

Strategic Plan – January 2017 through December 2019
Domestic and Sexual Violence Services
Red Lodge, Montana

Mission: To serve individuals, families, and communities impacted by physical, sexual and emotional abuse, and to promote healthy, equitable, violence-free relationships.

Vision: Domestic and Sexual Violence Services looks forward to the day when violence is no longer part of our daily lives.

Strategic Vision:

In three years we envision that Domestic and Sexual Violence Services of Red Lodge (DSVS) has achieved the following:

- Continued to have a strong, engaged, and active board that works hard, has fun together and supports all DSVS activities.
- Expanded Power Up, Speak Out! programming which serves as a model for domestic/sexual violence programming throughout Montana.
- Continued to change the Carbon County culture so that there is a reduction in domestic violence, sexual violence, dating violence and bullying.
- Developed and implemented a comprehensive transitional support program that includes housing and other support and educational resources.
- Built excellent working partnerships with law enforcement, judges, churches, medical professionals and other community partners through planned communications and thoughtful relationship building.
- Developed donor and partner relations in order to lessen DSVS's reliance on government funding and increase corporate and individual donor financial support.

Goal #1. Board: In three years, DSVS will continue to have a strong, engaged, and active board of directors who consistently follow through with their governance duties.

Strategies for accomplishing this include:

- Clearly identify organizational values and consciously recruit with these values as filters.
- Re-design board orientation to be led by the board and focus on board information, roles and expectations.
- Create a simple check list for board manual that includes reference to: Grievance Procedure, Document Destruction Policy, Conflict of Interest Disclosures and Process, and Director and Officer Insurance.
- Include mini-education in each board meeting.
- Institutionalize board recruiting process by creating a written process.
- Develop an executive director succession plan.
- Develop an officer succession and training program.
- Create a policy and institutionalize board giving, including promoting 100% board financial support.

Goal #2. Power Up, Speak Out!: In three years, Power Up, Speak Out! will be in 50% of Montana middle schools and used by 75% of Montana domestic violence organizations.

Strategies for accomplishing this include:

- State and/or OPI endorsement or recommendation.
- Complete and publish evaluation of program success.
- Create second set of curriculum lessons and launch the complete program.
- Create a partnership with Montana Universities and Community Colleges, modeled by our current partnership with MSU Billings, statewide to implement a rotating schedule of three-five regional teacher trainings per year.
- Create a Curriculum Advisory Board to help develop, modify, and promote curriculum.
- Develop and implement a comprehensive Power Up, Speak Out! community education strategy including the Youth Mentoring Program.
- Continue to expand funding streams including establishing costs for Power Up, Speak Out! programming outside Montana.
- Develop a business plan for expanding programming into other states.
- Explore the feasibility of adding a full-time traveling staff person and define job description.

Goal #3. Direct Services and Transitional Support. In three years, DSVS will have expanded our services to address the complexity of our clients' needs.

Strategies for accomplishing this include:

- Develop and implement plan to provide advanced legal representation for clients through partnerships, internships or a lawyer on staff.
- Develop and implement legal and financial infrastructure for providing therapeutic services.
- Employ an on-staff licensed therapist.
- Continue to grow, develop and nurture CCR relationship with a focus on providing expertise and support so DV/SA laws are enforced and not deferred.
- Research transitional housing models and bring data to board for decision.
- Secure at least one Transitional Housing unit within Carbon County.
- Develop and implement a survivor support group.
- Work with the Coalition to encourage legislation that requires state funding for domestic and sexual violence programs statewide.
- Strengthen existing relationship with regional program Aspen to increase emergency financial assistance to clients in Sweet Grass, Park and Meagher Counties.
- Continue to research methods for collecting evaluation data outside of quantitative statistics.
- Strengthen and/or create relationships with partners (churches, medical, legal, judges, etc.)
- Provide financial assistance for SANE transports in Sweet Grass, Park and Meagher Counties.
- Research the need for a satellite office in Columbus.

Goal #4. Communications and Outreach. In three years, DSVS will have developed specific messages for key audiences, (donors, clients and partners), that are consistently delivered throughout the year. Our goal in doing this is to clearly communicate the impact of our work to donors, to communicate social change goals, and to increase communication and outreach to marginalized populations.

Strategies for accomplishing this include:

- Create customized core messages for each target market.
- Develop a written plan/calendar to communicate regularly with each audience.
- Provide a comprehensive SANE Transport Program implementation plan as a model for all rural DV/SA programs throughout Montana.
- Increase county wide outreach with films, speakers, panels and other educational events.
- Highlight and share community partner successes and partnerships.
- Research the possibility of name change and/or redefinition of our mission and vision statement.

Goal #5. Fundraising. In three years, DSVS will have increased its operating reserve from the current 4 months of funding to 6 months of funding (raising an additional \$60,000).

Strategies for accomplishing this include:

- Build relationship with Stillwater Mine as possible funding source.
- Actively support the Coalition for State funding.
- Research possibility of earned income through therapist fees and Power Up, Speak Out! programming.
- Create strategies for expanding donor data base.
- Review donor retention trends and implement a follow-up program to retain donors.
- Develop a \$1,000 per year 3-year giving club.
- Develop and publish a system to make it easy for others to do small fundraisers for us.
- Research an endowment account and/or a planned giving program.