



Turning Point

Domestic Violence Services

Strategic Plan

2023-2027




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Executive Summary

The Turning Point, Inc. Board of Directors agreed that it was important for the organization to engage in a formal strategic planning process. Multiple individuals were interviewed and ultimately MRA was selected as a consultant to help guide staff during this process. Key staff and board members were interviewed as well as outside stakeholders from other community organizations, courthouse personnel, judges, the police, city officials and donors.

The primary conclusion from these interviews was that Turning Point does very well in addressing the needs of clients short-term but needs to improve services to address more long-term needs.

An internal committee was then formed that included the executive director and supervisors from the development, outreach and the adult domestic violence teams. This committee spent several months, in conjunction with MRA, developing a formal strategic plan for Turning Point that included a strengths, weaknesses, opportunities and threats (SWOT) analysis.

Key initiatives were identified as follows:

- **Staff Development and Empowerment**
- **Improved Client Experience**
- **Growth and Development of Facilities**
- **Improved Public Relations and Marketing**

The committee and MRA presented this formal plan to the board on September 24, 2022. During this day-long process, the board also reviewed existing programs and other key initiatives that are currently underway and as a result, these initiatives were not included in the strategic plan.

The board formally adopted this strategic plan on October 27, 2022 and established organizational goals for 2023-2027.

Current Services and Programs at Turning Point

24-hour Domestic Violence Helpline

- (815) 338-8081

Safe, Secure, Emergency Shelter

- 30 to 60-day stay for men, women and children

Transitional Housing Program

- Duplex with two units for families to stay up to two years

Individual and Group Counseling

- For children, teens, and adults

Trauma-Based Mental Health Services

- Psychotherapy for victims of domestic violence who have experienced childhood or lifelong trauma and abuse. This is not a free service, fees will apply.

Legal Advocacy

- Assistance filing orders of protection through our remote office at the McHenry County Court House.

**All services are offered in both English and Spanish.*

Other Projects Currently Underway

- Internal Communication Plan
- Expansion of Shelter Staff
- Paperless Database-Empower DB

Partner Abuse Intervention Program (PAIP)

- 26-week psycho-educational program designed to help clients identify abusive behaviors in their relationships and learn new skills to resolve conflict successfully.

Intervention Survivor's Program

- Designed for anyone who has been violent in their relationship but has not been identified as the primary aggressor.

Nurturing Parent Program (NPP)

- Intended for the treatment and Prevention of Child Abuse and Neglect. Sliding scale fees. Court, agency referral or voluntary.

Outreach and Prevention

- Free presentations for children, teens, and adults on healthy relationships, bullying, intimate partner violence and Turning Point, Inc. services.

- Improved Pet Program
- Enhanced Childcare Services
- Potential to Hire an Intake Coordinator
- *Road to Hope* Planned Giving Program

SWOT Analysis Results

Strengths

Current talent
Leadership role
Good at what we do
Expertise
“Only game in town”

Weaknesses

Marketing/Public Relations
Telling our story
Structure – transportation/facilities
Professional Development
Turnover

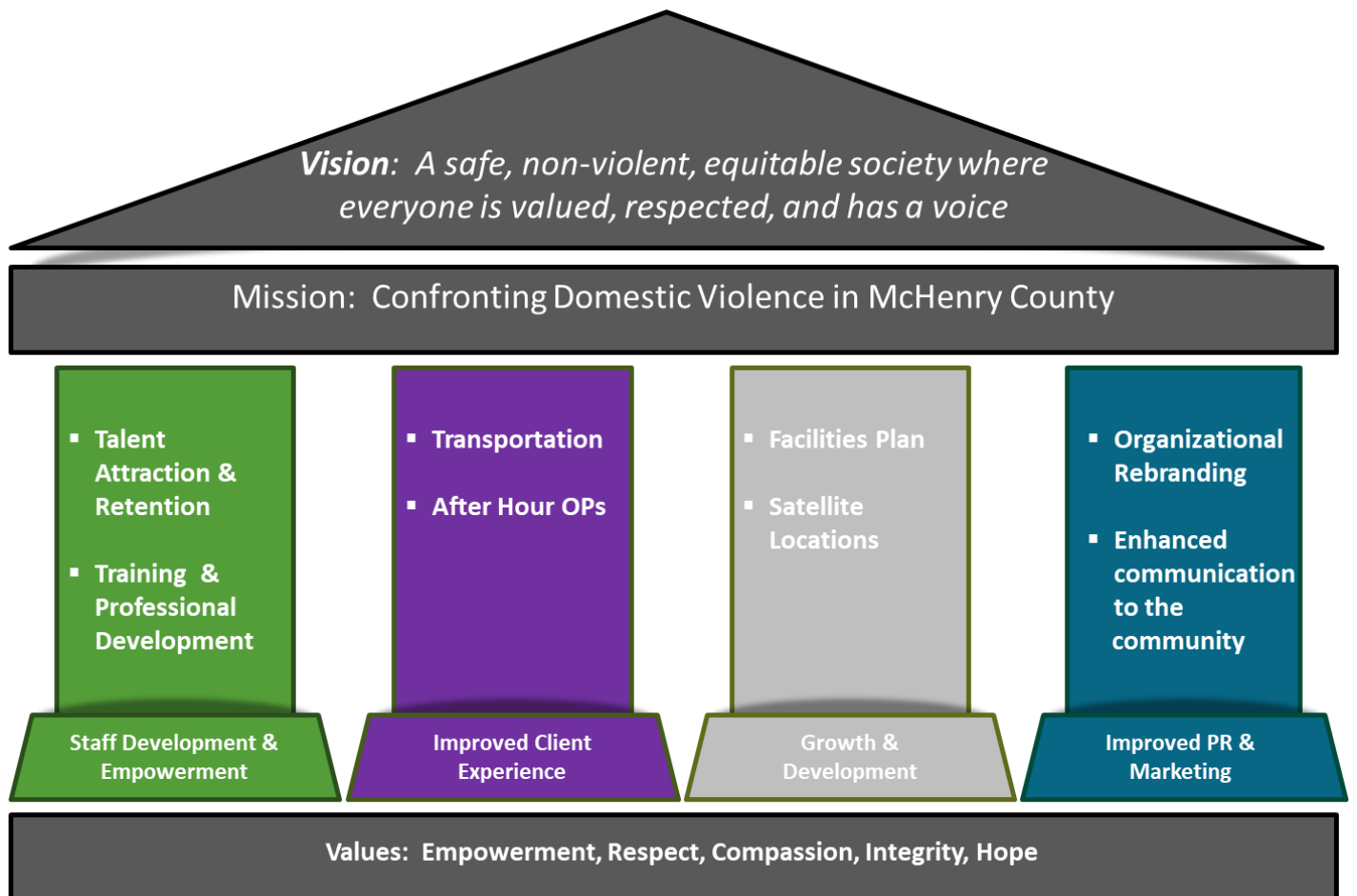
Opportunities

Funding – long-term game plan
Government/Politics
Grow leadership role
Additional partnerships
Multi-year road map

Threats

Finding additional talent
Retaining current talent
Funding – recession, politics
Government/Politics
Growing problems/Increasing demands

Four Strategic Pillars Identified for 2023-2027



I. Staff Development and Empowerment

A. Issue to Resolve: Talent Attraction and Retention

Pay and benefits at Turning Point are competitive when compared to other not-for-profit organizations in McHenry County. Despite this, the average length of employment at Turning Point is two (2) years. Similar to other local organizations, we have also been impacted by the "Great Resignation." New employees express an interest in advertised positions and then either no show for interviews or accept the position only to leave a short time later.

We recognize that part of this plan must involve improved methods of attracting new employees. To date we currently utilize the following databases:

- Free Indeed Account
- Handshake
- NPO.net

We have also identified the need for increased employer flexibility, in part, as a direct result of COVID-19. There is now an expectation to work from home, at least part of the time.

Additionally, several employees have requested assistance with certification or educational advancements and have been told "no" due to funding constraints.

B. Solution/Plan

Program	Goals	Initiatives	Objectives	Timeline
Talent Attraction and Retention	<ul style="list-style-type: none"> ○ Turning Point becomes a top-rated workplace in McHenry County. ○ Improved services to clients and reduction in costs with less turnover. 	<ol style="list-style-type: none"> 1. Potential for a shorter workweek by creating a "Flex Friday." This will increase employer flexibility and reduce transportation costs for the employees. 2. Evaluate potential for 40-hour work week in shelter. 3. Tuition reimbursement assistance with the understanding that employee would be contracted for a certain number of years. 3. A new recruitment database will also be explored. 	<ol style="list-style-type: none"> 1. Reduce turnover by 20%. 2. Increase length of time employees stay from 2 years to 5 years and continue to increase length of employment YOY. 	Immediate

A. Issue to Resolve: Training and Professional Development

Staff have been requesting that a formal training and development process be created at Turning Point. All new hires are expected to complete the 40-hour domestic violence, on-call and position training within the first few weeks of employment.

In addition, a formal cross-training process needs to be developed. For many years it has been very informal and involved “shadowing” other staff for only a few hours.

B. Solution/Plan

Program	Goals	Initiatives	Objectives	Timeline
Training and Professional Development	<ul style="list-style-type: none"> ○ Provide overall improved training for staff. ○ Focus on two key areas, new hires, and long-term professional development. 	<ol style="list-style-type: none"> 1. Create a new hire training and layout new plan including 40-hour, on-call training and on-the-job training. Spread out training so it is not all at once. 2. Hire a training coordinator and create training goals. 3. Succession planning-A formal cross training process would benefit all departments and reduce stress when there are vacancies. 4. Create a long-term professional development plan for staff to include the process to apply, and the support from management. 	<ol style="list-style-type: none"> 1. Annual training needs survey will determine changing training needs. 2. Annual staff satisfaction survey will increase job satisfaction results YOY. 3. Once baseline measure of satisfaction scores are captured, % of increase or score will be determined. 	Immediate

II. Improved Client Experience

A. Issue to Resolve: Transportation

Annually, 72% of clients come to Turning Point with no transportation. Our office and shelter are nowhere near a bus stop, and even if we were, PACE Bus operations cease at 6:00 PM which creates a significant challenge for any client who works 2nd or 3rd shift. In addition, McRide is available only by pre-booking 72 hours in advance, which cannot accommodate the urgent need to fill a mental health prescription, insulin, other medications or when a client needs to file an Emergency Order of Protection at the

courthouse. Moreover, Uber and taxi vouchers are expensive averaging \$40.00 round trip.

Employment for clients is therefore limited to jobs within walking distance on an unsafe highway (Route 14).

Some clients come to us with nothing but the "clothes on their back" with children in the same situation and need to shop for food and other necessities.

Other local service providers offer transportation specific to their client needs, including Home of the Sparrow, Pioneer Center/PADS and others.

67% of staff surveyed agreed that transportation is a significant barrier to our services.

B. Solution/Plan

Program	Goals	Initiatives	Objectives	Timeline
Transportation	<ul style="list-style-type: none"> o Reduce barriers to shelter and other services o Improved client services o Increase total number of clients served 	<ol style="list-style-type: none"> 1. Identify areas of the county where clients have been underserved. 2. Develop a transportation program once expansion of shelter staff is complete. This will allow clients to leave for necessary errands (prescriptions, courthouse, food). 3. A funder has already been identified for purchase of a mini-van. 4. Overall improved access and additional transportation options. 	<ol style="list-style-type: none"> 1. Provide approximately 100 rides in the first year and continue to increase YOY. 2. Increase total number of shelter clients served by 10% in first year and continue to increase YOY. 3. Increase client satisfaction on annual survey YOY TBD once baseline is established. 	Immediate

A. Issue to Resolve: After Hours Orders of Protection

Annually we currently provide legal advocacy and assistance with 600 Orders of Protection (OPs) which is 70% of total OPs filed in McHenry County.

Monday and Friday are the busiest days for the courthouse staff and our advocates are now to the point where not everyone is being served.

This enhanced service would address the needs of those who are in the most urgent situations and after normal business hours or on weekends and cannot wait until Monday to receive assistance.

B. Solution/Plan

Program	Goals	Initiatives	Objectives	Timeline
After Hours Orders of Protection	<ul style="list-style-type: none"> ○ Reduce barriers to shelter and Turning Point legal advocacy services ○ Improved services to clients ○ Increase total number of clients served 	<ol style="list-style-type: none"> 1. Coordinate a program with the on-call judge. 2. Address the need of access to the courts and emergency orders of protection when there is a crisis after normal business hours or on weekends. 3. Additional client service created. 	<ol style="list-style-type: none"> 1. Increase total number of legal clients served by 10% in first year and continue to increase YOY. 	Long-Term (3-5 years)

III. Growth and Development

A. Issue to Resolve: Current Facilities

Turning Point currently owns its main office building, a secure emergency shelter, a building used for the Partner Abuse Intervention Program and an unused former greenhouse space.

The agency also has offices at the McHenry County Courthouse provided at no cost. This space is currently being expanded.

An inspection of agency-owned facilities and a property survey is needed to determine upcoming maintenance needs and potential buildable land.

The former greenhouse needs to be assessed to determine if it can be of viable use moving forward, and the cost to make it usable.

A current inventory of office space and plans for additional staff will determine best use of properties.

B. Plan/Solution

Program	Goals	Initiatives	Objectives	Timeline
Facilities Plan	<ul style="list-style-type: none"> ○ An inspection of all agency-owned facilities and a property survey is needed to determine upcoming maintenance needs and potential buildable land. 	<ol style="list-style-type: none"> 1. Develop a facilities plan that includes a maintenance schedule for current buildings. 2. Develop a use for the former greenhouse facility and explore options to utilize all of the space/land that Turning Point owns. 3. Explore potential to relocate others programs offsite to allow for expansion of staff in current office buildings. 	<ol style="list-style-type: none"> 1. Consult with a general contractor within the next 90 days. 2. Annual facilities management plan with costs and timing. 	Immediate

A. Issue to Resolve: Satellite Locations

McHenry County is a large county consisting of nearly 315,000 residents. Many areas of the county are also rural and Turning Point recognizes that creating additional locations will reduce barriers to our services for clients who may have previously had difficulty reaching our Woodstock location. Satellite locations will be needed in the future given both the limitations within the current buildings and a need to better serve clients.

These locations may be borrowed spaces, similar to the arrangement the agency has at the courthouse.

Turning Point will use location of helpline calls compared to those utilizing our services to determine what areas are most in need of satellite spaces.

An assessment of location needs may be needed on an annual basis.

B. Plan/Solution

Program	Goals	Initiatives	Objectives	Timeline
Satellite Locations	<ul style="list-style-type: none"> ○ Reduced barriers to services ○ Increased presence in the community particularly in areas identified as traditionally underserved ○ Increase number of clients served 	<ol style="list-style-type: none"> 1. Collaborate with existing community agencies to share office space. 2. Alternatively, creating new office locations owned by Turning Point. 3. Additional client service created. 	1. Create a pilot program within one year and measure effectiveness.	Long-Term (3-5 years)

IV. Improved Public Relations and Marketing

A. Issue to Resolve: Organizational Rebranding

Turning Point is in need a fresh, updated, more modern look. All brochures and marketing materials are from 1990 and are very outdated and numerous comments have been made that the current logo looks like "recycling."

B. Plan/Solution

Program	Goals	Initiatives	Objectives	Timeline
Organizational Rebranding	<ul style="list-style-type: none"> ○ Update all marketing materials, brochures and create new logo 	1. Work with outside agency to develop branded materials and website.	1. Redesigned website and program materials to launch publicly in 2023.	Immediate

A. Issue to Resolve: Enhanced Communication to the Community

Despite our presence in McHenry County for more than forty (40) years, there are still many individuals who are unaware of the services we provide to those in need. Once re-branding is complete, we will need a comprehensive and strategic marketing plan with a consistent message to all stakeholders, including staff.

The goal will be to improve public relations, marketing and communication with three specific groups in mind: the community, donors and clients.

B. Plan/Solution

Program	Goals	Initiatives	Objectives	Timeline
Enhanced Communication to the Community	<ul style="list-style-type: none"> ○ Develop and create a comprehensive strategic marketing plan with a consistent message to all stakeholders, donors and staff. ○ Increase awareness in the community about domestic violence and Turning Point services. ○ Increase total number of clients served 	<ol style="list-style-type: none"> 1. Improve communication with the community by determining where new materials need to be distributed for increased referrals and awareness. 2. Improve communication with donors by elevating current donor giving while simultaneously securing new donors. 3. Improve communication with potential clients and increase the total number of clients served. 4. A professional consultant may be required once marketing plan is developed. 	<ol style="list-style-type: none"> 1. Increase annual giving by 3% YOY. 2. Secure 5 new major donors YOY. 3. Increase number of clients served YOY. 	Immediate