

Mission: Transitions is a crisis center that provides advocacy, empowerment, and education to victims, survivors, families, and communities to end patterns of violence and abuse. Draft Version 031919

Strategies: QUALITY & EFFECTIVENESS	Objectives /Actions	Timeline/ Measures	Accountable Person(s)
<p>Strategy #1: To deliver high quality, effective programming & services through efficient deployment of available resources assuring maintenance and strengthening of core services plus the enhancement of client empowerment (e.g., life skills needed long-term), across our 3-county geography.</p>	<p>Objective 1: To develop and implement a tool/s for outcome measurement on program utilization, counseling, education, and longer -term results. (E.g. new ways for survivors to provide feedback on-line)</p>	<p>2019</p>	<p>Over</p>
	<p>Objective 2: To analyze, plan, and deploy programming (outreach) to all parts of the 3-county geography including western Union County, Snyder County and lower Northumberland.</p>	<p>FY 2020-2021</p>	<p>Rose/Lisa</p>
	<p>Objective 3: To assure continued attention to underserved populations (e.g. LGBTQ and others) through our marketing and communications efforts.</p>	<p>FY 2020-2021</p>	<p>Lisa E & Team</p>
	<p>Objective 4: To review Mission Statement for potential changes in keeping with present programming, services and future direction.</p>	<p>2020 If yes, decision to move ahead in 2021</p>	<p>Mathias/Gronlund</p>
<p>Strategy #2: To serve as a model for other like-organizations in the identification, implementation and measurement of service and program</p>	<p>Objective 1: To establish a functioning Custody Exchange Center with measures of outcome performance</p>	<p>September 2019-written plan w measures</p>	<p>Over (program coordinator) Kranz Mathias</p>

<p>outcomes resulting in added breadth and depth to Transition’s portfolio.</p>	<p>Objective 2: To assess and enhance Transition’s effectiveness in reaching other organizations and new partners.</p> <p>Objective 3: To establish annual process for Enterprise Risk Management (ERM) to identify risks across the organization.</p> <ul style="list-style-type: none"> • Develop and test mitigation plans • Monitor identified risks and scan for emerging risks. 	<p>2020 written plan</p> <p>Annual FY 4th qtr</p>	<p>Mathias Over</p> <p>Kranz Kirkland & Vice Chair</p>
<p>BOARD, EMPLOYEE & ORGANIZATIONAL DEVELOPMENT</p>	<p>Objectives/Actions</p>	<p>Timeline/ Measures</p>	<p>Accountable Person(s)</p>
<p>Strategy #3: To continue support of Transitions as a learning organization dedicated to employee, Board, and organizational development.</p>	<p>Objective 1: To strengthen skills in shared governance.</p> <ul style="list-style-type: none"> • Structure and implement decision making processes between Board and Staff on policy, program and services <p>Objective 2: To enhance Board, CEO and staff communication.</p> <ul style="list-style-type: none"> • Implement communication program using apps like Workplace • Establish Board Portal <p>Objective 3: To strengthen Board governance skills.</p>	<p>Start in July 2019 FY 2020-21</p> <p>FY 2020-21</p> <p>FY 2020-21 Start in July 2019</p>	<p>Mathias Gronlund</p> <p>Mathias/Gronlund</p> <p>Governance Committee Gronlund Vice Chair</p>

	<ul style="list-style-type: none"> • Benchmark Transitions’ governance practices against national best practices • Restructure Board Meetings • Establish effective executive sessions at Board meetings • Administer Board self-evaluation questionnaire • Hold Board training sessions on governance skills • Use same template for all committee reports • Board succession planning for officers and committee leadership • Develop inventory of current and desired board skills • Develop dashboard of key organizational data <p>Objective 4: To continue to implement individualized plans for employee development. utilizing the performance review form and process.</p> <ul style="list-style-type: none"> • Review Performance Evaluations <p>Objective 5: To implement plans for further organizational development.</p> <ul style="list-style-type: none"> • Review and update management succession plans 	<p>FY 2020</p> <p>July 2019</p> <p>July 2019</p> <p>July 2019</p> <p>FY 2020-21</p> <p>FY 2020 1st -2nd QTR</p> <p>1st Qtr 2020 Annual/Ongoing FY2020</p> <p>Annual</p> <p>“</p> <p>FY 2020-21</p> <p>FY 2020-21</p>	<p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>Mathias Kranz/Pollock</p> <p>Dept. Heads</p> <p>“</p> <p>Lisa/Mathias</p>
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	<ul style="list-style-type: none"> • Review and update crisis management, business recovery plans • Build volunteer program including non-direct service volunteers • Analyze, prioritize and implement needed changes to Transition’s infrastructure, (e.g., staffing numbers, office space and technology) 	<p>“</p> <p>2019</p> <p>2020</p>	<p>Kranz</p> <p>Mathias</p> <p>Mathias Kranz</p>
FINANCIAL VIABILITY	Objectives/Actions	Timeline/ Measures	Accountable Person(s)
Strategy #4: To continue on the pathway to enhanced financial viability (e.g., investments or endowment)	<p>Objective 1: To establish and implement a fundraising plan</p> <ul style="list-style-type: none"> • Review the need for a fundraising and development committee • Answer the question about appropriate balance between grants and private fundraising • Develop fundraising benchmarks 	FY 2020	Mathias/ Kirkland
	<p>Objective 2: To enhance the Board’s knowledge of financial viability and tracking results.</p> <ul style="list-style-type: none"> • Benchmark appropriate ratios for measurement • Establish benchmark measures for match tracking 	FY 2020-21	<p>Sigl/Kranz</p> <p>Kranz</p> <p>Kranz</p>

	<ul style="list-style-type: none"> Monthly financials explanation using template Inservice training on financials for Board 		Kranz/Sigl Kranz/Sigl
SAFETY	Objectives/Actions	Timeline/ Measures	Accountable Person(s)
Strategy #5: To assure ongoing attention to safety as one of Transition’s primary responsibilities to employees and clients	Objective 1: To rebuild and reopen Shamokin Safehouse	August 2019	Kranz Mathias
	Objective 2: To perform annual safety assessment audit with rapid implementation of fixes	Annual FY 4 th QTR	Kranz Wolfberg
EDUCATION	Objectives/Actions	Timeline/ Measures	Accountable Person(s)
Strategy #6: To assure ongoing outreach and preventive educational programming to a variety of audiences.	Objective 1: Education: To upgrade and conduct current educational programs for various grade levels.	9 th grade – fall FY19	Edwards Mathias
	<ul style="list-style-type: none"> Implement comprehensive Healthy Relationships Program at Selinsgrove Develop plan to implement in other school districts Focus education efforts in schools on multi-year programming, using evidence of success 	9 th and 11 th – FY20-21 10 th -12 th grades FY21-22 FY20-21 Continuous	Eroh Edwards Mathias Eroh

	<p>Objective 2: Education: To review and update preventive educational programming as needed.</p> <ul style="list-style-type: none"> • Prepare new videos for instructional use; locate funding • Update curricula <p>Objective 3: To conduct outreach that increases awareness of Transitions</p> <ul style="list-style-type: none"> • Underserved populations • Local agencies • Civic groups • Local human services agencies • Clergy <p>Objective 5: Promote and conduct Trauma-Informed Education Programs</p> <ul style="list-style-type: none"> • Trauma 101 <p>Objective 4: To utilize digital platforms to connect with parents, adults and other audiences</p> <p>Objective 5: To increase Transitions' visibility through self-promotion and "branding" strategies</p> <ul style="list-style-type: none"> • Consistent logo and color design • Swag items with logo/design colors • In-kind donations from print companies 	<p>Continuous</p> <p>FY20/21</p> <p>Continuous</p> <p>Continuous</p> <p>Fall FY19</p> <p>FY20 and continuing</p> <p>FY20 and continuing</p>	<p>Edwards Mathias Eroh " " Edwards Mathias Eroh Mathias Eroh Mathias Eroh Mathias Eroh</p>
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	<p>Objective 6: To develop and implement outcome measurement tools for program effectiveness</p> <ul style="list-style-type: none"> • Ensure documentation of outcomes with RPE program at Selinsgrove School System • Work with PCAR staff on outcomes documentation <p>Objective 7: To review and assess educational staffing and equipment needs</p> <ul style="list-style-type: none"> • Pursue funding for additional staff through grant applications • Staff identify improvements needed for delivery of training; gain funding <p>Objective 8: To identify and pursue funding sources for new programs</p> <ul style="list-style-type: none"> • Human trafficking • Cyber-bullying • Sexting <p>Objective 9: Establish Volunteer Program</p> <ul style="list-style-type: none"> • Identify training elements needed based on volunteer work to be done • Recruit and communicate with volunteers 	<p>Fall 2019-22</p> <p>FY20-21</p> <p>FY20-21</p> <p>FY20-22</p> <p>Fall 2019</p>	<p>Mathias Eroh</p> <p>Mathias Eroh</p> <p>Mathias Eroh</p> <p>Mathias Eroh</p> <p>Mathias Eroh</p>
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ADVOCACY	Objectives/Actions	Timeline/ Measures	Accountable Person(s)
<p>Strategy #7: To keep the legal, medical and social needs of our clients at the center of our support in their journey toward empowerment</p>	<p>Objective 1: To complete Medical Advocacy and Civil Legal Plans as submitted to PCADV.</p>	<p>FY 2019</p>	<p>Over</p>
	<p>Objective 2: To advocate for systems change by improving laws passed on behalf of victims and ensuring our legislators understand victim's needs.</p>	<p>Ongoing</p>	<p>Mathias</p>
	<p>Objective 3: To ensure the direct services provided are victim-centered and any needs for systems improvement are communicated.</p>	<p>Ongoing</p>	<p>Mathias</p>
	<ul style="list-style-type: none"> • Provide realistic description of sexual assault criminal process without discouraging clients 	<p>FY 2020</p>	<p>Over</p>
	<ul style="list-style-type: none"> • Provision of education for clients experiencing addiction through referrals and relationships with peer D&A organizations 	<p>FY 2020-2021</p>	<p>Over</p>
	<p>Objective 4: To ensure strong referral relationships with other organization's experts for client education and Transition employee training .</p> <ul style="list-style-type: none"> • Provision of mental and behavioral health intervention through 	<p>FY 2020-2021</p> <p>FY 2020</p>	<p>Over</p> <p>Over</p>

	<p>referrals and resources provided through relationships with the appropriate organizations</p> <ul style="list-style-type: none"> • Provision of extra training for staff on mental and behavioral health and substance abuse • Provision of training on unauthorized practice of law (UPL) 	FY 2020	Over
		FY 2020	Over
		FY 2020	Over
	Objective 5: To build relationships with local employers for on-the-job training , resources, and apprenticeships.	FY 2019-21	Mathias
	Objective 6: To educate local employer HR Departments about domestic violence .	FY 2020-21	Over
	Objective 7: Continue efforts to address Human Trafficking by supporting the NE PA Human Trafficking Response Team	FY 20-22	Mathias