as the primary focus of the Board.

Trauma-informed: WTLC incorporates trauma-informed care across all programs, services, and the organization as a whole. We recognize that survivors of domestic violence and human trafficking come to us from situations of trauma and exploitation, which often have lasting impacts even after a person achieves physical safety. By remaining trauma informed, we will be able to address all aspects of participants’ recovery and well-being. Without our trauma-informed programs, WTLC would risk losing



relevance in our community of service providers, failing to effectively reach the populations we are dedicated to serving. As we move forward as an organization, we are committed to continually assessing and developing our programs to ensure we remain fully equipped to address the varied recovery needs of the survivors in our community.

OUR PRIORITIES IN THE NEXT THREE YEARS

#1 PROVIDE TRAUMA-INFORMED, TRANSFORMATIVE EXPERIENCE FOR ALL PARTICIPANTS

Objectives:

- Improve participant service experience to ensure all facets of programs and services, as well as the physical spaces at WTLC, are delivered in a trauma-informed framework
- Incorporate survivors' voices and feedback to inform programs and services
- Expand services to those who causes harm into the recovery process
- Explore cutting-edge practices that provide transformative experiences for survivors

Strategies:

- Assess our service experience across all programs to identify areas to improve trauma-informed care
- Conduct a feasibility study to determine if WTLC should move towards the direction of becoming a "Trauma-Care Center"
- Research and implement upcoming best practices in providing services to survivors

#2 STRENGTHEN OPPORTUNITIES FOR PARTICIPANTS TO ACHIEVE THEIR GOALS

Objectives:

- Identify the gap between services available and needs of survivors
- Increase current program capacity to serve more participants
- Leverage technology to increase ease of access to services
- Ensure services are available and accessible to diverse cultures and population groups

Strategies:

- Conduct a needs assessment/ gap analysis to determine which services and strategic partnerships are needed
- Complete planned renovation and other projects that would increase bed space, meeting rooms, and other program needs
- Expand "tele-services" for survivors and their families
- Create an online/digital presence to inform, educate, and outreach appropriate resources to netizens
- Implement a "care coordination" strategy to ensure that survivors have access to and utilize our comprehensive services

#3 DEVELOP AND ENGAGE EFFECTIVE WAYS TO MEASURE AND EVALUATE THE WORK OF WTLC

Objectives:

- Improve program quality by creating a meaningful Evaluation Plan for all programs

Strategies:

- Assess current programs to identify and measure process and outcome goals
- Analyze data and implement programmatic changes to achieve targeted results

#4 COMMUNICATE THE IMPACT OF WTLC TO THE BROADER COMMUNITY

Objectives:

- Enhance connections with various key stakeholders in the community
- Increase WTLC's visibility in the community
- Create a consistent and effective brand identity and messaging

Strategies:

- Embrace marketing communications as a core function that supports long-term advancement
- Assess stakeholders' awareness of the organization's brand identity
- Foster organization-wide community engagement efforts that develop a deep and meaningful WTLC presence throughout the community
- Provide regular media releases, assuring that WTLC is appropriately identified in all media and correspondence

#5 RECRUIT AND RETAIN HIGH QUALITY, DIVERSE STAFF & BOARD OF DIRECTORS

Objectives:

- Expand size and diversity of the board of directors
- Assess the organization's culture climate and improve employment satisfaction
- Establish and implement benchmarks to increase staff retention
- Assess and enhance the effectiveness of WTLC's compensation and benefits package

Strategies:

- Incorporate diversity, equity, and inclusion in crafting organizational culture and policies
- Streamline new hire onboarding process
- Offer various training opportunities for staff for professional growth
- Implement an organization-wide compensation and benefits guideline that is aligned with current market trends
- Create a Board Recruitment Plan that identifies gaps in skills, connections, and backgrounds

#6 EXPAND AND STRENGTHEN WTLC'S OPERATIONAL AND FINANCIAL CAPACITY

Objectives:

- Create detailed annual fundraising plan that reflects strategic growth in special events, contributions, and other non-governmental revenue streams
- Expand the organization's earned income activities
- Assess the organization's staffing needs and adapt to the needs of the organization

Strategies:

- Align appropriate resources to create capacity and build staffing infrastructure to meet the goals of the annual fundraising plan
- Define an overall organizational goal for revenue from earned income and fundraising activities
- Assess and develop an earned-income model to realize revenue targets