



Clove  
ALLIANCE

# Strategic Plan

Providing hope & healing to survivors of sexual violence



2024 - 2026

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# LETTER FROM THE EXECUTIVE DIRECTOR

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Dear Valued Stakeholders,

I hope this message finds you well. I am excited to share the outcome of our recent strategic planning process at Clove Alliance. Your support and commitment to our mission have been instrumental in shaping the path forward.

Our strategic plan is marked by collaboration, reflection, and a deep commitment to improving the quality of our services. Throughout this journey, we have listened to the voices of our dedicated team, sought insights from our community, and learned from the experiences of the survivors we serve.

As a result of our collective efforts, Clove Alliance's strategic plan will guide the agency over the next three years. This plan reflects a bold vision for our organization and outlines the strategies and activities that will help us achieve our objectives.

Our strategic plan addresses critical areas such as workforce and employee retention, workplace culture, agency diversity and inclusion, community outreach and visibility, and optimizing services for underserved communities.

As we forge ahead, we will remain dedicated to our mission and are committed to transparency and accountability in all our actions. Clove Alliance is well-prepared to take on the challenges and opportunities that lie ahead.

I want to express my utmost gratitude for your unwavering support. We look forward to the next chapter in our journey, and we invite you to be part of the journey as well.

Sincerely,

*Tracey Noe-Slach*

Tracey Noe-Slach  
Executive Director  
Clove Alliance

# SUMMARY

## VISION

- i** We inspire change while holding space alongside survivors by advocating for a more resilient community.

## MISSION STATEMENT

- i** At Clove Alliance, we provide hope and healing to survivors of sexual violence by improving the quality of services for survivors, assisting in their recovery, and working towards the elimination of sexual violence.

## VALUES

- i Integrity:** We uphold the highest standards in all actions.
- i Accepting:** We welcome all and embrace empowerment, diversity, and inclusion.
- i Compassionate:** We are always encouraging, authentic, and empathetic.
- i Growing:** We cultivate strength and innovation in the pursuit of our mission.

# GOALS, STRATEGIC OBJECTIVES, AND APPROACHES

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## GOAL 1: STRENGTHEN WORKFORCE AND EMPLOYEE RETENTION

**i** Strategy 1: Provide employees with loyalty increases (when budget allows) to ensure compensation remains competitive while aligning with our budgetary constraints.

**Activities:**

- Policy Development
- Budget Allocation
- Resource Leveraging

**i** Strategy 2: Cultivate a Thriving Workplace Culture

**Activities:**

- Quarterly Employee Satisfaction Assessment
- Enhance Employee Recognition and Engagement through Culture Club
- Monthly Incentive Program for Goal Achievement
- Employee Volunteering Initiative

**i** Strategy 3: Enhance Agency Diversity and Inclusion

**Activities:**

- Establish DEI Committee Initiatives
- Develop a Diverse Market Employee Recruitment Plan

## **i** Strategy 4: Continuous Leadership Growth and Advancement

### **Activities:**

- Paid Professional Development Programs
- 180-Degree Evaluations with Department Head Feedback
- Monthly Incentive Program for Goal Achievement

## GOAL 2: ENHANCE COMMUNITY OUTREACH AND VISIBILITY

## **i** Strategy 1: Strengthen Community Engagement and Partnerships

### **Activities:**

- Develop a Community Outreach Committee
- Collaborate with Peer Organizations

## **i** Strategy 2: Diversify Targeted Marketing

### **Activities:**

- Website Optimization
- Google My Business Management and Optimization
- Mailings
- Blog and Newsletter
- Social Media Management

## GOAL 3: OPTIMIZE SERVICES FOR UNDERSERVED COMMUNITIES

### Strategy 1: Engage with Individuals with Disabilities and their Providers

#### Activities:

- Hold FIRST Collaboration Meetings
- Develop a training & education plan for individuals with disabilities and/or providers

### Strategy 2: Expand Awareness throughout Rural Service Areas

#### Activities:

- Conduct targeted outreach and engagement efforts in the communities surrounding rural communities.
- Implement data collection processes to track the impact of satellite offices on reaching underserved populations.

# APPENDIX A: METRICS, TARGETS, AND IMPLEMENTATION

## GOAL 1: STRENGTHEN WORKFORCE AND EMPLOYEE RETENTION

**OBJECTIVE:** Retain staff capacity and resources over the next three years to better meet the growing demands of our services.

Strategy	Activities	Measures of Success/Timeline	Champion
<b>1. Provide employees with loyalty increases (when budget allows) to ensure compensation remains competitive while aligning with our budgetary constraints.</b>	<b>1a. Policy Development:</b> Draft a comprehensive policy outlining the criteria and methodology for awarding loyalty increases, including consideration of years of experience and average employee tenure.	<ul style="list-style-type: none"> <li>Develop and finalize the loyalty increase policy (1a) within six months.</li> </ul>	ADMINISTRATION
	<b>1b. Budget Evaluation:</b> Conduct an annual review of the budget to assess the availability of funds for loyalty increases.	<ul style="list-style-type: none"> <li>Ensure that the salary adjustments remain within the allocated budget. Continue budget evaluations (1b) on an annual basis.</li> </ul>	ADMINISTRATION
	<b>1c. Resource Leveraging:</b> Identify and leverage one-time funding opportunities or grants to supplement loyalty increases when regular budget allocation is insufficient.	<ul style="list-style-type: none"> <li>Continuously monitor and leverage additional resources (1c) as opportunities arise.</li> </ul>	ADMINISTRATION
<b>2. Cultivate a Thriving Workplace Culture</b>	<b>2a. Quarterly Employee Satisfaction Assessment</b> <ul style="list-style-type: none"> <li>Implement regular quarterly assessments using Bamboo HR's eNPS and Employee Wellbeing surveys to gauge employee</li> </ul>	<ul style="list-style-type: none"> <li>Tangible improvements in scores of employee satisfaction and wellbeing.</li> <li>Subsequent actions implemented based on scores taken to enhance the workplace.</li> </ul>	ADMINISTRATION



	<p>satisfaction and the workplace environment.</p> <ul style="list-style-type: none"> <li>• After analyzing surveys, share key takeaways with the team</li> <li>• Develop action items if needed. Survey updates shared at team meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Improved transparency and the ability to address concerns at team meetings.</li> </ul>	
	<p><b>2b. Enhance Employee Recognition and Engagement through Culture Club:</b> The Culture Club will proactively assess and adjust its activities to celebrate employees' years of service and enhance overall recognition within the organization.</p>	<ul style="list-style-type: none"> <li>• Develop an annual survey to measure employee recognition, incentive programs, and volunteering opportunities</li> <li>• Maintain an employee satisfaction rate of at least 80%, measured through annual employee surveys.</li> </ul>	ADMINISTRATION & CULTURE CLUB
	<p><b>2c. Monthly Incentive Program for Goal Achievement:</b> Maintain a monthly incentive program to encourage and reward staff who achieve their personal monthly goals.</p>	<ul style="list-style-type: none"> <li>• Monitor the impact of the incentive program on employee satisfaction, aiming for a satisfaction rate of at least 80% in employee surveys.</li> </ul>	ADMINISTRATION & CULTURE CLUB
	<p><b>2d. Employee Volunteering Initiative:</b> Organize an annual employee volunteering event as a group, with the objective of fostering team cohesion and contributing to the community.</p>	<ul style="list-style-type: none"> <li>• Achieve an 80% or higher participation rate among employees for one event per year.</li> </ul>	ADMINISTRATION & CULTURE CLUB
<p><b>3. Enhance Agency Diversity and Inclusion</b></p>	<p><b>3a. Diversity, Equity, and Inclusion (DEI) Committee Initiatives</b></p> <ul style="list-style-type: none"> <li>• The DEI Committee will conduct a climate assessment</li> <li>• Curate activities (speakers, lunch &amp; learns, and workshops) based on diversity and inclusion needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the success of the activities on an annual basis with an 80% satisfaction rate, measured through participant feedback.</li> </ul>	ADMINISTRATION & DEI COMMITTEE

	<p><b>3b. Diverse Recruitment Plan</b></p> <ul style="list-style-type: none"> <li>• Develop a comprehensive Diverse Recruitment plan ensuring that the organization’s diversity percentages closely align with agency’s demographic chart.</li> <li>• 2024: Lay the groundwork for a formal plan by building connections with diverse groups through existing outreach activities.</li> <li>• 2025-2026: Achieve sustained engagement with diverse groups</li> </ul>	<ul style="list-style-type: none"> <li>• Start the development of the Diverse Market Recruitment plan within the first year (2024)</li> <li>• Review annually as agency’s demographic make-up changes.</li> <li>• Partnership Metrics: Establish partnerships with at least <b>two</b> diverse community groups within a three-year period.</li> <li>• Measure the depth of partnerships, including continued collaboration, shared board seats, mutual support, and referrals, to ensure meaningful engagement.</li> </ul>	ADMINISTRATION
<p><b>4. Continuous Leadership Growth and Advancement</b></p>	<p><b>4a. Paid Professional Development Programs:</b> Implement paid professional development programs, (contingent upon the yearly budget) both online and in-person, focusing on the enhancement of both hard and soft skills. (Self-paced, allowing staff members to progress at their own speed.)</p>	<ul style="list-style-type: none"> <li>• Achieve a staff participation rate of 60% in the first year.</li> <li>• Increase staff participation by 10% in 2025 and 2026</li> </ul>	ADMINISTRATION
	<p><b>4b. 180-Degree Evaluations with Department Head Feedback:</b> Prioritize the 180-degree evaluation process to completed annually</p>	<ul style="list-style-type: none"> <li>• Ensure that 100% of eligible staff members participate in the 180-degree evaluations.</li> <li>• Monitor the implementation of success plans and ensure that they are effectively addressing identified areas for improvement.</li> </ul>	ADMINISTRATION

## GOAL 2: ENHANCE COMMUNITY OUTREACH AND VISIBILITY

**OBJECTIVE:** Enhance our comprehensive community outreach plan by strategically tracking data and increase **overall community engagement by 30%** over the next three years.

**Strategy**  
**Champion**

**Activities**

**Measures of Success/Timeline**

5. Strengthen Community Engagement and Partnerships	5a. Community Outreach Committee <ul style="list-style-type: none"> <li>• Create a Community Outreach Committee by 2024 to oversee the development and implement the plan</li> <li>• Committee to develop Community Outreach plan to prioritize community engagement activities based on the organization's current capacities.</li> <li>• Add initiatives within one of the three counties served by the organization to help diversify approaches and expand community reach.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the formalized Community Outreach plan <b>by 2<sup>nd</sup> Q, 2024.</b></li> <li>• Outreach Committee will review &amp; discuss staff evaluations to determine the effectiveness of the outreach initiative.</li> <li>• Add two new outreach initiatives each year within one of the three counties.</li> </ul>	COMMUNITY ENGAGEMENT
	<b>5b. Collaboration with Peer Organizations:</b> Identify and partner with local organizations to contribute to community outreach efforts.	<ul style="list-style-type: none"> <li>• Maintain Memorandums of Understanding (MOUs) with a minimum of 100 partner organizations through 2026.</li> <li>• Evaluate and quantify the impact of these collaborations annually.</li> </ul>	PROGRAM DIRECTORS

<b>6. Diversify Targeted Marketing</b>	<b>6a. Website Optimization:</b> Optimize the organization's website to ensure it effectively communicates the mission, services, and impact.	<ul style="list-style-type: none"> <li>• Increase website traffic demonstrating increased interest and engagement.</li> <li>• Regularly update content, improve user experience, and implement SEO best practices.</li> </ul>	COMMUNITY ENGAGEMENT
	<b>6b. Google My Business Management and Optimization:</b> Review GMB analytics (views, clicks, and user interactions) monthly to identify trends and opportunities.	<ul style="list-style-type: none"> <li>• Track engagement metrics, including the number of views, clicks to website, calls, and direction requests from the GMB profile.</li> <li>• Achieve an increase in engagement metrics by at least 10% each year.</li> </ul>	COMMUNITY ENGAGEMENT
	<b>6c. Mailings:</b> Develop and distribute mailings to engage the community in service areas to provide information about Clove's services and mission.	<ul style="list-style-type: none"> <li>• Successfully complete 3 targeted segment mailings by Q4 2024</li> <li>• Successfully complete 4 targeted segment mailings by Q4 2025</li> <li>• Assess success of mailings with an increase of referrals</li> </ul>	ADMINISTRATION & COMMUNITY ENGAGEMENT
	<b>6d. Blog and Newsletter:</b> <ul style="list-style-type: none"> <li>• Develop and maintain a blog section on the website to share informative and engaging content sharing Clove's mission and services.</li> <li>• Continue monthly distribution of newsletter to keep stakeholders informed.</li> </ul>	<ul style="list-style-type: none"> <li>• Yearly: Assess blog engagement, including views, shares, and comments, aiming for consistent growth.</li> <li>• Newsletter Subscribers: Increase the number of newsletter subscribers each year.</li> <li>• Achieve a newsletter click-through rate of at least 10% to assess the effectiveness of</li> </ul>	COMMUNITY ENGAGEMENT

		content and calls to action, demonstrating engaging and compelling newsletter content.	
	<p><b>6e. Social Media Management:</b> Maintain a consistent and active presence on various social media platforms.</p>	<ul style="list-style-type: none"> <li>• Annually assess engagement rates, including likes, comments, and shares, indicating active audience participation.</li> </ul>	<p>COMMUNITY ENGAGEMENT</p>

# GOAL 3: OPTIMIZE SERVICES FOR UNDERSERVED COMMUNITIES

**OBJECTIVE:** Expand and enhance our service to better meet the needs of underserved populations within our service area.

**Strategy**  
**Champion**

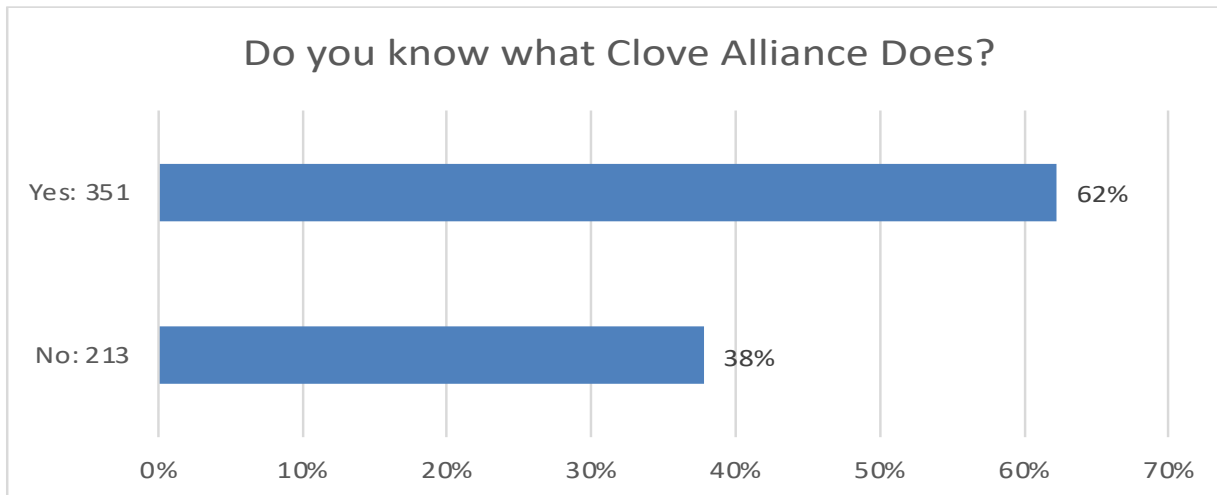
**Activities**

**Measures of Success**

<b>7. Engage with individuals with disabilities and their Providers</b>	<b>7a. Hold FIRST Collaboration meetings</b> to provide information and interventions to providers to best respond to situations that involve sexual violence	<ul style="list-style-type: none"> <li>Maintain attendance &amp; active participation of at least 5 providers each meeting</li> </ul>	FIRST COLLABORATION CHAIR
	<b>7b. Develop a training &amp; education plan for individuals with disabilities and/or providers</b>	<ul style="list-style-type: none"> <li>Implement plan (7c) within 6 months (Q2, 2024)</li> </ul>	FIRST COLLABORATION CHAIR & COMMUNITY ENGAGEMENT
<b>8. Expand Awareness throughout Rural Service Areas</b>	<b>8a. Continue to conduct targeted outreach and engagement efforts in rural communities.</b> (Community events, informational sessions, and partnerships with local organizations.)	<ul style="list-style-type: none"> <li>Participate in/host 6 outreach activities per year</li> <li>Maintain partnerships with at 20 local organizations or groups.</li> </ul>	COMMUNITY ENGAGEMENT & OUTREACH COMMITTEE
	<b>8b. Implement data collection processes to track the impact of satellite offices on reaching underserved populations.</b> Analyze this data regularly to make informed adjustments and improvements.	<ul style="list-style-type: none"> <li>Demonstrate that we are reaching underserved populations through regular data analysis, leading to data-informed adjustments and improvements (# served in each area).</li> <li>Implement data-driven improvements in outreach and service delivery annually based on insights from data analysis.</li> </ul>	PROGRAM DIRECTORS

# APPENDIX B: SURVEY RESULTS

## COMMUNITY SURVEY



Based on the provided responses, the three themes that emerge regarding what someone thinks your organization does are:

### **Support and Advocacy for Sexual Assault Survivors:**

Many responses emphasize your organization's role in providing support, counseling, therapy, and advocacy for survivors of sexual assault. These responses highlight your organization's commitment to helping those who have experienced sexual violence by offering resources, counseling services, advocacy, and support to aid their healing and recovery.

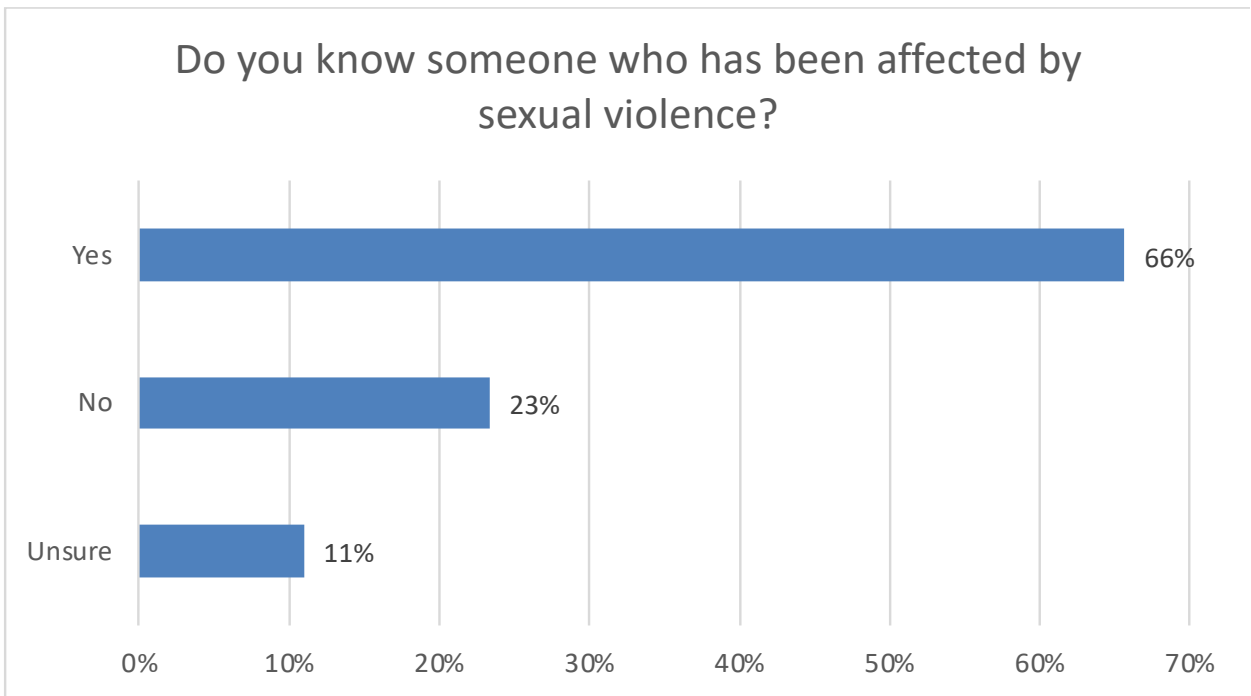
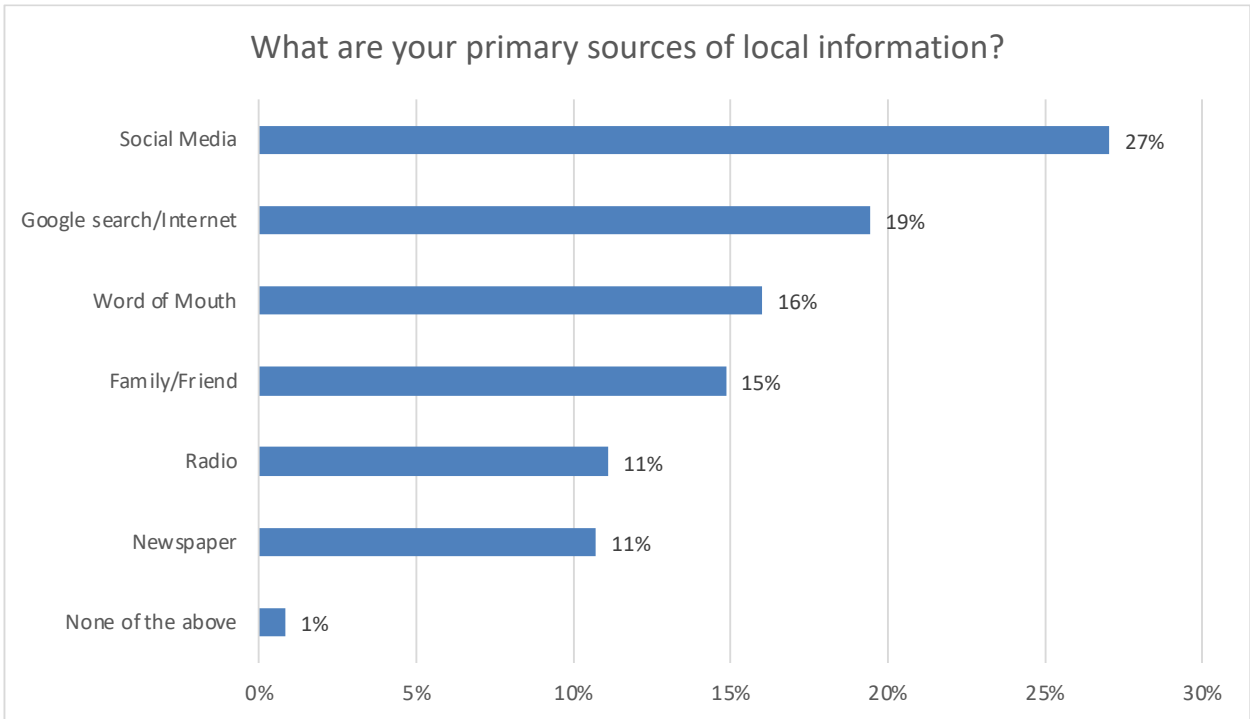
### **Ending Sexual Violence and Education:**

Several responses mention your organization's focus on ending sexual violence through prevention, education, and empowerment. These responses highlight your efforts to raise awareness about sexual assault, provide education to the community, and engage in activities that contribute to reducing instances of sexual violence.

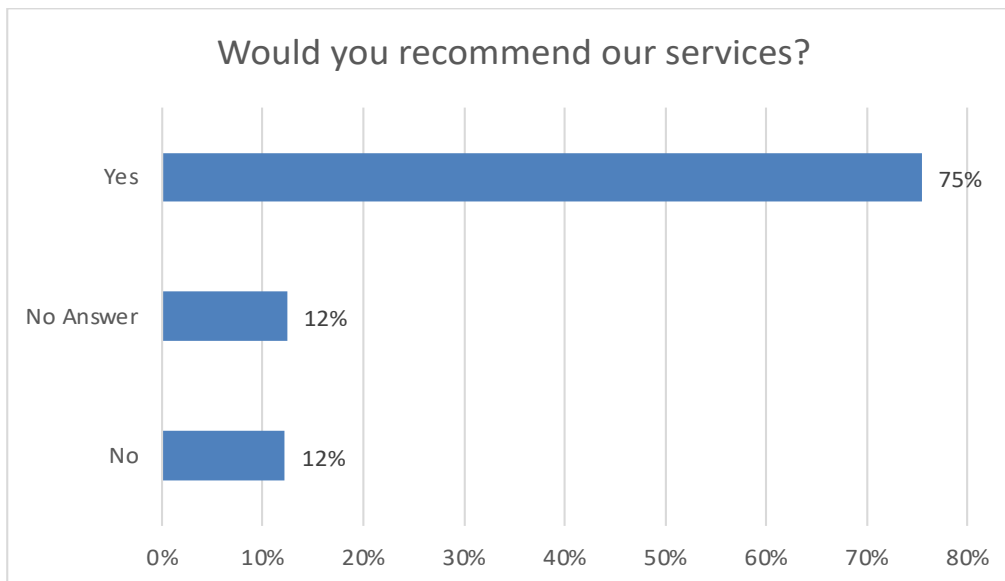
### **Comprehensive Services and Resources:**

Many respondents describe your organization as offering a range of comprehensive services, including counseling, medical and legal advocacy, therapy, trauma counseling, prevention education, and resources for survivors and their families. These responses emphasize the multifaceted support your organization provides to address the physical, emotional, and legal needs of those impacted by sexual violence.

These themes reflect the various ways in which respondents perceive your organization's mission and services, focusing on support for survivors, prevention efforts, and comprehensive resources for addressing the impacts of sexual violence.







Based on the provided responses, the three themes that emerge regarding why someone would or would not use your services are:

**Positive Perception and Confidence:**

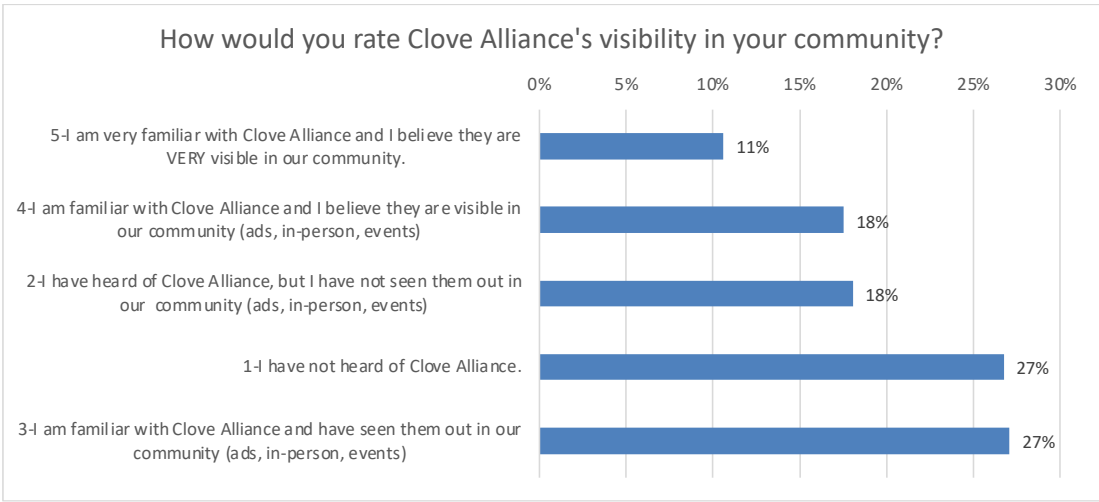
Many responses express positive views about your organization's capabilities, services, and impact. Respondents seem confident in the quality of your resources, counselors, and the help you provide to survivors. They appreciate the support and assistance you offer, highlighting the effectiveness of your organization. Positive sentiment is evident in responses that use words like "amazing," "top notch," "always helpful," and "high quality of services."

**Lack of Awareness or Familiarity:**

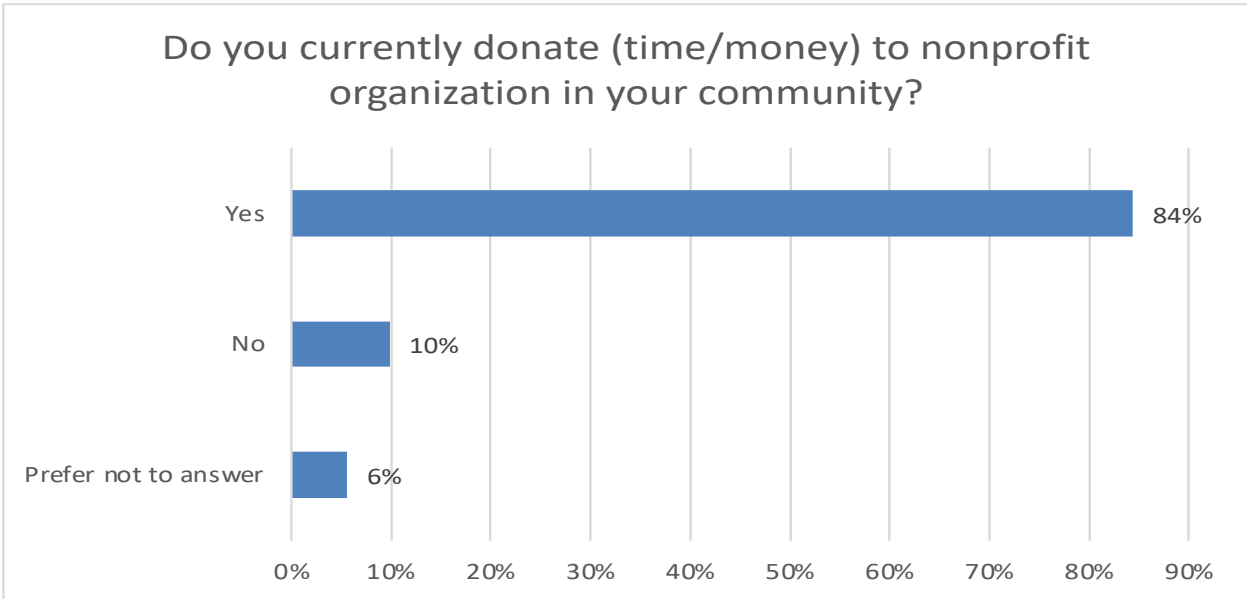
Some respondents indicate that they are not familiar with your organization or services. They mention not knowing what your organization does or not having heard about you before. This lack of awareness seems to be a significant factor in whether they would recommend your services. These responses may suggest the need for improved outreach and communication to make your services more widely known.

**Uncertainty and Uninformed Recommendations:**

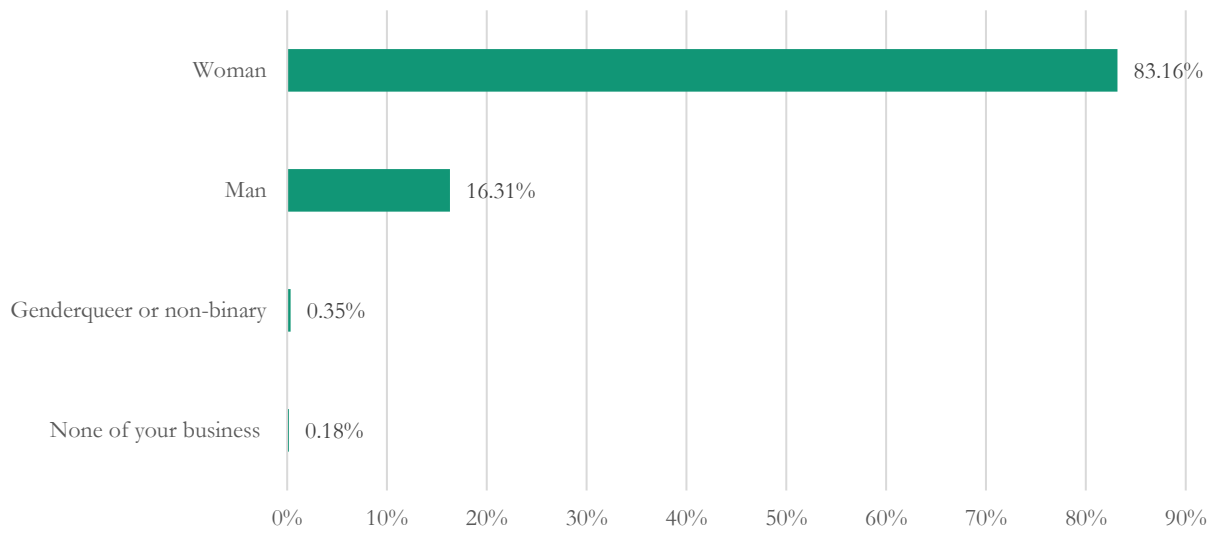
Another theme is uncertainty or hesitation about recommending your services due to a lack of knowledge. Some respondents express that they would recommend your services if they knew more about what you do or if they were more familiar with your offerings. This theme highlights the importance of providing clear information about your services to potential users and referring parties.



These themes reflect a mix of positive feedback, opportunities for increasing awareness, and the need to provide clear information about your organization's services to help potential users and advocates make informed recommendations.



### What is your gender identity?



### What is your race or ethnicity?

