



# Strategic Plan for FY 2019-2024

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## Background statement/history

The Women’s Center, Inc. dba Safe Passage Violence Prevention Center has been assisting families in crisis as a result of violence since 1977. Services were initiated to provide support to victims of violence in Coeur d’Alene but over the past five decades, Safe Passage has grown to serve individuals and families affected by violence throughout North Idaho with an emphasis on Kootenai County. Program have also expanded to include 24 hour crisis line services, an emergency shelter, legal advocacy, counseling, sexual assault intervention services, prevention education and bystander intervention training.

In the 2018-19 fiscal year, Safe Passage employed 14 full-time and 10 part-time employees. In addition to staff, volunteers contribute to the agency in a variety of ways, providing advocacy through direct services such as legal advocacy, shelter, the CAC and hospital response. Volunteers also provide administrative support. All board members are volunteers as are community advisors who provide strategic support and leadership to the agency. In the last fiscal year, Safe Passage was fortunate to have support from 26 volunteers.

Key events in Safe Passage’s history include:

- |      |  |
|------|--|
| 1983 | The Center opened its first shelter in a two bedroom apartment.  |
| 1997 | A five bedroom home was purchased to provide shelter to survivors of sexual and domestic violence and their children.  |
| 2000 | Safe Passage opened a thrift store in Coeur d’Alene to provide victims with clothing and household goods. Since opening, the thrift store has provided a steady source of revenue for the Center as well as serving to increase community awareness. |
| 2001 | The “Friends of the Center” fundraising committee is formed and raises \$22,000 initially.   |
| 2008 | Safe Passage expands services to rural, under-served counties under an OVW grant.  |
| 2012 | Kootenai County creates a Domestic Violence Court. Safe Passage is a partner agency providing court advocacy and accompaniment.  |
| 2014 | Safe Passage signs MOU with Child Advocacy Center to increase services to child victims of sexual assault and non-offending caregivers.  |
| 2016 | The North Idaho Children’s Advocacy Center officially becomes a program under Safe passage   |
| 2017 | Safe Passage Board of Directors decided to close the Thrift Store.   |
| 2018 | Safe Passage under goes a large reorganization of services to better fit the needs of survivors and to set the agency up for more growth.  |

## Board and Staff

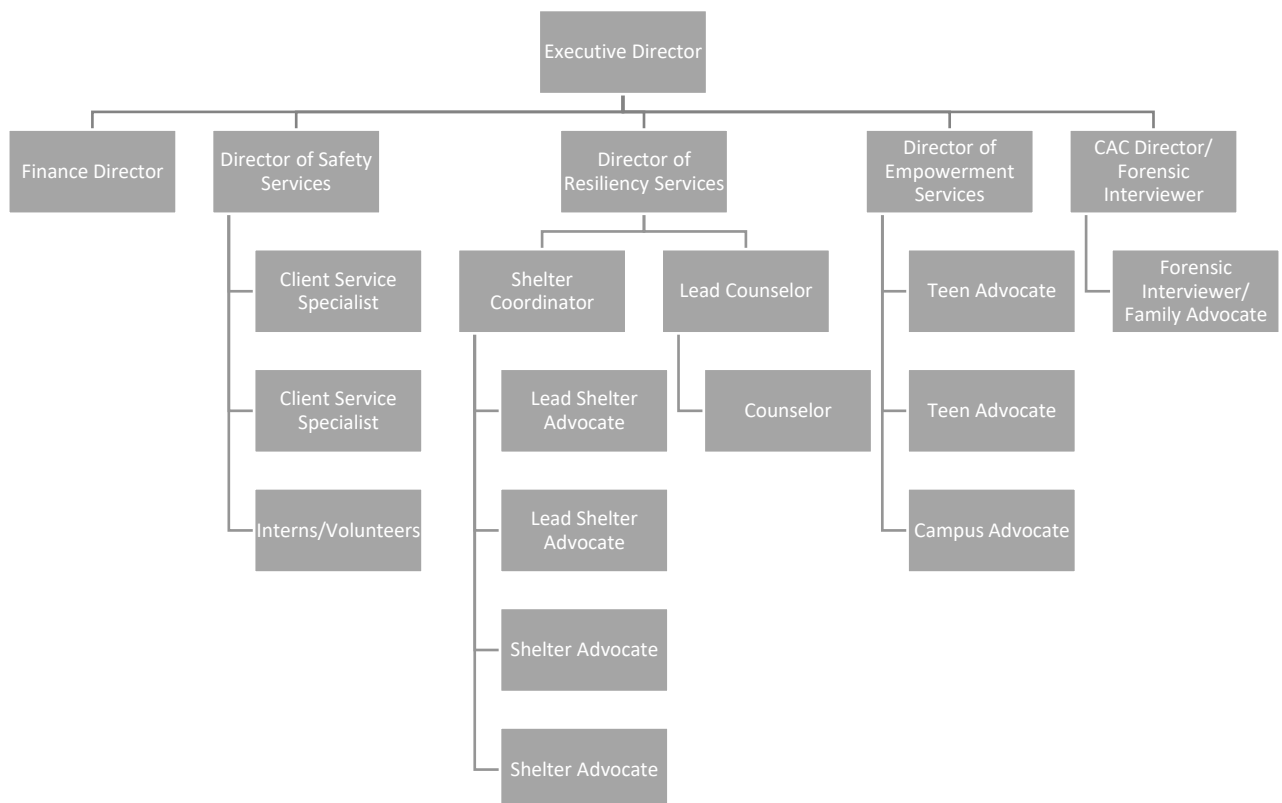
### Board

The following list of board members represents directors as of 6/1/19.

Name	Background	Position
Barry McHugh	Legal	Board Member
Ben Johnston	Financial	Treasurer
Rebecca Reeves	Marketing	Vice President
Trina Caudle	Secondary Education Administrator	Past President
El Lyon	Sociologist	Member at Large
Eden Irgens	Marketing	Secretary
Sheri Weistaner	Mental Health	Board Member
Alison Roberts	Real Estate	Board Member
Ann Thomas	Banking	President
Dan Mattos	Law Enforcement	Board Member
Victoria Michael	Events/Media	Board Member

### Staff

The chart below represents SAFE PASSAGE staffing organizational chart as of 6/1/19



## Organizational Overview

### Vision

Creating a community free from violence.

### Mission

We stand with the community and survivors of violence to provide, safety, education and empowerment.

### Values

Survivor Centered, Integrity, Empowerment, Collaboration and Leading Boldly

### Domestic and Sexual Violence in Idaho and Kootenai County

In the state of Idaho, the Idaho Coalition Against Sexual and Domestic Violence estimates that 519 women and girls, men and boys impacted by violence seek safety and life-saving services every day from community-based and tribal domestic violence programs.

North Idaho in general and Kootenai County in particular have a history of relatively high rates of domestic violence. According to the 2013 Idaho State STOP Plan, Kootenai County has the highest rate of domestic violence in the state of Idaho. Since 2008, the average rate of domestic violence has increased by 2.91% in the county. In 2013, there were 797 victims who reported intimate partner domestic violence in Kootenai County, an increase of more than 100 victims since 2008 (see table below).<sup>1</sup>

County	Year						Total	Popul. Avg	Avg Percent Rate Change
	2008	2009	2010	2011	2012	2013			
Kootenai	693	719	734	714	781	797	4,438	141,092	2.91%

While SAFE PASSAGE is well aware that sexual assault is an issue in Kootenai County, these crimes are often not reported to law enforcement. In fact, the Idaho Crime Victimization Survey (2012), while 11 per 1,000 Idahoans experienced sexual assault in 2012, the vast majority of those surveyed did not report the assault to the police including 95.5% of rape victims, 98.1% of attempted rape victims, 81.5% of victims who were sexually assaulted with an object, or 97.7% of victims of forcible fondling. The reasons that victims gave for not reporting illustrate the vast array of challenges that victims encounter including:

- Believed the police couldn't help/no evidence
- Afraid of the offender
- Offender was a family member
- Too young to understand
- Reported to parents who didn't do anything

<sup>1</sup> (Director of the Idaho Statistical Center, 2015)

- Shocked that it even happened
- Was in the military
- Wanted to keep employment
- Feared for life<sup>2</sup>

Data from the 2013 Idaho Youth Risk Behaviors Survey indicates that in Idaho, “13% of female students and 4% of male students report that they have been physically forced to have sexual intercourse”, with an alarming 21% of female seniors reporting forced intercourse. In addition, “nearly one in ten Idaho students (9%) report they have been hit or slapped on purpose.” Female students were twice as likely as male students to report having been hit, slapped, or physically hurt on purpose by their boyfriend or girlfriend and three times as likely to report having been forced to have sexual intercourse<sup>3</sup>.

### SAFE PASSAGE’s Core Programs

SAFE PASSAGE has experienced a sharp increase in the number of survivors who have reached out for services over the past four years. The chart below shows the increase in all categories of survivors served.

	2018	2017	2016	2015
Assault	1	4	1	1
Bullying	14	10	32	0
Child Physical Abuse	68	58	24	25
Child Sexual Abuse	276	289	242	155
Domestic Violence	527	540	355	307
DV Shelter Adult	126	136	130	120
DV Shelter Child	93	67	49	57
Sexual Assault	197	189	116	67
Sexual Assault Shelter	14	14	16	2
Stalking	16	4	5	2
Teen Dating Violence	27	28	11	0
<b>Total</b>	<b>1359</b>	<b>1339</b>	<b>981</b>	<b>736</b>

## Safety Services

**Crisis Lines:** Safe Passage operates two crisis lines and advocates respond to calls from all five counties in North Idaho and beyond. Our crisis lines are answered by trained advocates (includes staff and volunteers), who offer immediate support and assistance. During office hours (8:30 am to 4:30 pm, Monday through Friday) crisis lines are answered at Safe Passage’s main office in Coeur d’Alene. Outside of office hours, our crisis lines are transferred to Safe Passage’s shelter where our 24-hour staff respond to calls during evening and early morning hours.

<sup>2</sup> <https://www.isp.idaho.gov/pgr/inc/documents/2012Reportc.pdf>

<sup>3</sup> <https://www.sde.idaho.gov/site/csh/docs/YRBS%202013%20FINAL.pdf> pg 11

**Confidential Safe Shelter:** SAFE PASSAGE's confidential, safe shelter offers survivors of domestic or sexual violence and their children 30 days of safe shelter, on-site advocacy, safety planning, food, clothing, clean bedding, and hygiene necessities 24 hours a day, 7 days a week. SAFE PASSAGE administers the only shelter specifically designed to support survivors of domestic and sexual assault in Kootenai County, and is one of only two domestic violence shelters in all of North Idaho (with the other being a faith-based model). Case management is available to help survivors connect with services such as subsidized housing, employment support, transportation assistance, child care resources, and other services as appropriate. Male survivors are provided hotel accommodations, as are female survivors whenever the shelter is full. Survivors of domestic violence are consistently one of the largest populations of sheltered and unsheltered homeless individuals in Kootenai County according to the Point in Time Count.

SAFE PASSAGE shelter is a 5-bedroom, two bathroom, confidentially located, safe shelter to help survivors of sexual or domestic violence in imminent danger find safety and supportive services. The shelter can accommodate up to 21 survivors and their children at any given time. The emergency shelter gives priority to survivors of domestic violence in imminent danger who have no other housing options. A crisis line advocate communicates with a survivor prior to her arriving at the shelter. The advocate screens calls for other possible housing options in an effort to prioritize services to those who are in unsafe environments with no other means of shelter.

**Sexual Assault Intervention Services:** SAFE PASSAGE's Sexual Assault Services are designed to support adult and child survivors of sexual assault as well as secondary victims of these crimes. SAFE PASSAGE provides client-centered advocacy, 24 hour hospital response, information about Crime Victims Compensation, safety planning, information and referrals to primary and secondary victims of sexual assault, and coordination of services with other partner agencies. Key partners include law enforcement, medical providers, mental health partners, and the prosecutor's office (i.e. Victim Witness Coordinator). The Director of Safety Services is an integral part of the SART in North Idaho.

**Court Advocacy:** The Court Services at SAFE PASSAGE aims to increase safety for survivors of domestic and sexual violence and their children. The advocates are responsible for orienting survivors to the services available through the court actions and navigating the legal system. In 2012, Kootenai County received support from the Office on Violence against Women to create a Domestic Violence (DV) Court. Kootenai County's DV Court was created in an effort to foster better outcomes and increase safety for survivors of domestic violence and their children, improve accountability for offenders, increase coordination and communication across partner agencies, use the judicial system effectively and ensure that survivors have accurate and comprehensive information throughout the process. In addition, the DV Court model enabled SAFE PASSAGE's advocates to help prosecution and the judge understand the unique challenges that a survivor is facing to ensure that the judicial system takes her obstacles into account. An advocate's presence continues to be a critical component of SAFE PASSAGE's portfolio of services. This program is a team approach to domestic violence cases with SAFE PASSAGE providing victim advocacy and outreach in the courtroom during the resulting consolidated DV Court proceedings. Offenders return to court for review hearings every 2 weeks, 30 days, 60 days, or 90 days during their probation (up to 2 years). Survivors are often present at these review hearings, as well as at sentencing and motions to lift no contact order hearings. SAFE PASSAGE provides an advocate at all hearings related to the Domestic Violence Court.

In addition to supporting survivors with cases in DV Court, SAFE PASSAGE's advocates can assist survivors with civil justice support, criminal justice support, appropriate referrals for family law and other legal assistance, empowerment classes, safety planning and advocacy.

## Resiliency Services

**Housing Advocacy:** SAFE PASSAGE now consistently offers housing services that include advocacy with local landlords to help survivors maintain or acquire permanent housing. We also offer housing assistance to support survivors with first and last month's rent, deposits, or short-term subsidies so they acquire permanent housing. In the last year, Safe Passage's Housing Advocate has maintained a working relationship with 8 local property management companies and landlords. She also has created a process to assist survivors in applying for mainstream housing services and maintaining confidentiality with the Homeless Connect system. She also attends bi-monthly homeless coalition meetings to connect with other service providers to leverage more resources. ICDVVA funding is used to assist survivors when all other housing resources have been exhausted.

**Life Skill Classes:** Over the past year SAFE PASSAGE has worked to build classes for survivors to help build life skills including job readiness and financial understanding. Classes are held once a week and often SAFE PASSAGE will partner with agencies like United Way to provide the Bank On program.

**Child Advocacy Center (CAC):** The North Idaho CAC which was established in 2012 through a collaborative effort that included Kootenai Health, city and county law enforcement, the county prosecutor, and the Idaho Department of Health and Welfare. In 2016 the CAC came fully under the umbrella of Safe Passage. The CAC is a critical component to providing quality, prosecutable investigations and subsequent legal cases involving the physical and sexual abuse of children. The facility is located within the Kootenai Health campus, providing a child-friendly environment, medical exams, and programs that lower the likelihood of further trauma. To the child and non-offending family, CAC reduces the number of forensic interviews and provides prompt, attentive, and culturally sensitive services. For investigators and prosecutors, CAC services mean a quicker follow-up to child abuse reports, better collection of information with less chance of case contamination, and the facilitation of coordinated investigations that lead to more effective prosecution.

Immediately upon the family's engagement with CAC, SAFE PASSAGE offers support, advocacy, and services resulting in more efficient and sensitive investigation, evidence collection, service linkages, and subsequent mental health services where necessary.

**Crisis Counseling:** SAFE PASSAGE's Crisis Counseling is a critical service offered primarily to survivors of sexual and domestic violence. For over 20 years, the Crisis Counseling has been funded in part by Soroptimist International of Coeur d'Alene, which supports counseling services for children and caregivers who have experienced family violence, helping them repair or re-establish a healthy parent-child bond. This program has grown over the past year with the addition of a Clinical Counselor with specific expertise in supporting survivors of trauma and the use of EMDR. The Counseling Center offers free counseling 5 days per week.



## Empowerment Services

**Teen Dating and Outreach:** While the majority of SAFE PASSAGE's efforts are focused on supporting direct services to survivors and their families, education and outreach efforts aim to raise awareness in the community to reduce and prevent future abuse. Outreach education is primarily directed at middle school, high school, and college students and focuses on disseminating healthy relationship curriculum, raising awareness about teen dating violence, and promoting safe technology practices.

Notwithstanding the awareness that the Teen Outreach Program has raised throughout North Idaho about teen dating violence, SAFE PASSAGE recognizes that training aimed at providing students with practical tools to respond to violence whenever they witness it is an important component to reducing incidences. In 2015 SAFE PASSAGE launched the "Green Dot" program at Lake City High School and now partners with both high schools as well as North Idaho College to provide the program.

In the 2018-19 academic year, SAFE PASSAGE put an advocate on the North Idaho campus to respond to students faculty and staff who have experienced domestic or sexual violence. The advocate is a part of the North Idaho Response team and helps to build protocols on campus.

**Outreach and Education:** SAFE PASSAGE provides training and education on the dynamics of domestic and sexual violence in all of North Idaho. Some examples include training both the CDA Police Department and KCSO on lethality and ways to connect survivors to SAFE PASSAGE services to help increase safety and reduce risk of future harm. Recently the Outreach advocates worked with local hairdressors to train them on ways to respond if they have a client who discloses they are in an abusive situation. The goal of our Outreach and Education Services is to provide training and education to help reduce the harmful myths surrounding both domestic and sexual violence and increase the communities awareness of the services of SAFE PASSAGE.

## Theory of Change

In February of 2019, SAFE PASSAGE's Board of Directors and staff held separate retreats designed to initiate the strategic planning process. At those retreats, discussions around the mission, vision and values of the organization was held which highlighted the following (top 5 answers from each:

**Vision: *What is the vision of the world we are working toward?***

### **Board**

- Change culture of violence to minimize or eliminate the need for Safe Passage (6)
- Safety for victims, awareness in the community, empowerment for all (5)
- Known resource, used resource, comprehensive support, extensive partnerships in the community, responsive to all people in need (4)
- Change the culture of our community where clients that need our support know about our agency, feel safe to seek our assistance and are better because of our actions. (3)
- To provide visible, sustainable and comprehensive services to victims of domestic and sexual violence

### **Staff**

- A community fully aware and empowered to prevent and intervene against violence. ( 11)
- United (8)
- A community where everyone is not just surviving, but also thriving. (7)
- To be a no tolerance to violent crimes community and resources available to all men, women and children all walks and races and backgrounds. (5)
- Easy access to services and awareness of services (5)
- A community known for acceptance. (4)

**Purpose: *What unique role does Safe Passage serve?***

***Board***

- Voice for survivors (8)
- Ensure that community members know who we are and how we can help, help survivors by working with them, not doing “programs” to them (6)
- To provide a place where any individual can go and get needs meet. Needs for safety, acceptance, access to healing and a violence free future (4)
- Resource for victims and community education (1)
- Safety for victims now and in the future and educating the community (1)

***Staff***

- Working with community partners to 1. Prevent violence 2. Promote healing 3. Hold perpetrators accountable (9)
- Providing space for people to speak their truth and have choice “giving power back to survivors” (8)
- Inclusivity, compassion, specialized knowledge (7)
- Making sure victims voices are heard (5)
- A safe place to grow (5)

**Values: *What values or ways of being will guide our work?***

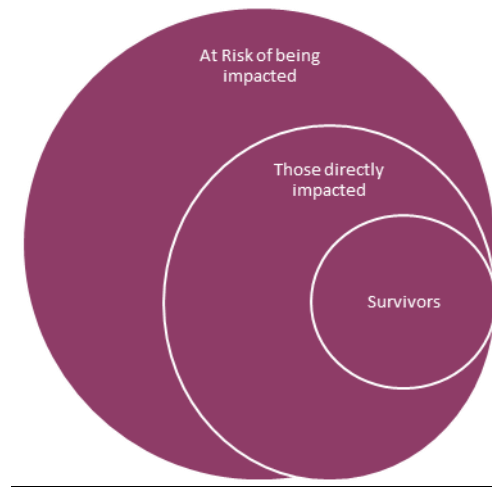
***Board***

- Compassion: caring enough to do something about it. Support without judgment. Compassion even when it’s difficult. Survivor defined. (8 dots) (6 people identified)
- Leading Boldly (Leadership): Leading culture change, Inspire and influence (people help because they want to) no fear of speaking truth even when it’s unpopular (6 dots) (4 people identified)
- Integrity: Integrity of the organization is wrapped around honesty. Communicating what we are about and the message is always the same no matter what. “walk the talk” (4 dots) (5 people identified)
- Empowerment (survivor defined): Survivors know their situation best and should be taking the lead on helping them without judgement. (2 dots) (7 people identified)
- Partnership (Collaboration): (2 dots) (4 people identified)

***Staff***

- Survivor Centered: Walking with survivors (alongside) Validation, believing survivors, knowing survivors strengths, giving options, choice (19 dots) (7 people identified)
- Non-judgmental: Not giving in and setting personal bias aside. Meeting people with unconditional acceptance. (15 dots) (10 people identified)
- Integrity: Kindness, support, caring, trustworthy, genuine (11 dots) (3 people identified)
- Empathy: having a true understanding of what another may be going through. (5 dots) (5 people identified)
- Compassion: Knowing that someone truly cares about you. (4 dots) (13 people identified)

**Focus: Who are we – Safe Passage – accountable to?**



## Identified Priorities

Following the retreats a committee comprised of board and staff discussed all of the information gathered and listed priorities.

- **Service:** To ensure continuing provision of services to victims of DV and sexual assault.
  - To expand ways for survivors to reach out for services such as a text line or live chat.
  - Advocacy at the systems level to improve response to survivors who are accessing the various systems such as law enforcement, courts, hospital and housing.
  - Expand ways we provide services; breaking down barriers for survivors such as mobile advocacy.
  - Build staff capacity to explore specialized roles to support survivors such as recovery coach and peer supports.
  - Build staff capacity to understand the impact of policy work on the lives of survivors and ways they can advocate for change.
- **Quality:** To assure a commitment to continuing quality improvement.
  - To implement a yearly process to evaluate services and programs.
    - Minimum standards and trauma informed.

- To implement a process for survivor focus groups.
- Use technology to improve services and communication.
- **Finance:**
  - Identify more stable funding sources.
  - Continue to look for diverse funding opportunities.
  - To develop a comprehensive development plan
- **People:**
  - Maintain quality of level in staffing.
    - Continue staff training and development.
    - Continue with Wellness committee and self-care activities.
    - Continue to evaluate benefits and salaries.
      - Maintain flexibility.
- **Community:**
  - Build trust with community so they see Safe Passage as experts in domestic and sexual violence.
  - Evaluate marketing and communications plan.
    - Do we want to continue?
  - To expand our reach with outreach and education.
    - Presentations and community conversations
  - To enhance the community's understanding of what Safe Passage can offer.
  - Build Ambassador Program to expand community reach.
- **Growth:**
  - Need for more office and shelter space.
  - To expand civil legal services to victims.
  - To expand counseling services.
  - Housing for survivors.
  - Rural communities (all services)
  - Build our Resiliency Bucket

## Goals and Objectives

Based on the previously listed priorities, we are proposing 3 overarching goals to guide Safe Passage over the next 3-5 years. These goals are focused on sustaining our programs, growing our programs, and building a foundation that supports our programs. Our proposed goals are:

- Goal #1: Safe Passage maintains, improves, and enhances existing programs to prevent and respond to domestic and sexual violence.
- Goal #2: Safe Passage expands services, programs and reach to ensure the needs of all victims of domestic and sexual violence are being met.

- Goal #3: Safe Passage has the personnel, infrastructure, and capacity to further its mission

## Year One, Goal #1 Objectives

**Goal #1: Safe Passage maintains, improves, and enhances existing programs to prevent and respond to domestic and sexual violence.**

Objective #1: Maintain services to provide “Safety” to individuals: Offer 24 hour advocacy, safe shelter, court advocacy, hospital response, and general advocacy services.

Objective #2: Maintain services to provide “Resiliency” to families: Provide Crisis Counseling, Housing advocacy and life skill classes.

Objective #3: Maintain services to provide “Empowerment” to youth and the community: Provide prevention education to youth and young adults, by-stander training and provide the community with education on the definitions and dynamics of domestic and sexual violence.

Objective #4: Maintain services to provide forensic interviewing and family advocacy at the Children’s Advocacy Center.

Objective #5: Implement a yearly process for evaluation of each service and program including survivor focus group.

## Year One, Goal #2 Objectives

**Goal #2: Safe Passage expands services, programs and reach to ensure the needs of all victims of domestic and sexual violence are being met.**

Objective #1: Safe Passage increases capacity to house/shelter survivors and their children

Objective #2: Safe Passage explores technology options to expand services.

Objective #3: Safe Passage pilots offering childcare at the shelter location.

Objective #4: Safe Passage’s Teen Outreach Program increases presence in rural schools.

Objective #5: Safe Passage pilots mobile advocacy in rural communities.

Objective #6: Safe Passage CAC explores on-site counseling services.

## Year One, Goal #3 Objectives

**Goal #3: Safe Passage has the personnel, infrastructure, and capacity to further its mission**

Objective #1: Safe Passage implements Development Plan.

Objective #2: Safe Passage increases strategies to communicate its mission in the community

Objective #3: Safe Passage continues to invest in building staff capacity by providing training opportunities.

Objective #4: Safe Passage evaluates ways to expand benefits for staff.

Objective #5: Safe Passage creates a facility plan that takes into account the shelter, Safe Passage's office and CAC.

- This could include a feasibility study, capital campaign or purchase of new office space.

## Year Two and Year Three

These are examples and we will be better able to set these objectives on a yearly basis once we see what objectives we have reached.

### Goal #1 Objectives

Because this goal is focused on sustaining what we currently do, objectives under this goal will be explored each year based on the previous year's performance.

### Goal #2 Objectives

Because these are growth objectives we will be able to set them better once we have addressed the facilities plan.

### Goal #3 Objectives

Objective #1: Safe Passage purchases office space or starts a Capital Campaign.