



Schuylkill Women in Crisis

**Strategic Plan
FY 2017 – 2022**



We believe in Schuylkill County

That everyone has something to contribute

That everyone deserves to be treated

With dignity and respect

That diversity is vital

That every person has value

That a safe, supportive community

Is everyone's responsibility



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Gary J. Hess, Schuylkill County Commissioner
Sandy Kachmar, SWiC Volunteer
Renee Magdeburg, Lehigh Valley Hospital Schuylkill
Amy O'Brien, Schuylkill County Courts
Cathy Quick, Schuylkill County Mental Health Services
Lara Swartz, Pottsville Area School District
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Strategic Planning Committee

Ann Marie Barket, Board Member 2010-17
Sarah Casey, President/CEO
Janel Firestone, Executive Assistant
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IN OUR NEARLY 35 YEAR HISTORY, SCHUYLKILL WOMEN IN CRISIS HAS ADOPTED INNOVATIONS AND GROWN TO MEET THE NEEDS OF VICTIMS IN A RAPIDLY CHANGING ENVIRONMENT.

Schuylkill Women in Crisis (SWiC) is a private, nonprofit organization providing comprehensive services to victims of domestic and sexual abuse in Schuylkill County. Our agency directly touches the lives of nearly 1,200 people each year through emergency shelter, longer-term housing, legal services, court accompaniment, hotline counseling, children's counseling, medical advocacy, and community education. Our role is to be agents for change and advocates for improved community response to end domestic and sexual violence.

This strategic plan, spearheaded by SWiC's Strategic Planning Committee, aims to address critical gaps in the community's response to domestic and sexual violence. Special priority is given to prevention efforts, enhancing accessibility to diverse, varied, and vulnerable populations, and investing in essential infrastructure in a changing community.

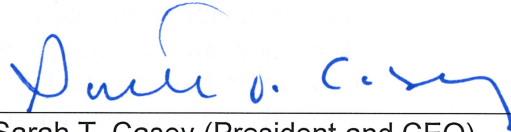
The goals laid out in this plan will guide SWiC in furthering its mission of meeting the needs of victims while also advocating for transformative change aimed at ultimately ending domestic and sexual abuse.

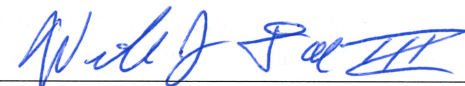
Board Authorization


This plan identifies SWiC's vision, mission, goals, and strategies. Despite reductions in funding, ending domestic and sexual violence in Schuylkill County must continue to be a top priority and this plan demonstrates that conviction. Prevention strategies will have the greatest chance of success if they are a part of a community-wide effort within a long-term approach supported by strong leadership, adequate resources, and public and private commitments. Ultimately, our goal is to advocate for victims by promoting awareness of our services and preparing the community to act before domestic and sexual violence occurs.

This plan was developed with participation from every segment of SWiC's organization, private and public partners, and members of the community at large. Our aim is high – we are focused on a future where no one in need of services is ever turned away, and conditions are such that everyone who desires safety from abuse can obtain it.





Sarah T. Casey (President and CEO)


William J. Folk, III (Chair)


David O'Leary (Vice-Chair)


Jackie Pellish (Secretary)


Eleanor Herman (Treasurer)

Organization Description

Schuylkill Women in Crisis (SWiC) is a private, nonprofit, tax-exempt organization that has been providing services to the Schuylkill County community since 1983. The agency was founded by local volunteers concerned by the prevalence of domestic and sexual violence in the community and the lack of services available to assist victims. Throughout its history, the agency has met the needs of victims in an ever-changing environment. SWiC provides comprehensive services, including: 24-hour hotline; information and referral; accompaniment to courts and hospitals; individual and group supportive crisis counseling; temporary emergency shelter for victims of domestic and sexual violence and their children; civil legal representation; children's programming; advocacy; community education/prevention presentations; volunteer training; and eight longer-term housing units which accommodate women with children – homeless due to domestic violence – for up to two years while they access community services to help them gain safety and independence. In 2015, SWiC received funding for a civil legal representation to promote self-sufficiency by making available the free services of an attorney expert in domestic and sexual violence. In addition, SWiC's shelter serves as a video conferencing site for accessing emergency Protection from Abuse (PFA) orders during evenings and weekends.

SWiC has also received numerous local, state, and national recognitions for its efforts to address domestic and sexual violence in the community. Knowing that SWiC provides services to some of the area's most vulnerable individuals whose numbers and needs are growing, board members are actively involved in advancing the mission of the agency and every board member contributes personally and financially to the organization.

Significantly in part due to SWiC's services, there was a drop over the past 15 years in the number of domestic violence-related homicides and the elimination of murders of children and third parties by domestic violence perpetrators in the county. Overall, the incidence of homicides decreased in the county by 50%, though increased statewide by 23%.

Recognizing that the problem of domestic and sexual violence is a community problem requiring a community solution, SWiC has worked with other community systems – i.e. legal, medical, social service, and faith based – in forging collaborative partnerships that address the problems with a focus on prioritizing victim safety while holding offenders accountable. As a result of these partnerships, SWiC has helped to secure half a million dollars in federal funding annually for the community over the past 10 years. This funding has been used to support services as well as train and fund specialized staff in the District Attorney's Office, Sheriff's Department, Adult Probation, local law enforcement, and SWiC to encourage the adoption of best practice models in addressing violence against women.

Vision, Mission, and Values

Vision: Schuylkill Women in Crisis (SWiC) envisions a community where every person lives free from abuse and the fear of violence.

Mission: The mission of Schuylkill Women in Crisis is to offer help, hope, and healing for those impacted by intimate partner violence or sexual abuse through crisis intervention, shelter, education, and advocacy for social change.

Values:

- **Safety** – We believe that the physical, emotional, and psychological safety of all individuals is a basic human right.
- **Respect** – We value the dignity of all individuals, appreciating our differences and cultural and ethnic diversity.
- **Empowerment** – We support program participants in making their own life decisions. SWiC celebrates our team's diverse talents in helping us fulfill our mission.
- **Justice** – We strive to create a community where domestic violence and sexual assault are no longer tolerated, and where the principles of fairness and equality, including equal access to resources, are extended to all.
- **Social Change** – We advocate for social change focusing on societal behaviors, values, or institutions that create oppression.
- **Integrity** – We value integrity. SWiC encourages an organization that demonstrates the highest ethical standards; honesty and fairness. We expect our actions to be consistent with our words and our words to be consistent with our intentions.

Critical Success Factors

People
Programs
Financial Stability
Prevention
Awareness

Schuylkill Women in Crisis Strategic Plan

The SWiC Strategic Plan is a tool the agency will use in establishing priorities and allocating resources over the next five years. SWiC's vision will be accomplished through skillful and disciplined execution of a defined strategy outlined within this document. The strategy has been derived from a set of comprehensive Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and the associated defined objectives established by each functional group within SWiC.

In preparing for the challenges ahead, SWiC Directors and Leadership Staff embarked on a strategic planning process that will help guide priorities and sustainable growth through 2022.

Description of Strategic Planning Process Used

SWiC's Strategic Planning Committee was charged with assuming the lead in developing the agency's 2017-2022 Strategic Plan. Committee co-chairs met with SWiC staff in January 2017 to solicit their responses to the following questions: *What are we doing that we could do better? What are we not doing that we should be doing?* Additionally, committee members gathered demographic and statistical data, including survivor feedback, regarding both Schuylkill County and the agency and distributed this information – along with the input gathered from staff to those invited to attend the February 2017 board meeting devoted to strategic planning.

The board of directors devoted their February 2017 meeting to strategic planning and invited the Staff Leadership Team to participate. Led by the Strategic Planning Committee, chairs of all standing committees participated. Attendees were assigned to one of four groups, i.e., Personnel, Services, Property, or Funding, and directed to conduct a SWOT analysis on their topic. Coincidentally, we also benefitted from the 2016 *Analysis of Domestic Violence Services in Rural Pennsylvania* by The Center for Rural Pennsylvania. The study helped SWiC gauge where our agency stands among other rural agencies in the state and identified a proactive trend in ending domestic violence.

Our Targeted Geography

Schuylkill County, Pennsylvania

Our Unique Selling Position (Why Us?)

1. Our expertise is the highest in the market area.
2. Our services are free and confidential.
3. Domestic violence and sexual assault is our only focus.

Strengths <ul style="list-style-type: none">• Knowledgeable and dedicated staff• Staff teamwork• Quality of services provided• Assets – \$3 million+• No debt• Credibility/long history• Record of successful management and service delivery• Our campus/location• Strong CEO• Compassion/enthusiasm/passion for work	Weaknesses <ul style="list-style-type: none">• Stagnant wages/benefits• Lack of reliable funding• Assets are primarily property• Assets require maintenance• Lack of awareness of problem and effective marketing• Need for increased board engagement to achieve goals• Strong CEO nearing retirement• One of few counties in PA not dually funded• Ineffective use of advisory board• Undeveloped philanthropic culture among those with capacity to give
Opportunities <ul style="list-style-type: none">• Community is responsive to needs• Increases public awareness/brand in community• Fundraising ability• Strengthen board engagement• Potential effective use of advisory board• Executing long-term funding• Potentially expanding services• Expanding range of grants• Grooming staff to assume increasing leadership• CEO nearing retirement• Potential development of philanthropic culture	Threats <ul style="list-style-type: none">• Competition for funds• Uncertainty of government funding• System breakdowns (e.g., hospitals/law enforcement not refer-developing, etc.)• Confusion of SWiC and SARCC

1. Victims and Survivors of Intimate Partner Violence and Sexual Assault

- Traditionally served: predominantly white, female, heterosexual, age range 18-59 with 12% ages 18-24 and 65% ages 25-59.
- Underserved populations
 - African American
 - Differently abled
 - Latina/o
 - LGBTQ
 - Men
 - Other non-English-speaking populations
 - Teen victims
 - 60+ victims

2. Donors and Funders

3. Community for Service Access Outreach

- Disability community
- Employers/workplace
- Faith-based community
- Healthcare providers
- Law enforcement
- Schools

4. Community for Prevention Outreach

- Youth/children
 - Schools, colleges, universities
- Schools
 - Includes youth/children/peer-to-peer
 - Administrators
 - Educators
 - Parents
- Faith-based community
- Men and boys

System Partners

- County offices, i.e., Department of Human Services, District Attorney's Office, Probation, Prothonotary, Sheriff's Department
- Courts
- Healthcare providers
- Housing providers
- Law enforcement
- Mental health providers
- Special needs communities
- Substance abuse providers

Our Primary Products/Services

1. Crisis Services

- 24-hour hotline
- Shelter
- Access to courts for Protection From Abuse orders when the courthouse is closed
- Medical advocacy

2. Counseling

- Victims, including children who witness abuse
- Survivors
- Family members and significant others of victims

3. Residential Services

- Transitional housing (up to 24 months)
- Project-Based Section 8 (up to 24 months)

4. Legal Services

- Protection from Abuse advocacy and legal representation
- Accompaniment to criminal hearings and/or trials
- Legal representation in other civil matters related to abuse

5. Education and Community Outreach

- Systems
- Awareness events and projects
- Youth (as requested)

6. Systems Advocacy

- Advancement of best practices and a victim-center response to domestic violence and sexual assault
- Advocating for the rights and safety of victims and offender and systems accountability
- Advocating for justice for individual victims and for all survivors of domestic violence and sexual assault

External Strategic Analysis Data

- Between April 2010 to July 2016, the county population dropped 3.2%. – *2016 U.S. Census*
- From 2011 to 2015 in the county, the age 65 and over population grew by 10% while the general population only grew by 0.5%. – *2016 U.S. Census*
- 87.5% of the county population age 25 and over graduated from high school while the state average is 89.2%. – *2016 U.S. Census*
- 15.4% of the county population age 25 and over have a Bachelor's degree or higher, roughly half of the state average at 28.6%. – *2016 U.S. Census*
- There is a clear association between marriage and poverty: women and children in single-parent households are at particular risk for living in poverty. – *"The Narrowing, But Persistent, Gender Gap in Pay, 8" Pew Research Center, 2014*
- Married adults tend to be better off, economically, than unmarried adults, and the declining marriage propensities of young adults who are not college-educated have exacerbated their economic challenges. – *The Narrowing, But Persistent, Gender Gap in Pay," Pew Research Center, 2014*
- Stakeholders of Schuylkill Health System have identified domestic violence as a problem in the community. – *Schuylkill Health 2016 Community Health Needs Assessment*
- Of the 38,065 families in the county, 9% are below poverty and 6% are below poverty with children. – *Schuylkill Health 2016 Community Health Needs Assessment*
- Shelters in rural counties face unique challenges in helping victims of domestic violence, especially with critical resource gaps, such as availability of transportation and transitional housing. – *"Analysis of Domestic Violence Services in Rural Pennsylvania," The Center for Rural Pennsylvania, 2016*
- Shelters in rural counties provide more referrals to child custody assistance and more social services support than shelters in urban cities. – *"Analysis of Domestic Violence Services in Rural Pennsylvania," The Center for Rural Pennsylvania, 2016*
- Schuylkill County performs moderately in terms of quality of life, however, length of life measures place the county within the worst performing counties in terms of health outcomes. Interventions and programs should focus on health behaviors, clinical care, and socioeconomic factors for this county. – *County Health Rankings and Roadmaps, Robert Wood Johnson Foundation, 2017*
- Persons who were exposed to domestic violence as children have increased health risks, like drug abuse and depression, and diseases including ischemic heart disease and cancer. – *The CDC-Kaiser Permanente Adverse Childhood Experiences (ACE) Study*
- With an increase of 8% in just one year between 2012 and 2013, the number of homeless children in the United States has reached a historic high. – *"America's Youngest Outcasts," The National Center on Family Homelessness at the American Institutes for Research, 2014*
- In 2013, 1 in 30 children, or 2.5 million, were homeless in the country. – *"America's Youngest Outcasts," The National Center on Family Homelessness at the American Institutes for Research, 2014*
- More children live in poverty nationally than before the recession began in 2007. – *US Census 2016*

People: Develop knowledge, skills, and an environment that best enhances SWiC's mission.

1 Build a stronger organizational culture

- a. 2 to 5-Year Vision: Sustain and enhance teamwork through ongoing strong inter-departmental communication. Ensure that all employees understand how their work complements and impacts other efforts within the organization. Interactions should be proactive and linked to our core values.
- b. 2 to 5-Year Vision: Implement coordinated staff development plan to ensure continued professional staff development so that SWiC incorporates best practice models.

2 Prepare for change in executive leadership

- a. 4 to 5-Year Vision: Identify desired leadership skills and characteristics. Develop and implement process for selecting the next President/CEO.

3 Develop a sound board governance program

- a. 1 to 3-Year Vision: Clearly define roles and responsibilities for board and committee's pre-recruitment.
- b. 1 to 5-Year Vision: Cultivate increased investment, engagement, teamwork, and diversity among board members. Attain strong board understanding and commitment to achieving SWiC's mission and furthering our work.

Programs: Offer the most comprehensive programs to make the biggest impact possible on domestic and sexual abuse in our community.

1 Determine relevancy of changing and emerging client and community needs with a services/program review

- a. 1 to 3-Year Vision: Affirm that current programs align with SWiC mission/values.
- b. 1 to 3-Year Vision: Affirm that clients benefit from current programs/services, reprioritize as necessary, and identify unmet needs.

3 Develop an implementation plan for new programs/services identified in the program review

- a. 1 to 5-Year Vision: Needs will be met with new or redesigned programs.
- b. 1 to 5-Year Vision: Stay informed regarding best practice models and incorporate as appropriate and possible.

2 Develop a prevention strategy

- a. 5-Year Vision: Our entire organization (board, employees, and volunteers) understand the role of prevention in our comprehensive efforts. SWiC is seen as THE resource for preventive work in the community. We have developed metrics to determine our prevention impact.

4 Create partnerships to support current/new programs

- a. 4-Year Vision: Our clients' needs are better met through collaborative efforts. We have a better understanding of our partners' needs and our partners better understand domestic and sexual abuse. Three new, active collaborative partnerships are established.

Financial Stability: Grow and diversify revenue to deliver and support program needs.

1 Diversify funding sources

3-Year Vision: Only 70% of our funding will come from federal/state grants. We have launched an endowment fund. We have a defined development plan with a detailed strategy for approaching individuals and smaller companies for support.

2 Increase community awareness

3-Year Vision: Increase awareness to identify private donors. Private donors will create an increased amount of giving donations.

Awareness: Increase awareness and understanding of the mission and services of Schuylkill Women in Crisis where they can have the greatest impact.

1 Early intervention

3-Year Vision: Expand prevention efforts with healthcare providers, resulting in increased referrals and requests for information. Ultimately, early intervention occurs with victims before abuse escalates and results in more serious injuries. See a commitment from the healthcare community to prioritize and invest in prevention.

2 Early prevention

5-Year Vision: Expand prevention efforts at every educational level resulting in increased referrals for services and request for information. Ultimately, see a commitment from the educational community to prioritize and invest in prevention.

Key Strategic Initiatives and Objectives

STRATEGIC INITIATIVE #1: SHARED LEADERSHIP (STAFFING)

Empower board, staff, and volunteers to lead a mission-centered, inspired, effective, and inclusive organization.

Prioritized Outcomes and Action Steps

- Foster and support strong visionary, knowledgeable, responsive, diverse, and accountable leadership throughout the organization.
 - Expand the capacity of SWiC's Board of Directors for visionary, knowledgeable, engaged, inspired, and committed leadership that furthers the ability of SWiC to meet its vision.
 - Provide leadership for community-wide efforts to promote earlier intervention in domestic and sexual abuse and further a coordinated response that prioritizes victim safety and holds offenders accountable.
- Create a relevant and effective organizational model that supports and sustains SWiC's high quality programs and advocacy efforts.
 - Increase partnerships to increase the overall delivery and effectiveness of programs and services.
 - Encourage opportunities for volunteer services to complement staff responsibilities.
 - Ensure that management and employment policies and practices promote and support a talented, competent, diverse, committed, and conscientious workforce prepared to meet the challenges of SWiC's vision, mission, and values.
 - Review data for comparable positions in the field and salary ranges to ensure that SWiC remains competitive for wages and benefits.
 - Expand involvement of individuals fluent in languages other than English to assist with service delivery.

STRATEGIC INITIATIVE #2: COMMUNITY AWARENESS AND EDUCATION (COMMUNITY)

Increase awareness and leverage within our community to proactively address and respond to issues related to domestic and sexual violence.

Prioritized Outcomes and Action Steps

- Establish functional community partnerships that meet the comprehensive needs of victims of domestic violence and sexual abuse.
 - Strengthen partnerships with law enforcement, justice system, and healthcare system to meet victims' needs, including mental health, intellectual development disabilities, chemical dependency, housing, and childcare.
- Enhance partnerships to increase the overall awareness, delivery, and effectiveness of programs and services, particularly focusing upon healthcare providers and the educational institutions.
 - Increase trainings and prevention programs for schools
- Develop and distribute outreach and prevention materials in languages other than English and sensitive to LGBTQ community.
 - Revitalize an active inclusive Diversity Committee
 - Translate materials and webpage for various languages

STRATEGIC INITIATIVE #3: SUSTAINABLE INFRASTRUCTURE (PROPERTY)

Strengthen infrastructure to ensure sustainable high-quality services and promote strategic growth.

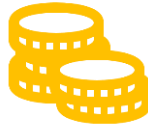
Prioritized Outcomes and Action Steps

- Utilize master facility plan to ensure safe, comfortable, and sustainable facilities.
 - Incorporate needed improvements into annual budget each year and into both public and private development efforts
- Develop financial models to sustain and diversify revenue sources.
 - Donor Engagement Plan
 - Unveil and introduce the Aspen Society
 - Maintain ongoing communication between the CEO, Communications Director, and the Board of Directors to continue to grow a strong working relationship ensuring the board's commitment to fundraising.
 - Expand SWiC's capacity to raise private and corporate funds through donor initiatives.

How Will We Measure Success by 2022?



Continued decline in domestic violence-related fatalities for both adults and children



Increased and more diversified funding to sustain services during funding gaps and maintain facilities



Maintain or improve clients' assessment of services and increase rate of surveys returned

- Current results reported from October 2016 through March 2017
- Every service component is surveyed by clients for comments annually



Develop specific program outcome measures for legal, shelter, medical advocacy, and both housing projects



Improved employee satisfaction



Remain poised to continue to provide evidence-based services based on best model practices



Increased collaboration with healthcare providers and markets that encompass Schuylkill County



Increased number of referrals from the healthcare system



Increased number of referrals from educational system



Increased collaboration with educational institutions that operate in Schuylkill County



Continued strong commitment to housing for victims



Expanded donor base so that vital services are not threatened



New leadership within the organization to meet future challenges



Fluid to changing needs of women with our community partnerships

a. Goals for Board Committee and CEO

The Role of the Board of Directors

Mission, Vision, and Strategy

SWiC board members are volunteers dedicated to the organization's mission, vision, and values. Annually, the board participates in the strategic planning process and reviews strategic goal benchmarks and dashboards to assure that the following year's primary initiatives support the mission and objectives set out in this plan.

Meeting Preparation and Committee Participation

One of the primary responsibilities of the board is to evaluate the organization's effectiveness. The board assesses SWiC's progress in fulfilling its mission, reviews plans for major programs, and ensures that the organization's values and visions are always at the forefront of any action. The board, with input from the CEO and key employees, has outlined long-term plans for the organization.

Board members are responsible for planning meeting agendas and making sure that any decisions that come out of those meetings are effectively carried out. They work with the CEO to make sure that any activity is geared towards reaching the organization's goals.

Board members maintain an independent point of view, participate in discussion, ask for clarification, and contribute expertise and provide guidance to the CEO. All board members are expected to attend all meetings and participate actively on standing and ad-hoc committees.

Supporting Legal and Ethical Operations

The SWiC board is responsible for the legal and ethical operation of the organization. Each has read and complies with board by-laws and policies regarding conflict of interest as a requirement of being a board member.

Finances

The board is responsible for the long-term viability of the organization, including reviewing and approving the annual budget and monthly financial reports. Board members make a financial contribution annually and actively participate in fund development activities. Board members also help to ensure the organization has appropriate resources to meet its mission. The board helps raise funds to meet revenue requirements and actively supports all the fundraising activities and strategies established by the Development Committee.

Public Relations

Individual SWiC board members are often involved in their local communities. As such, they help cast a favorable light on the organization through everyday activities. Board members are familiar with basic questions and answers regarding the organization's services, mission, financial needs, and vision in support of broadening the SWiC brand.

Board Succession Planning

The SWiC board consistently evaluates its composition through its Governance Committee to ensure a well-rounded set of competencies exists and that it has the appropriate representation from across the county. The committee develops lists of potential new members and assesses their qualifications and competencies on a regular basis to prepare for board term limits and changes. The committee seeks individuals who advocate SWiC's mission within our community. The board also participates in orientation of new board members and periodic evaluations of all board members.

Face of the Community

The board works in close partnership with the CEO to represent SWiC to organizations, state and local governments, partners, faith-based entities, corporations, ethnic communities, and the media.

The board leverages their individual spheres of influence to assist the CEO in building visibility and relevance within the community. The board members represent the organization and need to do so in a manner that advances the mission, enhances our profile, and increases support for SWiC.

Role Summary

Board members serve as ambassadors for SWiC in the community and bring skills and interests that align with our vision and mission.

Primary Roles:

- Adhering to our vision, mission, and values
- Linking SWiC with the community
 - Build strategic support among key stakeholder groups
 - Create and expand collaborative efforts within the community.
 - Advocacy – we will persist!
 - Help to foster a continued and strong culture of volunteerism
- Fundraising
 - Participate actively to help execute fundraising and resource development plans
 - Make an annual personal gift to SWiC
- Community presence and outreach
 - Help to represent SWiC in the local community by increasing presence, awareness, and support for the agency
 - Assist in the strategies and efforts to recruit volunteers and build relationships with external partners and community organizations

a. Staffing Plans

In summary, this Strategic Plan sets forth the direction and priorities for SWiC. It aligns with the direction and priorities established by the Board of Directors and it provides for the framework and context for future discussions around strategic issues facing SWiC. Performance and progress against the plan will be monitored on a regular basis. The plan will be reviewed and updated on an annual basis to ensure it is relevant and addresses emerging opportunities and challenges driven by our environment and operations.

b. Organization Chart

