

SAFE, Inc. of Transylvania County
Shelter Available for Family Emergency

2015 - 2018 Strategic Plan

**Ending Domestic Violence and Sexual Violence In Transylvania
County**

July 1, 2015

**50 E. Appletree Street
Brevard, North Carolina 28712
828-885-7233**

TEN RULES FOR SUCCESS (Gary Ryan Blair)

- **Be Decisive - SAFE will be defined by the decisions we make.**
- **Stay Focused - Though there will be challenges, the end results will be worth it**
- **Write Down Your Goals – Specific, Measurable, Achievable, Realistic, and Time-Bound. Written goals are catalysts transforming agent for success.**
- **Plan Thoroughly – Planning allows you to carefully orchestrate all steps on the way to achieving a goal.**
- **Involve Others – SAFE will involve people who possess solid experience, professionalism and a commitment to its Mission, Vision, and Guiding Principles.**
- **Welcome Failure – Failure has an ulterior motive: It stops us long enough to learn, re-strategize, and re-launch again. It will prepare us for success.**
- **Take Purposeful Action – A good plan will light our path but it is action that will result in successes.**
- **Reward Success – A goal, once achieved, deserves to be rewarded.**
- **Maintain Personal Integrity – Maintain a commitment to our commitment.**
- **Personal integrity is about setting a goal and keeping your promise to achieve it.**

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INTRODUCTION

The following Strategic Plan was adopted April 8, 2015 by the SAFE, Inc. Board of Directors. This document represents the commitment of a Board of Directors to its agency with the provision of clearly defined direction and vision for the future. The identification of specific directions, goals and objectives are designed to assist SAFE staff to implement the plan and make that vision a reality with Board guidance, governance and participation. The Plan reflects adherence to the Mission of the organization as well as the Core Values/Guiding Principles and includes stakeholder input (clients, donors, community partners, volunteers, Board, and staff). It is the end product of a process that has resulted in a stronger Board, administration, and agency. I am proud to present it and look forward to its implementation and coming accomplishments.

Rodney W. Locks, Board Chair

Date: _____

Executive Summary

Making extraordinary things happen in an organization requires vision, planning, leadership and courage to move forward.

Strategic Planning is “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it”. (Bryson 1995)

Throughout a strategic planning process, there are three fundamental questions that an organization must ask:

1. Who are we and where are we, what do we do now, and why?
2. What do we want to be and do in the future, and why?
3. How do we get there from here?

Asking and answering these questions requires an ongoing, iterative conversation among strategic planning team members and other key stakeholders. As the conversation unfolds, new answers to one question can be expected to change previous answers. (Judy Futch and Beth Trigg 2014)

In the summer of 2013 the SAFE Board of Directors began the journey of creating a strategic plan for SAFE, Inc. of Transylvania County. The first year of the process the Board examined its role within the organization and committed to re-defining itself as a Board of Governance. As a part of this process they looked at existing programs and services and concluded the necessity for the work of the agency to be communicated through measurable outcomes.

In the spring of 2014 during its Annual Retreat, consultant Gary Landwirth engaged Board and staff in exploring the concepts of sustainability, decision making, and strategies for nonprofit organizations. (Nonprofit Sustainability: Bell, Masaoka, Zimmerman 2010).

In the summer of 2014 Rodney Locks, Board Chair, Salley Stepp, Executive Director, and Clare-Marie Hannon, Associate Director met to begin the Strategic Planning Process for the organization and set a timeline. Greg Walker Wilson was hired, thanks to a grant from NC Pathways, to provide the guidance and coaching for the scheduled fall retreat. This retreat was the beginning of an all-

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inclusive strategic planning process. An organization assessment was initiated with a survey that was sent to most staff, volunteers, and Board members to gather information from their perspectives.

The fall retreat, September 12th, was facilitated by Greg Walker-Wilson. One hundred percent (100%) of the Board of Directors attended, along with many SAFE employees. Clare-Marie provided conclusions from the data gathered through the on-line survey and Teesie presented an explanation of current programs and service activities within SAFE.

From the information gathered staff identified three areas needing further review: Enhanced services for victims of sexual violence; Underserved populations within Transylvania County; Collective Impact – engaging our community in ending domestic violence and sexual violence.

Board members with direct service staff were assigned to one of the three groups to further explore the three areas as possible strategic directions for the organization. After the group discussion, each group shared their findings with one another. As a result, Board members began to formulate the organization's vision, philosophy and core/guiding principles.

Rodney Locks formed a special task force (Jim LeGere, Sharon Gurtler, Sally Burchfield, Sam Edney, Salley Stepp and himself) to complete the wording on the revisions of the Mission, Vision and Core values and bring them to the full Board at the October meeting of the SAFE Board of Directors.

In October-November a survey was sent out to key community stakeholders including: clients, donors and funders in an effort to get input and gain insight from others outside of the agency.

In November, in an effort to get buy-in from staff, Clare-Marie was directed to provide SAFE staff the opportunity to discuss the revised Mission, Vision and Core Values/Guiding Principles. In December the Task Force and staff (Clare-Marie, Teesie, Cassie Ashworth, and Susan Huter) met and came to a shared agreement on Mission, Vision, and Core Values/Guiding Principles. These statements have since been approved and adopted by the full Board.

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In December and January, Rodney, Salley and Clare-Marie met with key Community Partners to hear firsthand what they had to say about SAFE and the strategic questions that had been identified.

A second retreat was held on January 28th including: the SAFE Board of Directors, Executive staff and consultant to review and consider the information gathered and to formulate the strategic directions.

These strategies focus on enhancing services for victims of sexual violence, prevention programs (children/youth and abusers) and community outreach to be more accessible to all victims regardless of where they live in Transylvania County. The strategies are supported by primary goals of the plan including: strong, stable revenue streams; adequate space to meet immediate and ongoing program needs; program outcomes designed to protect victims and encourage healthy lives beyond the immediate crisis; and support and partnerships with other individuals, businesses and organizations within Transylvania County to facilitate a collective impact model within the community. All these outcomes will be made possible through engagement of a professional level paid staff and a well- trained pool of volunteers.

MISSION STATEMENT

SAFE will lead our community in eliminating domestic violence and sexual violence through prevention, advocacy, protection, education, and healing.

VISION STATEMENT

To empower our community to end domestic violence and sexual violence.

GUIDING PRINCIPLES

- Domestic violence and sexual violence are fundamentally wrong and will not be tolerated.
- We are committed to breaking the cycle of domestic violence and sexual violence by empowering people to change their behavior.
- We are committed to help and protect individuals affected by domestic violence and sexual violence.
- We value all of our stakeholders and will treat each one with dignity and respect.
- We value a community that is aware, educated, and engaged in solving problems of domestic violence and sexual violence through the power of collective action and teamwork.
- We are committed to the professional development and empowerment of all SAFE staff and volunteers.

STRATEGIC DIRECTION – July 2015 – June 2018

Over the next three years, SAFE will shift its overall organizational approach from reactive to preventive and focus on reaching measurable outcomes to demonstrate success in this new strategic vision. Intentional strategies will be implemented to reach underserved audiences in the county while maintaining quality services for victims of domestic violence and sexual violence. SAFE recognizes the need to expand services to meet the specific needs of victims of sexual violence that require a specialized skill-set from staff and volunteers; thus this new commitment to addressing the issues relating to sexual violence is included in this Strategic Direction. SAFE will work to prevent domestic and sexual violence through program activities directed at children and young adults; by changing abusive and controlling behaviors in batterers and by building individual self-confidence/self-worth in victims through developing independent life skills, providing job coaching and placement. SAFE will enhance and expand community relationships, develop strong partnerships to ensure victims' needs are being met by the community as a whole and facilitate a collective impact model of ending domestic and sexual violence in Transylvania County.

The following four initiatives define the strategic direction of SAFE over the next three years.

- 1. Capacity Building:** SAFE will build internal staff, volunteer and board capacity in order to meet the goals of the strategic plan and develop infrastructure to support program goals.

Expand Funding and enhance financial sustainability: SAFE will continue to maintain financial viability;

Engage in facility management and development to create infrastructure for program effectiveness.

Provide a professional (education, and experience) level staff with an understanding and commitment to the Mission, Vision, Guiding Principles and Outcome measures and train and support that staff to implement and expand the work of SAFE. To recruit, train, and support volunteers to

enhance the work of the organization.

Enhance the Board's capacity to provide sustainable leadership that is committed to applying a mission-oriented, focused and inclusive approach to governance, as well as advocating for, and engaging in the organization.

Maximize the resale/business operations to provide community awareness, victim access and organizational funding.

- 2. Programming:** SAFE will provide effective programs with measurable outcomes demonstrating service impacts that reduce the incidence of domestic and sexual violence and promote healing and a transition to lives free from violence.

Domestic Violence Program: Will increase victim's safety through empowering them to make choices resulting in an end to the violence in their lives and will provide independent life and job skills development for victims of domestic violence.

Sexual Violence Program: Will decrease the trauma of victims of sexual violence through on-going emotional support, therapeutic healing, safety planning, and accompaniment throughout the reporting and prosecution of offender if that's what the victim choose to do as a part of the healing process.

Prevention Programs: While recognizing that awareness may increase reporting of domestic and sexual violence initially, SAFE will reduce the episodes of domestic and sexual violence in the county by: increasing awareness and education to the community; providing services to children from violent homes; and working directly with abusers to educate and motivate them to decrease their use of abusive and controlling behaviors while increasing their knowledge and understanding of healthy relationships.

- 3. Outreach/Marketing:** SAFE will be recognized in Transylvania County as the experts in field of domestic violence and sexual violence by increasing the visibility of its DV, SV and prevention services throughout Transylvania County. And through standing up and speaking out against domestic and sexual violence within our communities.

Clients, volunteers, donors, stakeholders and employees value to the agency will be communicated that people matter to SAFE.

- 4. Collaboration and Community Partnerships:** SAFE will foster and increase partnerships with community stakeholders (including: Criminal Justice, Transylvania Schools, Faith-based Community, Medical, Mental Health, County, City governments, Community Centers and other community organizations) to provide a more secure net of services to victims and to decrease the incidence of domestic and sexual violence. Recognizing domestic and sexual violence is not contained within the borders of any one county, SAFE will develop and establish partnerships with surrounding domestic violence and sexual violence agencies for the benefit of victims that seek services outside of the county in which they live.

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STRATEGIC DIRECTION, GOALS and OBJECTIVES

Capacity Building:

Goal #1	SAFE will build internal staff, volunteer and board capacity in order to meet the goals of the strategic plan and develop infrastructure to support program goals.
Objective #1	Expand Funding and enhance financial sustainability and continue to maintain financial viability.
1a	Develop a fund development plan and align resources to increase the organization's annual income by \$300,000 over the next 3 years in order to support program needs; understanding the sufficient increase may occur during this first year of this plan.
1b	Develop a dedicated position to coordinate and implement fund development and provide a stable and dependable income stream, consistent with the annual budget, to support program and organizational development.
1c	Increase funding from churches and community organizations by 50%.
1d	Increase funding from business and industry in or servicing the county by 100%.
1e	Increase funding from nongovernment grant(s) to fund program expansion by 100%.
1f	Establish and market an estate planning program.
Objective #2	Engage in facility management and development to create infrastructure for program effectiveness.
2a	Assess immediate and long term facilities needs based on program and resale strategic vision; assuming our current location or moving to a new location.
2b	Establish SAFE offices and resale operations in facilities that meet programmatic needs and will enhance community access to services and provide stability to the organization.
Objective #3	Provide a professional (education, and experience) level staff with an understanding and commitment to the Mission, Vision, Guiding Principles and outcome measures. Train and support that staff to implement and expand the work of SAFE.

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3a	Expand volunteer force by at least 50% to provide significant support in program areas and resale operation. Recruit, support and train volunteers to carryout expanded functions and enhance the work of the organization.
3b	Develop mandatory in-service training program for all staff, board members and volunteers based on responsibilities and skills needed to be effective in their role.
3c	Provide cross training opportunities to staff and volunteers to increase flexibility to meet client and community needs
3d	Develop staffing plan to meet needs of clients and organizational needs and review and update annually.
3e	Institute staff development process for allocating funds, evaluating potential program impact, approving training and recognizing and rewarding employees who share and institute new practices based on professional development experiences.
3f	Hire additional staff based on programmatic priorities.
3g	Insure that compensation rates and benefit packages for SAFE staff are competitive within the DV, SV and Human Services fields on an annual basis.
3h	Increase age diversity of volunteers including targeting high school and college students.
Objective #4	Enhance the Board's capacity to provide sustainable leadership that is committed to applying a mission-oriented, focused and inclusive approach to governance, as well as advocating for, and engaging in the organization
4a	Develop criteria for filling board vacancies and criteria to ensure the board can maintain and grow its level of leadership. These criteria should include assessing the size of the board and grooming each board member consistent with their leadership desires.
4b	Review the roles and responsibilities of the board to include: (1) being accountable for progress toward achieving the organization's strategic plan; (2) actively participating in fundraising; and (3)ensuring the organization is a good steward of all resources.

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Objective #5	Maximize the resale operations to provide community awareness, victim access and organizational funding.
5a	Complete market and feasibility study on the viability of consolidating or expanding business opportunities including consolidating the two existing stores and/or opening another store or new type business, in Brevard or an adjacent geographic area in order to decrease overhead and maximize profit.
5b	Create a profitable on line sales operation through Ebay and/or other social media/sales options.
5c	Empower staff and volunteers to speak confidently about SAFE and its programs and services.
5d	Increase the use of store(s) to share information about SAFE, its services and programs.
5e	Review Resale business plan to maximize resale operation
5f	Increase donations to the resale stores by establishing relationships with local businesses (motels, appliance centers, etc.) who can supply items
5g	Develop marketing plan for both store sales and store donations

Program Direction

Goal #2	SAFE will provide effective programs with measurable outcomes that reduce the incidence of domestic and sexual violence and promote healing and a transition to lives free from violence for victims.
Objective #1	Domestic Violence Program: Will increase victim's safety through empowering them to make choices resulting in an end to the violence in their lives and will provide life and job skills development for victims of domestic violence.
1a	Enhance crisis hotline interactions with SAFE staff and volunteers, resulting in DV victims engaging more fully in SAFE services
1b	Enhance DV services and expand counseling to support vision and hearing impaired, non-English speaking victims, and children.
1c	Increase the effectiveness of DV services to victims in crisis ensuring needs are met and victims transition to stability and independence.

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1d	Develop effective evaluation strategies for DV programs that ensure victims' progress towards violence free lives as a result of DV services utilized.
1e	Enhance organizational capacity to work with victims gathering information needed to have DV cases heard and successfully prosecuted.
Objective #2	Sexual Violence Program: Decrease the trauma of victims of sexual violence through on-going emotional support, therapeutic healing, safety planning, and advocacy/accompaniment throughout the reporting and the prosecution of offender (s).
2a	Assess, develop and provide training and guided responses resulting in enhanced crisis hotline services from SAFE staff and volunteers that support SV victims and engage them fully in SAFE's services.
2b	Expand the availability of meaningful support to SV victims and families through the development of protocol/training for safe staff/volunteers to work with SV victims and families including building support for the entire family.
2c	Expand therapeutic counseling to victims who are children, non-English speaking and secondary victims of SV, providing a safe place for victims to work on moving beyond the trauma.
2d	Provide enhanced support to SV victims in navigating criminal justice processes and gathering and providing vital information/evidence that result in successful prosecution.
2e	Develop enhanced access to quality hospital and courtroom advocacy by developing and providing training for staff/volunteers.
2f	Facilitate SV support group providing therapeutic relationships and encouraging victims to speak freely of trauma in a healing environment
2g	Develop volunteer mentors program for victims of sexual violence providing coaching, support and understanding to victims

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Objective #3	Prevention Programs: Reduce the episodes of domestic and sexual violence in the county by: increasing awareness and education for the community; providing services to children from violent homes; providing life and job skills development for victims of domestic or sexual violence; and working directly with abusers to educate and motivate a decrease in their use of abusive and controlling behaviors while increasing their knowledge and application of non-violent skills.
3a	Integrate the <i>Domestic Violence Intervention Program</i> with SAFE's other domestic violence services to create cohesive net of services for families and resulting in reduced incidence of abuse and recidivism for abusers.
3b	Develop the transitional housing and independent life skills programs to include program process, defining criteria, recommended trainings, parent support and education meetings, family sessions, length of stay and follow up resulting in successful transition to living independently and free from violence.
3c	Create an employment training program for victims including exploring and accessing resources for skill evaluation and job placement resulting in the development of job skills and successful employment
3d	Develop and implement a program for the children of victims both within the shelter and in the community to deal with stress, normalize their lives, deal with their own feelings, receive support and engage in learning about healthy and unhealthy relationships.
3e	Engage community youth in learning about preventing SV and DV through health classes and upper classman "refresher course" utilizing evidence based prevention curriculum aligned to state educational standards, Provide monthly parent meetings, area summer programs, programs for youth organizations and teacher in-service to further immerse youth in an understanding of prevention.
3f	Participate with area colleges in their freshman orientation, ongoing events and education about sexual violence prevention in order to reduce the incidence of sexual violence among college students.

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Outreach/Marketing Direction

Goal #3	SAFE will increase visibility of their Sexual Violence and Domestic Violence services, including prevention efforts throughout Transylvania County and become more accessible to victims, in underserved cultures and communities.
Objective #1	Ensure that posters, brochures and materials are designed, printed, distributed, and on display in the local agencies, businesses and community centers throughout the county in both English and Spanish.
Objective #2	Develop our relationship/credibility with local media that results in us being seen as the primary source for articles and statements on Domestic violence and Sexual Assault and these topics are represented in the media on a regular basis.
Objective #3	Utilize website and social media to target clients and donors and provide appropriate and helpful information in an easily accessible way.
3a	Identify best uses of website, Facebook, twitter, blogging, Instagram and other social media to increase awareness and provide information to victims and the community. Expand use of social media based on findings.
3b	Make use of existing webinars or create webinars to educate the community and foster participation in discussions of SAFE's programs and services.
Objective #4	Be present in outlying and underserved communities in Transylvania and surrounding counties a minimum of 1 day a month.
4a	Improve access for underserved populations in Transylvania County.
Objective #5	Participate in quarterly community wide outreach projects to engage the greater community in prevention efforts.
Objective #6	Develop program information displays for resale stores and enhance visual messaging in office

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Objective #7	Create a marketing/communications position to develop an outreach /marketing plan that supports increasing visibility and awareness of SV and DV and SAFE services throughout Transylvania and surrounding counties resulting in increased accessibility to victims, regardless of where they live or the language they speak.
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Collaboration and Partnerships.

Goal #4	SAFE will foster and increase the depth of partnerships with community stakeholders to provide a more secure net of services to victims and to decrease the incidence of domestic and sexual violence.
Objective #1	Expand partnerships and create a seamless delivery system by identifying, establishing, and strengthening potential partner relationships (i.e. local housing authorities, county health departments, school systems, hospitals, etc.)
1a	Design and conduct DV and SV trainings in conjunction with community partners and make training modules accessible via website.
1b	Create relationships/partnerships with organizations in outlying communities that allow us to increase program access to victims in those communities
1c	Assess collective impact data for collaborative efforts and share credit where applicable for outcomes.
1d	Enhance partnerships with TRH/ER staff, ensuring SAFE staff is contacted to provide support and information to DV and SV victims
1e	Develop partnership with local colleges (BRCC & BC) and coordinate training for all staff on SV protocol focused on students safety (prevention and after assault). Develop practicum/internship opportunities with SAFE programs for students in relevant fields.

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1f	Enhance partnerships with law enforcement resulting in them contacting and working closely with SAFE staff when sexual violence and domestic violence occurs so SAFE can provide both victims and LE with support giving and receiving information.
Objective #2	Develop agreements/MOAs with local agencies for client referrals.
Objective #3	Establish strong partnerships in surrounding counties with other agencies providing direct services to victims of domestic and/or sexual violence to improve services to all victims in surrounding counties.
Objective #4	Collaborate with area social service agencies to provide prevention education to their staff and where appropriate, clientele.

STRATEGIC PLANNING AGREEMENT

The Board of Directors of SAFE, Inc. of Transylvania County approved the strategic plan on April 8, 2015. The plan represents the commitment of the Board of Directors to the mission, vision, guiding principles and organizational goals and objectives. The Board recognizes that active governance, oversight and participation are required. Staff is committed to developing well-defined annual plans that include processes for monitoring the implementation and progress of the plans; and has the capacity to adapt as needed to fulfill the strategic directions outlined in this plan.

Rodney W. Locks, Board Chair

Salley M. Stepp, Executive Director

Organization History

In 1985, a task force was established to assess the needs of victims of domestic violence. They found that, in Transylvania County, there was abuse, neglect, family violence, sexual assault, rape and incest and that there was no structured program to deal with this violence. On August 25, 1985, SAFE was officially incorporated; a grant was written, and Jean Young was hired as a part-time Director.

SAFE was to give a new outlook on life and transitional living to families suffering the emotional, mental and physical abuse created by domestic violence. It would also educate not only the women but also the community at large.

The first SAFE office was opened at the United Methodist Church with a part-time staff. In 1986, Terri Fosmire became the full-time Executive Director. With a grant from the Governor's Crime Commission, a part-time position was created and a Community Outreach Coordinator was hired. SAFE sponsored the first Women's Festival, began court accompaniment, recruited and trained volunteer to staff a 24-hour hotline, and spoke to nearly every agency and organization in the County. A contract was made that enabled battered women and their children to be sheltered in a local home on an "as needed" basis. A system of "SAFE HOMES" was established to meet the ever increasing needs for shelter.

1987 was a year of increased contact with battered women and their children. Support groups were offered and the community education program was in full swing. A committee was formed to investigate the possibility of renting or purchasing a permanent shelter facility. Many locations were toured and the committee continued meeting through 1988.

In the spring of 1988, Dianne Hall was hired as the Executive Director. By early summer, a contract was signed to lease a shelter. In October of that year, the offices were moved out of the church and into the new facility. In order to provide 24-hour services to women and children, volunteers were retrained on

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intake procedures and shelter policies.

Over the next few years, there were various trainings for the medical profession, the judicial system and the ministerial association. Contact with other agencies, particularly DSS, Trend, and the Children's Center have proved beneficial to all.

Roberta Hallinen became Executive Director in June 1991. During her tenure, SAFE became widely recognized in the community and worked closely with law enforcement and other community partners. In July of 1998, SAFE's Attic was opened with Board approval. Staffed by SAFE employees and volunteers, this successful resale shop generates funding for programs and services provided for SAFE clients.

In March of 1992, through grants received from Z. Smith Reynolds and the Janirve Foundation, a shelter with capacity for eight was purchased. August of 1999 saw the transfer of the sexual assault/rape crisis program from The Healing Place (which closed its Transylvania County office) to SAFE. A full time counselor was hired to meet the increasing needs. Awareness programs were initiated at Brevard College and in the school system, moving towards community-wide education. Additionally, programs were further expanded in April 2000 with the Domestic Violence Intervention Services, working closely with the judicial system and ensuring batterers would become a part of the solution.

In December 2001, Salley Stepp became SAFE's Executive Director. Recognizing the pressing need for services and the rising demand, a major re-organization initiative was implemented. Capitalizing on the skills and expertise of the staff, Ms. Stepp redefined positions, procedures and policies to enable the organization to function optimally in order to best meet the needs of all victims of domestic violence and sexual assault. This included addressing the apparent need for additional shelter space.

Recognizing the apparent crisis as more and more women and children were forced to find alternatives when SAFE's shelter was filled to capacity, the Board of Directors approved the purchase of a new shelter in the spring of 2006. The new facility, named Stacey's House, has proved to be a place of healing and growth for the women and children who seek refuge there. SAFE's first capital campaign was initiated and new community relationships have been

established.

In 2007 SAFE opened its second resale shop, Attic Interiors. The increased income and a grant from the North Carolina Council for Women allowed SAFE to begin an Independent Life Skills program within the community. Both women and men attended classes. 2010 SAFE moved its offices to the property behind the Attic believing by doing so the organization would be more accessible to victims. Additionally, with a grant from the Department of Human and Health Services and CDC SAFE began the first Rape Prevention Project in Transylvania County. By 2012 SAFE was teaching SafeDates to all 6th and 9th graders within Transylvania County School System.

A study conducted by Myra Lighthart, Shelter Manager of Stacey's House, suggested that women staying a Stacey's House for a minimum 6 weeks were less likely to return to an abusive situation. Nationwide research was also drawing the same conclusion – the longer victims have in an empowerment environment (like Stacey's House) the more successful they were in creating lives free of abuse. With this knowledge, SAFE began creating a transitional housing program design, and worked with Stuart Stepp, AIA, architect to expand Stacey's House to add four transitional housing units that would not increase drastically to the financial burden of maintaining security and operational needs of the facility. With an interest free, non-repayable loan from North Carolina Housing Finance and a cash estate gift expansion of Stacey's House to include transitional housing was completed and the grand re-open was July 2014.

In 2015 with this renewed understanding of the importance to focus resources on unmet needs of victims and to do more towards prevention, SAFE begins its journey.

SAFE remains committed to the mission of ending domestic violence and sexual assault in the community through empowerment of victims, through prevention and through community partnerships.

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Sally Burchfield, Volunteer

338 Fox Ridge Road
Lake Toxaway
(H)883-8165; (c) 557-4367
<mailto:scowan2011@gmail.com>

Sam Edney, Business owner

425 Speckled Trout Run
Brevard, NC 28712
(H) 885-2848; (C)553-0835
combover68@gmail.com

Kim Green, (Treasurer) Banker*

P.O. Box 187
Rosman, NC 28772
(H) 883-2464 (W) 862-5275; 884-3649
kim_green@ucbi.com

Sharon Gurtler, Member of Corporate Boards of Directors

1625 Uguga Drive
Brevard, NC 28712
(407) 927-1902
Sparks332@aol.com

Chief Phil Harris, Brevard Police Dept

114 West Jordan Street
Brevard, NC 28712
(W) 885-5633 (c)577-2517
Phil.harris@cityofbrevard.com

Jim LeGere, (Vice-Chair) SAFE Volunteer*

56 Yona Court
Brevard, NC 28712
(H) 883-5845
marthale@hotmail.com

Rodney Locks, (Chair) City Council*

187 S. Rice Street
Brevard, NC 28712
(H) 883-3985 (C) 242-8200
RLGL@comporium.net

David Mahoney, Sheriff

P.O. Box 159
Rosman, NC 28772
(W) 884-3168 (W) 884-3258 (C) 553-9809;
(H) 884-4669
sheriffmahoney@transylvaniasheriff.org

Marnie R. Martin, (Secretary) SAFE Court Volunteer

5055 Connettee Trail
Brevard, NC 28712
(H) 884-4248 (C) 553-4026
happyhiker@comporium.net

Vernetta Milts, Business professional*

84 Usdasdi Lane
Brevard, NC 28712
(H) 877-2051
vpmilts@hotmail.com

Nancy A. Thompson, Community Member*

540 Tsuganawvi Ct.
Brevard, NC 28712
(H) 862-8675 (C) (703)684-8465
eshopnat@gmail.com

Jackson Wine – Business Owner

186 King
Brevard, NC 28712
(c) 508-9292
mailto:jaxwine@yahoo.com

Salley M. Stepp, Executive Director**

30 Tala Court
Brevard, NC
(O) 885-7233 (C) 553-1518 (H) 877-2337
salleystepp@comporium.net

Clare-Marie Hannon, Associate Director**

1893 Round Mountain Road
Brevard, NC 28712
(w) 553-1515
claremarie@safetransylvania.org

*Finance Committee

**SAFE Staff

SAFE Staff List

Cassie Ashworth, *Finance Manager*
Randi Bucci, *Program Assistant*
Roz Banks, *Psychotherapist*
Cara Brashears, *Shelter Aide*
Gail Burns, *Sales Associate*
Brenda Dobbins, *Shelter Aide*
Melissa Dodson, *Sales Associate*
Erica Edwards, *Empowerment Advocate*
Laura Geneve, *Finance Assistant*
Clare-Marie Hannon, *Associate Director*
Nancy Hein, *Marketing & Outreach Coordinator*
Don Houts, *Domestic Violence Intervention Program Co-Facilitator*
Susan Huter, *Rape Prevention Education Coordinator*
Helen Kanan, *Stores Manager*
Lakoy Knox, *Shelter Aide*
Zapora Knox, *Shelter Aide*
Faye McCall, *Lead Sales Associate*
Shelia Norman, *Shelter Aide*
Jeff Patterson, *Truck Driver/Maintenance*
Ron Pollard, *Domestic Violence Intervention Program Coordinator*
Catherine Porter, *Shelter Aide*
Mary Price, *Volunteer Coordinator*
Alvin Quinn, *Truck Driver/Maintenance*
Kathy Sorrells, *Sales Associate*
Jennifer Speckman, *Shelter Aide*
Teesie Stanton, *Empowerment Services Director*
Salley Stepp, *Executive Director*
Chris Sutherland, *Shelter Aide*
Lynda Zimmerman, *Shelter Aide*

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