

DEKALB COUNTY COMMUNITY MENTAL HEALTH BOARD

MINUTES OF MEETING

March 19, 2012

Approved

Board Members Present: Cynthia Luxton, Donna Schoenfeld, Ken Ritchie, Eileen Dubin,
Gary Lothson, Jeff Whelan, Jane Dargatz, Cheryl Brauer, Thomas Kirts

Board Members -Excused Absence:

Board Members - Absent:

Other Persons Present: Linda Moser, Deanna Hacker

Office Staff Present: Donna Moulton, Kathy Ostdick

1. CALL TO ORDER

The meeting was called to order by the President, Cynthia Luxton, at 6:32 p.m.

2. AGENDA

Mr. Whalen moved to approve the agenda; seconded by Dr. Kirts. The motion passed unanimously on a voice vote.

3. INTRODUCTIONS

Introductions were made.

4. MINUTES

Mr. Lothson moved to approve the amended minutes of the February 2012 Board meeting; seconded by Mr. Whalen. The motion passed unanimously on a voice vote.

5. COMMUNITY INPUT

The Safe Passage presentation was made by Linda Moser, Executive Director and Deanna Hacker, Finance Manager. Notes, provided by Safe Passage, are attached.

6. CORRESPONDENCE AND ANNOUNCEMENTS

Several agency announcements were presented.

7. FINANCE REPORTS

Ms. Dubin moved to approve the March 2012 agency claims in the amount of \$148,279.94; seconded by Rev. Ritchie. The motion passed unanimously on a roll call vote.

Ms. Dubin moved to approve the March 2012 office claims in the amount of \$615.23; seconded by Mr. Whelan. The motion passed unanimously on a roll call vote.

8. BOARD MEMBER ISSUES

A. Strategic plan – chart summary

The strategic plan will be reviewed this summer at the board retreat.

9. OFFICE REPORT

Ms. Moulton reported that she met with Lt. Klein of the Sheriff's Office and Bob Shipman of Opportunity House. She also met with Hope Haven to discuss options for homeless mentally ill people and also met with Michael Flora and Jerry Strachen of the Ben Gordon Center. Ms. Moulton attended the ACMHAI Legislative meeting. Ms. Moulton attended a CACDC meeting with Ms. Ostdick. Ms. Moulton spoke to Dave Baker of Open Door on the phone to discuss his concerns regarding the Funding Guidelines.

10. COMMITTEE REPORTS

Executive Committee:

Ms. Luxton reported that at the Executive Committee meeting the topic of having an attorney on retainer was discussed. Ms. Luxton asked Gary Hanson, Deputy County Administrator, to review the CMHB funding guidelines. The meeting included a closed session to review the Executive Director progress on goals for six months.

Finance Committee:

Rev. Ritchie reported that the Family Service Agency request was reviewed along with the need for the board to discuss consistent reimbursement rates for counseling, therapy, etc. The committee discussed preliminary recommendations from the Elder Care presentation along with CACDC's leadership issues at this time.

Outcomes Committee:

Dr. Kirts reported that the committee met to review the GY12 2nd quarter outcomes and discussed the need for improvement in outcomes for GY13.

11. OLD BUSINESS

A. Open Meetings Act training – Ms. Dubin and Dr. Kirts have completed the training.

12. NEW BUSINESS

A. Family Service Agency request:

The Family Service Agency requested additional funds for their Scholarship program for the current grant year. The board discussed the need to continue funding to current clients only. Ms. Moulton said that the agency reported 19 current clients that would utilize this program, with 107 hours needed to provide services. The agency also agreed to accept a lower hourly rate for these 19 clients.

Rev. Ritchie moved to approve up to an additional \$7,500 to Family Service Agency for existing clients under the GY12 contract for the General/Underserved Scholarship program; seconded by Mr. Lothson. The motion passed on a roll call vote: Ms. Brauer, yes; Ms. Dargatz, yes; Ms. Dubin, yes; Dr. Kirts, yes; Mr. Lothson, yes; Ms. Luxton, no; Rev. Ritchie, yes; Ms. Schoenfeld, no; Mr. Whelan, yes.

B. GY13 Grant Application – review and schedule:

Ms. Luxton reviewed the grant review process. Board members were given additional information on agencies. Two agencies have been asked to attend a hearing regarding their request. One agency is doing their 3 year presentation at the April board meeting and then will be asked questions about their grant request. The other agency will be asked to attend the board meeting for a hearing. The board meeting will be moved up to 6:00 pm to accommodate the additional topics.

13. CLOSED SESSION

There was no need for a closed session.

14. ADJOURNMENT - Next Board meeting date: 4/16/12

The meeting was adjourned at 9:07 p.m.

Respectfully submitted,

Cynthia Luxton, President

Kathy Ostdick, Recording Secretary

OVERVIEW OF AGENCY

1. **Mission:** It is the mission of Safe Passage to reduce and/or prevent domestic and sexual violence in DeKalb County. This will be accomplished in the following ways:
 - A. We provide immediate safety, supportive services, and transitional assistance to victims of domestic and sexual violence.
 - B. We promote community awareness of the causes and effects of domestic violence and sexual assault.
 - C. We collaborate with the coalitions (the Illinois Coalition Against Domestic Violence and the Illinois Coalition Against Sexual Assault) to effect changes in the laws.
 - D. We provide responsible, appropriate, and effective services to perpetrators of violence.

2. **Services:** Our approach is victim-centered which focuses on restoring control to the victim, helps victims explore and identify options, and supports the victim's right to make decisions and guide his/her own recovery.

We are available 24 hours a day, every day of the year.

All victim services are free. Clients in the Partner Abuse Intervention Program pay on a sliding fee scale, according to their income.

Last year we served over 850 county residents, 2,117 hotline calls were answered, and 4,568 days of shelter were provided

Over 30,000 hours of service have been provided since 1981.

Our counseling staff have master's degrees in counseling or social work, most have licenses and specialize in trauma-based counseling/therapy.

Safe Passage has three programs including the following: the Domestic Violence Program, the Sexual Assault Program, and the Partner Abuse Intervention Program. Each of these programs offers many services to our clients.

The Domestic Violence Program offers the following services:

1. 24-hour hotline which provides support, and crisis intervention.
2. Emergency shelter which provides victims and children with safety and confidential help.
3. Transitional housing: provides clients with an opportunity to stay rent free for up to two years while they are getting themselves back on their feet. We have six apartments.
4. Individual counseling: available for both shelter and walk-in clients.
5. Support groups: a group for adult female victims of domestic violence, a group for adult female victims of domestic violence and family substance abuse, a parenting group, a children's group for survivors or witnesses of domestic violence, and a Women's Empowerment group. We also facilitate groups for our shelter and transitional clients.
6. Advocacy: provide support to help negotiate the legal system and with orders of protection. We provide support through medical services. We provide a 24 hour response to county hospitals when a victim presents at the emergency room. We also facilitate the connection with other social service agencies for childcare education, employment, permanent housing, public aid, and many other issues.
7. Community Education: upon request we will provide education regarding the dynamics of domestic violence and sexual abuse to schools, clubs, community organizations, and others.

8. **Volunteer Program:** our volunteer program is important. Trainings are offered to community members, who are willing to offer their time and talents serving their community, three times per year.

Eligible participants for services in our domestic violence program are those who state that they are or have been victims of or threatened with domestic violence. Services are provided to adults and/or their vulnerable family members, and minors who are or have been involved in dating or other relationships and/or their vulnerable family members.

The Sexual Assault Program: This program offers all of the services mentioned above with the exception of shelter and transitional housing. Safe Passage is a Rape Crisis Center, one of 33 in the state. We belong to the Illinois Coalition Against Sexual Assault and adhere to rules, regulations, and training so that our sexual assault clients can be afforded “absolute confidentiality”. There is a special statute in Illinois law (735 ILCS 5/8-802.1) for Rape Crisis Centers regarding confidentiality. This sets Safe Passage apart from other agencies providing sexual assault services. This also is one of the reasons why every staff member and volunteer who works or volunteers at Safe Passage and provides direct service must be 60 hour trained, with specific requirements from the Illinois Coalition Against Sexual Assault.

Eligible participants for services in our sexual assault program are those who report being a victim of sexual abuse, current or past, and their friends and family.

The Partner Abuse Intervention Program: Safe Passage is a Department of Human Services protocol approved and state certified program. This program works with perpetrators of domestic violence in a group setting to assist them in recognizing and understanding behaviors that lead to violence directed at their intimate partners. The groups are based on the Duluth model which is psycho-educational in nature.

Eligible participants in this program either have been convicted of crimes, could have been convicted had they been prosecuted, or those who could have been prosecuted had they been arrested.

Enclosed in the packet is a report of the population we serve.

3. **Accreditation:** We are members of the Illinois Coalition Against Domestic Violence and the Illinois Coalition Against Sexual Assault.

We are an approved training site for the required 40 hour domestic violence and 40 hour sexual assault training under the Illinois Certified Domestic Violence Professionals (ICDVP) Board. We are also an approved CEU site for continued ICDVP certification.

We are on the IDHS (DHS) list of protocol approved programs for our Partner Abuse Intervention Program. This program is monitored by DHS. We also undergo regular audits and evaluations from the following: DHS, Illinois Coalition Against Domestic Violence (ICADV), Illinois Coalition Against Sexual Assault (ICASA), the Illinois Criminal Justice Information Authority (ICJIA), the City of DeKalb, and United Way.

4. **Recognition:** We are recognized by the ICASA to be DeKalb County’s Rape Crisis Center. We adhere to all of ICASA’S rules and regulations making us the only agency in DeKalb County that can provide “absolute confidentiality” to our clients. Again, there is a special statute in Illinois State Law (735 ILCA 5/8-802.1) that is intended to protect victims of rape from public disclosure of statements they make in confidence to staff of organizations established to help them.

Our staff has been honored more than once by the LGBT Resource Center at Northern Illinois University.

One of our staff members is the chair of the DeKalb Chapter of Illinois Imagines. Illinois Imagines is a project through ICASA. The goal is to ensure that people with disabilities have access to services.

One of our staff members received a certificate of appreciation from the DeKalb County Steering Committee (DeKalb County Partnership for a Safe, Active and Family Environment). This was for her prevention efforts.

ICADV has reported to us that our children's program is one of the three best in the state coalition (out of 53 agencies) due to our ability to provide such comprehensive and diverse programming to our clients. Our staff has advanced degrees, knowledge and experience with child survivors of domestic and sexual violence, and bring many different areas of expertise to the table.

FINANCE

Budget Overview

The budget submitted with the application for FY13 is a proposed budget. None of the income amounts shown have been committed yet. In fact, only a few of the applications have been submitted at this time. This budget was created using actual funding levels from the current fiscal year. Any shortfalls in budgeted income will almost surely have to be offset by decreases in expenses, possibly resulting in layoffs. Governor Quinn's budget address announced cuts to human services that would directly affect Illinois Department of Human Services (IDHS) funding, which accounts for the vast majority of this agency's income. It will take some time to resolve the state's budget in the legislature leaving our financial situation in flux until then. For FY12, we did not receive final contracts from IDHS until the end of October 2011 – almost four months into the fiscal year that they apply to.

Income

Federal and state grants make up over 73% of the total income budgeted for FY13. These income sources are very restrictive in that, for the most part, they can only be used for salaries and fringe benefits of direct service personnel. This leaves a large amount of expenses unfunded, such as client and program costs, occupancy costs, insurance, administrative and support personnel salaries, and general operating costs. The federal and state grants are also the least consistent as far as receiving payments. Last year, payments were so far behind that we were unable to spend the full amount of the grant awards because there wasn't enough access to cash to pay the expenses that had been budgeted. If an agency doesn't spend the full amount of a grant award it is assumed that the agency doesn't need this level of funding, putting future funding at risk.

For this reason, we need to find new sources of unrestricted funds. Unrestricted funds can be used to pay any expenses not allowed by the grants and would ease the cash flow problems we experience when the state is behind in payments. Unrestricted funds also satisfy the match requirements of the federal and state grants. If we could increase our unrestricted funding it might be possible to begin building a cash reserve. Over the last three years we have seen a marked increase in our community support income. Community support income is made up of donations from individuals, businesses, organizations and churches. It is unclear if the increase is due to the community's awareness of the problems that human services agencies are experiencing in general, or if they have become more aware of Safe Passage specifically.

Fundraising income has also increased over the last three years. We have stepped up our fundraising efforts and will continue to do so. Thus far in FY12 we have implemented three fundraising activities: gift checkbook sales, holiday letter, and the Evening of Chocolate event. These activities have netted over \$9,000.

Expenses

Salaries and personnel costs account for over 85% of the total budgeted expenses. Currently we are fully staffed, and no victim clients are waiting for appointments. We have budgeted FY13 at the same staff level. The Partner Abuser Intervention Program does have a waiting list. This is due to a lack of staff,

rather than a lack of funding. We continue to interview and hire staff for this program. Total Management and General expenses come to approximately 15% of the overall budgeted expenses.

Annual Audit Reports and Recommendations

FY09

- Significant deficiency reported (not considered to be a material weakness) – agency lacks proper segregation of duties.
- Federal Awards Findings reported – none

FY10

- Significant deficiency reported (not considered to be a material weakness) – agency lacks proper segregation of duties.
- Federal Awards Findings reported – none

FY11

- Significant deficiency reported (not considered to be a material weakness) – agency lacks proper segregation of duties.
- Significant deficiency reported (not considered to be a material weakness) – bank reconciliations were not performed on a timely basis.
- Federal Awards Findings reported – inventory records lack level of detail necessary to meet federal requirements.

Segregation of duties is an on-going issue for Safe Passage because there are only three administrative staff. In order to strengthen internal control, members of the board of directors regularly review budget vs. actual financial statements, bank reconciliations, and cash disbursements.

In FY11 the auditors reported a significant deficiency regarding bank reconciliations being done in a timely manner. This issue has been addressed and bank reconciliations are being done monthly as received.

In FY11 the auditors reported a Federal Award Finding regarding the fixed asset inventory records lacking the level of detail required by federal funding guidelines. A physical inventory has been completed, and the inventory records are currently being updated to include all required information.

Impact of DCCMHB Grant Funding

For FY13, Safe Passage has applied for four grants from DCCMHB. This funding will offset costs in the following service areas: residential, crisis intervention, sexual assault, and partner abuse intervention. As stated earlier, the federal and state funding received will pay for the personnel costs of the direct service staff, but little else. While the DCCMHB grants are not used for any direct service, they are critical to the agency's operations by making it possible to have the necessary support and administrative staff in place. Specifically we are requesting funds to pay a portion of the personnel costs for the following positions:

- **Director of Domestic Violence Services/Director of Sexual Assault Services** – these positions oversee programming for the domestic violence and sexual assault programs, ensure service provision in these programs, and supervise the staff of these programs.
- **Facilities Coordinator** – this position is responsible for the upkeep, repair, and improvement of all the agency's buildings and properties, maintaining the inventory of office, agency, and client supplies, coordinating in-kind donations, and moving clients in and out of the transitional housing units.

- **Office/Grants Director** – this position is responsible for the management of all office functions, coordinating grant applications from the various funders, all statistical reporting through Infonet, and Human Resource functions.
- **Finance Director** – this position is responsible for grant financial reporting, agency financial reporting, completing and tracking various grant budgets and the agency budget, cash management, and payroll.
- **Partner Abuser Intervention Program Coordinator** – this position is responsible for coordinating client assessments, client attendance and fees, supervising the group facilitators, ensuring that the curriculum and program are following protocol, and providing information regarding client status to the court system with recommendations for appropriate services.
- **Partner Abuse Intervention Program Group Facilitators** – these part-time positions work with the clients at weekly group sessions and perform assessments of the clients for the program and for the court.

Funding from the DCCMHB is a vital component to the agency's income. The flexibility that accompanies this funding ensures that the support and administrative team we employ will stay intact. We would not be able to comply with the increased and more detailed reporting requirements that all funders have imposed over the last two years without these staff in place. In addition, payments from the DCCMHB arrive on a regular schedule. This is the only income source that remains predictable which benefits cash management.

Cost Saving Measures

Over the last few years, several ways to cut or eliminate costs have been identified and implemented. These include:

- Installation of a new ISDN PRI phone system
- Replaced leased space with donated space to hold PAIP group sessions
- Changed health insurance carriers to obtain comparable coverage at a lower premium
- Engaged new attorney that has offered lower rates and some pro bono work
- Refinanced three of our mortgages at a lower interest rate
- Purchasing client food from Northern Illinois Food Bank
- Became involved in Value Stream Mapping in order to find efficiencies and reduce waste in our processes. We were briefly introduced to this concept at a community education event at Kishwaukee College last year. We are scheduled to be trained in how to apply this technique specifically to our agency in April.

Current and Future Planning to Remain Fiscally Solvent

As stated earlier, our intent is to find new sources of unrestricted income. This type of income will give the agency freedom to expand services, mitigate cash flow difficulties, tackle needed building improvement projects, and begin building a cash reserve. One of the ways we intend to do this is through increased fundraising.

We have also participated in several community events to raise awareness of our presence and the services we provide. Our intent is to educate community members about the value of our services and the number of people whose lives we impact, in order to attract them as donors.

GRANT GOALS -3 YEAR CYCLE

This is the first year that Safe Passage has measured outcomes in this way for the Mental Health Board, so our cycle started in FY'12.

- 1. Outcomes measured/results:** Enclosed in this packet are our measured outcomes and results.

- 2. Goals met/unmet explain:**

Goals for the Sexual Assault Programs: All goals were met in this program for the 2nd quarter of FY'12.

Goals for the Residential Program: In this program one of three goals was met for the 2nd quarter of FY'12. We need to do a better job of informing clients about community resources. This needs to be done more than once as many of our clients are in crisis and/or have recently experienced trauma. The staff does a good job with continuing to talk to clients about safety and staying safe. Because of the trauma they have experienced, and learned helplessness that they are used to, it can take some time to know how to stay safe.

Goals for the Crisis Intervention Program: Goals were met in this program.

Goals for the Partner Abuse Intervention Program: Men in this program are usually court-ordered. Many do not want to be there. It takes time for our clients to start making the changes they need to toward non-violence. These percentages are fairly high under these circumstances.

- 3. Success rate of clients (data of clients served including anecdotal evidence):** It is very difficult to measure the success rate of our clients. Most feedback is by client report and/or by client evaluation.

- 4. Anecdotal evidence:**

Story #1: I began counseling with Alice (not actual name) shortly after she got an order of protection against her husband. Alice had experienced physical, sexual, and emotional abuse in her marriage. Unfortunately, this was not Alice's first abusive relationship. As a result, she felt very ashamed and disappointed in herself for being in another bad relationship. When she first came to see me, she expressed feeling depressed and overwhelmed by her current situation and would often talk about wanting to give up. She was still terrified for her safety, even with the order of protection in place. Through counseling, I began to see changes in Alice as she processed feelings about the traumatic abuse she experienced from her husband. Together, we worked on safety planning, developing coping skills, self-care, and creating a social support network of friends and family. She began attending the domestic violence support group and connected with other survivors. Alice has found the strength to seek a divorce and has empowered herself by reporting her husband's violation of the order of protection. She recently found a house that she plans to move into in order to start fresh and so that it will be harder for her abuser to find her. Now, instead of feeling ashamed about the domestic violence she experienced, Alice is speaking out against domestic violence. She has publicly share her domestic violence poetry, opened up to family and friends about what she went through, and proudly wears a domestic violence sweatshirt and has domestic violence stickers on her car to raise awareness. Although Alice still has challenges ahead of her, she has transformed from a "victim" to a "survivor".

Story #2: Safe Passage was contacted by this client in regards to sexual violence perpetrated by her husband. She was discouraged by her divorce attorney in pursuing and emergency order of protection because an arrest had not been made. Upon meeting with a legal advocate, she was provided with domestic violence education and emotional support. She made the decision to protect herself and children from further abuse and obtained an order of protection with the assistance of a legal advocate.

Story #3: This client was court-ordered into our Partner Abuse Intervention Program (PAIP). He was terminated for too many absences and didn't participate in group discussion. He

returned and was terminated two more times due to having new charges and to absences. I have seen this client being held in contempt of court for being under the influence of alcohol. The last time he went through the program, he knew the curriculum better than I did. At about week 10 in the program something happened. He left his relationship, started using his learned coping skills, came to us for help with his substance use, and even challenged other group members. He returns to group on occasion, is trying to make positive changes in his life, and is actively looking for a job.

Story #4: It is difficult to categorize what a “success story” is working with victims of domestic violence. For me, it is being a witness to a woman going from a victim of violence to a survivor of violence. For every woman this journey is different. I have had the opportunity to witness many “success stories” since being employed at Safe Passage, but one woman came to mind immediately upon receiving this prompt. The woman I am referring to was referred to Safe Passage by the police after being brutally beaten by her husband. She had called a friend of hers while he was beating her and her friend called the police. Within a week she had an emergency order of protection, found a temporary place to stay, moved all of her things out of the home, and filed for divorce. After a few months working with her, I witnessed the hyper-vigilance, fear, confusion, and self doubt turn to peace, security, hope, and self-confidence. She thanked both the legal advocacy and counseling services of Safe Passage many times attributing them to helping her find clarity in a time of uncertainty and fear. Now, she is living in a home with her two children and enjoying her new life filled with love, happiness, and freedom.

STREATEGIC PLAN

Safe Passage has not had a formal strategic plan in the past. The Mental Health Board’s request to share our strategic plan has prompted me to begin to think about my vision for the future, which I have, however this plan is still in the preliminary stages of development. I am working with the Robert’s Foundation, which has graciously agreed to help Safe Passage in this effort. The Foundation will help us find and fund a professional to work with Safe Passage staff to develop a working plan.

The preliminary plan that I have developed includes five key strategic planning initiatives which are an articulation of the vision that I have for Safe Passage. They include: 1) develop Safe Passage human resources, 2) achieve fiscal sustainability, 3) increase public awareness in DeKalb County/region, 4) expand service growth and development, and 5) maintain adequate space for services needed.

1. **Environmental Scan:** a). It is my intention that a community assessment will be included in our strategic plan under increase public awareness in DeKalb County/region and expand service growth and development. My intention is to develop ways to continually assess growth needs and respond to meet the needs of all people in the service area, explore partnerships with Latina, African American, LGBT, and other social service entities, and to conduct a current market awareness study to define target population geographies, and to define how our information delivered and evaluate its effectiveness.

b) Consumer satisfaction surveys are included in this packet for all funded programs.
c) Attached in the packet is a list of Safe Passage’s networking agreements. We commonly refer clients to other agencies, businesses, etc. We continue to see clients who not only have experienced domestic violence or sexual assault but have other issues as well, such as mental health issues and substance abuse issues. Currently, the Regional Office of Education is providing tutoring for some of our child clients, a nutritionist from the Department of Health comes to Safe Passage on a regular basis to provide information, we are working with Adventure Works to provide assistance to some of our child clients, we are working with 4Cs on some parenting education for our moms in shelter, NIU honors program provides birthday boxes for our clients, and Studio One provides monthly haircuts.

SUMMARY

- 1. Identify what is going well:** Safe Passage has a professional, multi-disciplined staff who are well-trained regarding domestic violence, sexual abuse, and trauma. We are providing prompt, compassionate, and effective services. Our counselors all have higher education, most have state licenses and other certifications and continue to seek education as required by funders.

We have restructured our organization to provide adequate supervision, training, and avoid burn-out. Staff reports feeling supported and empowered which in turn promotes a team environment where all programs work together in the best interest of our clients. Services and crises can be handled more effectively.

This year we have added a Women's Empowerment Group to our domestic violence program. This is a new group for the purpose of empowering women who have been victims of domestic violence to not only be able to survive but to thrive in their lives. The group covers topics including self-care, self-esteem, creating healthy boundaries, and exploring difficult feelings.

In the last year and a half, we have taken a closer look at all of our programs and services to determine what was needed and what was waste. During this process, we changed some of the ways we were doing business to become more effective. Several of our staff, including myself, went to a conference called Value Stream Mapping. This program teaches participants how to create the most value while consuming the fewest resources. We are currently working on the second phase of this project which will specifically address issues at Safe Passage. This year Safe Passage participated in the re-establishment of a coordinated legal response for victims. The goal is to develop protocol to ensure that services are seamless. Participants included Safe Passage, court personnel, Assistant State's Attorney, and the sheriff's department

- 2. Identify current and future challenges:** The challenges I see for Safe Passage are identified in the five key strategic plan initiatives stated above.

We need to achieve fiscal sustainability and find ways to increase unrestricted monies, since we cannot always depend on the State of Illinois to reimburse services in a timely manner. We also no longer can depend on the amount of money that we will receive. We need to explore partnerships and increase awareness across the county, and at the same time we need to maintain adequate space for services needed.

- 3. Identify future opportunities:** I see today's challenges as opportunities. Each key initiative in the strategic plan has opportunities attached including but not limited to the following:
 - Developing human resources will provide opportunities to refine our training needs, take a look at our recruitment and retention of staff, and conduct market surveys regarding compensation and benefit practices.
 - Achieving fiscal sustainability will provide opportunities to develop new creative funding sources.
 - Increasing public awareness will provide opportunities to evaluate needs in the county.
 - Expanding service growth and development will provide opportunities to assess the need for services and provide services where needed.
 - Maintaining adequate space for services needed will ensure safety, confidentiality, and reduce staff frustration.

- 4. How Prepared are you to deal with unexpected challenges:** Last year, Safe Passage experienced the worst financial crisis in its history. I had to make tough decisions about how to reduce expenses including evaluating all programs for effectiveness, efficiency, and eliminating staff. Remaining staff worked together as a team to do whatever needed to be done to provide all services to people in need, in a timely manner. We have the support of ICADV and the support of ICASA and sister agencies across the state which has helped guide us. Safe Passage staff are passionate about our mission and will continue to work as a team to do whatever it takes to continue to provide services in DeKalb County.

- 5. Feedback on the grant application/review process to the Board:** This process has helped me to evaluate where Safe Passage has been, where we are, and where we want to go from here.