



New Beginnings Sexual Assault Support Services

STRATEGIC PLAN 2021-2024

We exist
to elevate,
educate,
empower and
transform our
community
to heal from
the impact of
sexual harm.

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Owensboro, KY 42376
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Welcome To Our Nonprofits Strategic Plan

MESSAGE FROM THE EXECUTIVE DIRECTOR & BOARD CHAIR

The 3-year strategic plan for FY 21-24 serves as a road map for the future of New Beginnings. This plan supports the bigger picture that together we will shape a better experience and service for our clients and community. As the only rape crisis center in our region, we are charged with addressing the challenges and barriers that confront our clients. We have a moral imperative to implement practices that will be impactful and meaningful. It should be evident both internally and externally that the plan compels the agency toward effective action.

We have built our strategic plan and mission after extensive consultation with past and present board members, past and present employees, and clients who have utilized services. This approach has created a shared vision of ideas and given us key points to prioritize. It has also helped us to define how this implementation process will proceed.

As a crisis center whose nucleus is trauma, we have already instituted best practices in therapeutic care as well as focusing our education efforts on prevention-based programming.

A 10-year synopsis shows we have provided:

- Therapy services to 4243 individuals
- 19782 counseling sessions
- 4135 advocacy services
- 6810 crisis calls
- 9141 education programs to 366759 individuals
- Volunteers contributed 153,817 hours

The foundation of this plan builds on our strengths but also propels us forward in new directions. This plan already reinforces what makes us successful and that is our excellence of care, inclusivity, and our longstanding commitment to the prevention of violence.

While the plan is broad in its scope, it contains clear priorities with measurable outcomes. We will of course be adaptable to external changes but also hold steadfast in these ambitions moving forward. We are blessed with extraordinary opportunity and daily inspiration...making a profound difference in every person we encounter.

To that end, this plan is our sincere commitment to grow as an agency and create a safer community.



Karla Ward
Executive Director
karla@nbowensboro.org
270-926-7278 ext 101



Sandy Hayden
Board Chair

BACKGROUND

Green River Regional Rape Victim Services, Inc., founded in 1978 - incorporated in 1988, and doing business as New Beginnings Sexual Assault Support Services since 2000, entered its 33rd year of services in 2021.

New Beginnings offers crisis and long-term therapy services to sexual assault survivors of all ages, as well as their families and friends, in Daviess, Hancock, Henderson, McLean, Ohio, Union and Webster counties in Kentucky. It is one of 13 organizational members of the Kentucky Association for Sexual Assault Programs.

New Beginnings currently employs seven therapists, six who are Licensed Clinical Social Workers (LCSW) and one Licensed Marriage and Family Therapist. New Beginnings offers counseling, medical and legal advocacy to survivors and have Victim Advocates who will assist in the process.

New Beginnings also offers a wide array of preventative and informational programs to help men, women and children rise above sexual victimization. New efforts focus more on prevention programming and currently employ three prevention educators that work with K-12 students.

PANDEMIC AND CURRENT SITUATION

Like many organizations, New Beginnings was forced to adapt to the conditions of the pandemic so as to operate both as safely and responsively as possible.

Just prior to the breakout of COVID 19 virus, the Owensboro Chamber of Commerce named New Beginnings the recipient of the 2020 Nonprofit of the Year. Additionally, several of New Beginnings staff serve on committees within the Kentucky Association of Sexual Assault Programs, with the Executive Director serving as the Chair of the Association in 2016-2020.

New Beginnings was awarded a significantly expanded grant Victims of Crime Act in 2018, which resulted in a growth of 64 percent in its staffing level.

As with other organizations that are well-led by a long-serving executive, New Beginnings sought to consider its long-term future by mapping its priorities to assure continued success through the eventual leadership transition and beyond.

SITUATION ANALYSIS



Karla Ward, New Beginnings' Executive Director, sought the services of a nonprofit consultant, Kevin Connelly (founding director of the Center for Nonprofit Excellence in Louisville, KY), to help guide New Beginnings through a strategic planning process.

The first steps were to use surveys to explore the strengths and weaknesses (more constructively viewed as opportunities for improvement) to determine which areas of the operation would constitute its strategic focus, prioritize its action plans and identify its ideal future impact.

Surveys were completed by staff and board members on areas of operation where there is significant overlap and shared interest, as well as specific surveys for staff responsibilities and for the board.

A new survey of clients was also conducted with the results reviewed and discussed by board and staff members.

Overall, the survey results show an exceptionally healthy organization with a well-functioning board of directors. The board and staff candidly discussed areas in which there were opportunities for improvement and developed specific steps to address weaknesses as well as optimize ways to extend and deepen its mission impact.

In the staff realm, improvement strategies were developed to integrate newer staff more fully with existing staff and to intensify efforts to help them become more equipped to achieve higher levels of confidence and competence more quickly. Essentially, the significant growth in staffing levels to provide a wider array of services, coupled with the loss of face-to-face relationship building due to the pandemic, the organization experience predictable growing pains as well as the unpredicted perils from COVID 19.

The board and staff engaged in its first golf scramble fundraiser in May of 2021 and were very successful, raising over \$20,000. While the board survey indicated areas for improvement in their level of involvement and engagement, the overall board assessment revealed a solid board, with specific areas to further increase their effectiveness, primarily in fund development and in defining the expectations of staff leadership, especially in light of thinking about the future.

The make up of staff, board and clients would benefit from becoming more ethnically diverse and it was agreed that in order to achieve a broader level of inclusion, it would require innovative thinking and a re-energized emphasis from leadership.

Funds to develop more administrative capacity is needed to allow for training, development increased staffing to meet demand, competitive salaries, and some redundant systems (personnel able to fill-in, etc). While it appears from the study conducted by the KY Association Sexual Assault Programs that New Beginnings does offer competitive salaries within the field, when programs become noticed for their competent and dedicated staff like NB, they are often attractive to other, higher paying positions in the social services field. That may become a growing issue for New Beginnings.

Another finding from the KASAP study shows that New Beginnings actually has a lower percentage of new staff (hired within the last 2-3 years) than the majority of programs, which tends to be favorable for continuity. Turnover rates are known to be quite high among programs that work every day with a high level of emotional trauma experienced by clients, so accounting for the stress level is important.



VISION STATEMENT

Creating a community free of sexual harm.

MISSION STATEMENT

We exist to elevate, educate, empower and transform our community to heal from the impact of sexual harm.

VALUES

Dependability /dɪˌpɛn dəˈbɪl ɪ ti/
The quality of being able to be relied on; trustworthiness or constancy

Inclusivity /ˌɪnklʊːˈsɪvɪti/
The fact or policy of not excluding members or participants on the grounds of gender, race, class, sexuality, disability, etc

Integrity /ɪnˈtɛɡ rɪ ti/
Adherence to moral and ethical principles; soundness of moral character; honesty

Quality /ˈkwɒl ɪ ti/
Respect to fineness, or grade of excellence

Confidentiality
/kɒnˈfɪ-dɛnˈshē-əlˈi-tē/
The ethical principle or legal right that a physician or other health professional will hold secret all information relating to a patient, unless the patient gives consent permitting disclosure.



KEY AREAS FOR STRATEGIC FOCUS



Based on survey results of staff and board, the top five areas of capacity building were selected for the framework for the strategic plan.

	Program Capacity Strategic Focus	Staff & Board Votes
1.	Outreach, Education, & Marketing	29
2.	Staff & Volunteer Development/Training	29
3.	Fund Development & Financial Managment	25
4.	Collaborative Relationships	25
5.	Program Metrics	20



To bring the vision into focus, the staff and board engaged in a process to identify the objectives it wanted to realize over the next three or so years. The elements that make up that picture are included in the outer diamond symbols of the graphic. The circles surrounding the mission are the five goal areas, emanating out from the core mission and values – all guided by its North Star – its vision!



Our Agencies Strategic Goals 2021-2024

- I. Develop integrated marketing and communications plan to raise awareness of sexual assault issues and services.
- II. Increase reach to marginalized communities through expanded partnerships.
- III. Further strengthen competencies in staff and volunteers within our agency to build upon a reputation of excellence.
- IV. Develop unrestricted and sustainable funds to proactively respond to current and new areas of need.
- V. Foster and develop valuable relationships with current and potential donors throughout our seven-county region.
- VI. Increase and enhance board-focused development objectives.
- VII. Develop more long-term partners within the community to extend mission, deepen impact and raise awareness.
- VIII. Identify agency program goals and implement a plan of action to further measure outcomes to increase program effectiveness.

OUTREACH & MARKETING

Strategic Goal Team: Shelby Silsky, Crystal Wall, Rebekah Toney, Karla Ward

I. Develop integrated marketing, outreach; and communications plan to raise awareness of sexual assault issues and services.

OBJECTIVES

- a. Implement uniform standards for graphics.
- b. Implement a news and social media calendar to help coordinate themes and establish frequency of messages (target messaging and partner with other agencies where appropriate, e.g. human trafficking)
 - i. A member from each team will work with Shelby to organize monthly communications calendar.
- c. Utilize Volunteer recruitment video to attract volunteers.
- d. Identify the groups from whom to gather testimonials (e.g. schools, courts, parents, clients) and develop approach to secure them.
- e. Explore developing audio stories (anonymous and could be read by someone other than the client) in a “The Unheard Voices Project” (or something similar campaign).
- f. Explore/determine if public library’s Focus on People project would be a possible platform to help tell success stories.

II. Increase reach to marginalized communities through expanded partnerships (several of the objectives listed above are directed to connect with marginalized communities).

OBJECTIVES

- a. Identify contacts within the courts and schools of the four counties where outreach relationships need to be strengthened and develop approach to engage them.
- b. Host quarterly meetings with partners (see also Goal V, Strengthening Collaborative Partnerships).



STAFF/VOLUNTEER DEVELOPMENT/TRAINING

Strategic Goal Team: Breanna Smith, Marcie Vooris, Crystal Newton

III. Further strengthen competencies in staff and volunteers within our agency to build upon a reputation of excellence.

OBJECTIVES

- a. Conduct weekly check-ins with supervisor for the first 90 days of employment, more frequently if needed.
- b. Implement buddy program with assignment of a buddy for initial year, with weekly check-ins initially, gradually changing to bi- weekly and then monthly as they see fit.
- c. Ensure all new staff have access to needed materials to perform their job correctly (curriculums, etc.).
- d. Utilize staff meetings to educate other staff members of different departments (quarterly)
- e. Conduct annual polices reviews as a whole group and offer new suggestions.
- f. Continue to support advance training for staff with opportunities to share new learnings.
- g. Continue to offer premier level training and support to volunteers.

FUND DEVELOPMENT & FINANCIAL MGMT

Strategic Goal Team: Sharla Wells, Shelby Silsky, Karla Ward

IV. Develop unrestricted and sustainable funds to proactively respond to current and new areas of need.

OBJECTIVES

- a. NB will capitalize on the success of the 2021 Golf Scramble; in 2022 and potentially subsequent years, by increasing the number of sponsorships, raising the cost of sponsor levels, and developing more enticing sponsor incentives.
- b. NB will build upon Year 1 of the drag bingo event by incorporating sponsors and adding additional funding sources, such as pulltabs, shirt sales, etc.
- c. NB will continually evaluate the progress of all fundraising efforts accounting for time, net profit, donor increase/retention, and community impact.
- d. NB will seek other sources of potential revenue such as grants and foundations that align with the mission.

V. To foster and develop valuable relationships with current and potential donors throughout our 7-county regions.

OBJECTIVES

- a. Incorporate a Donor Management System to collect and organize past and potential donors; this will allow the evaluation of donor behaviors so we can strategically plan future campaigns and fundraisers.
- b. Demonstrate relevance in the community by promoting a shared vision through mission and client focused messaging that is uniform across all programming and outreach efforts, effectively engaging potential donors.
- c. Increase and enhance board-focused development efforts.



COLLABORATIVE PARTNERSHIPS

(Cross Reference with Outreach, Programs and Training)

Strategic Goal Team: Briana Willoughby, Tara Gann, Shannon McLimore, Karla Ward

VI. Develop more long-term partners within the community to extend mission, deepen impact and raise awareness.

OBJECTIVES

- a. Educate the community about our mission by creating new brochures (cross-reference with Outreach, Goal 1)
- b. Collaborate with rural counties for trainings and to reintroduce NB (trainings with schools and court system (cross-reference with Outreach, Goal II)
- c. Research more community events. Collaborate with kindred organizations to do events. (staying up with organizations websites and social media – again, cross-reference with Outreach & Marketing).
- d. Provide organizations with surveys for needs of service (create Survey Monkey to the organization to help determine their needs)
- e. Bring companies to NB for events.
- f. Cross trainings with companies (i. give swag when others are offering a training or set up a table with our information and ii. Invite us to introduce our services with events that can relate to our services.



PROGRAM OUTCOMES & METRICS

Strategic Goal Team:

VII. Identify agency program goals and implement a plan of action to further measure outcomes to increase program effectiveness.

Strategic Anchor: The Defining and Measuring Outcome Team will be the principal driver of the outcomes strategy, with the Clinical, Advocacy, and Prevention and Education Team orchestrating the implementation.

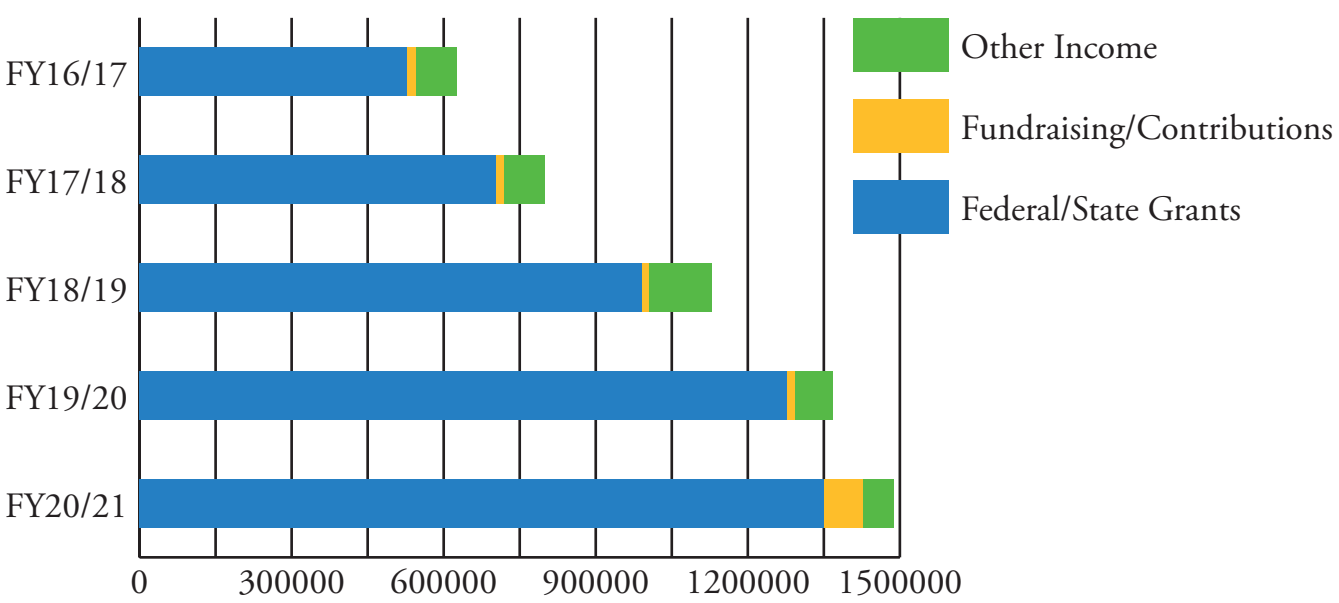
OBJECTIVES

- a. Review previous outcome measures for Clinical, Advocacy, and Prevention and Education programs.
- b. Decide on specific outcome measurement tools for each program.
- c. Utilize specific outcome measure (tool) for each program (conduct both quantitative and qualitative surveys of services to determine level of acceptance, change and impact).
- d. Analyze data to identify areas for growth and development.
- e. Continually review literature and research for best and promising practices to stay on the leading edge of current research.

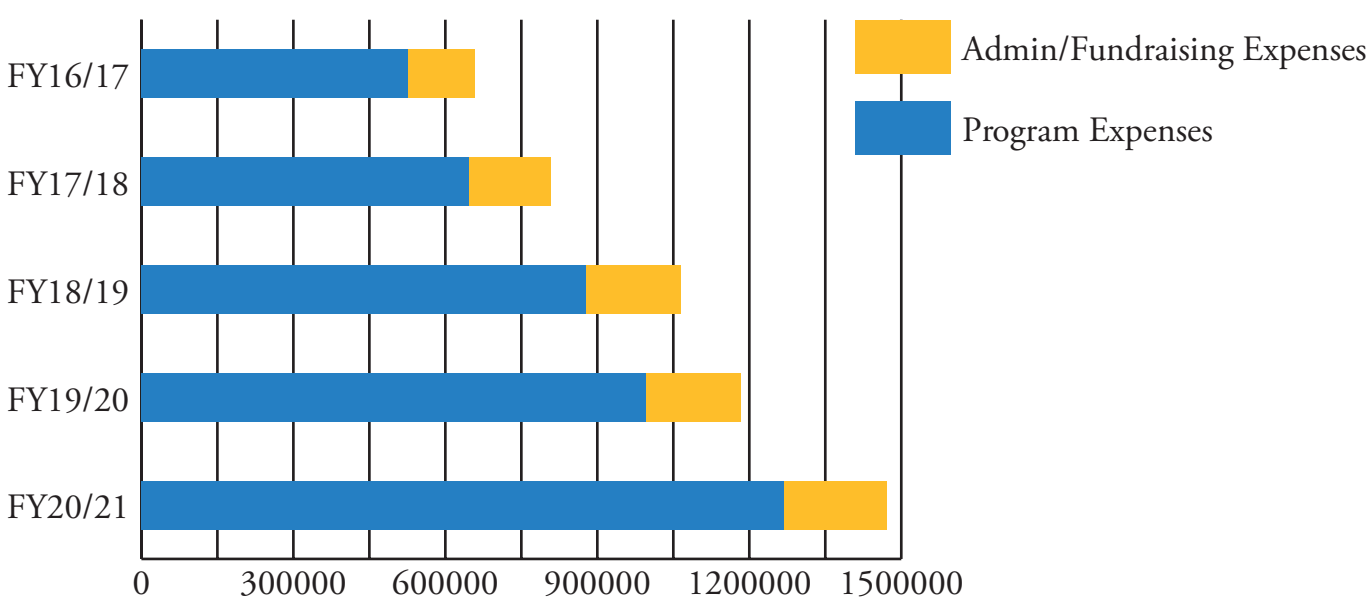


FINANCIAL TRENDS

5 Year Income Comparison



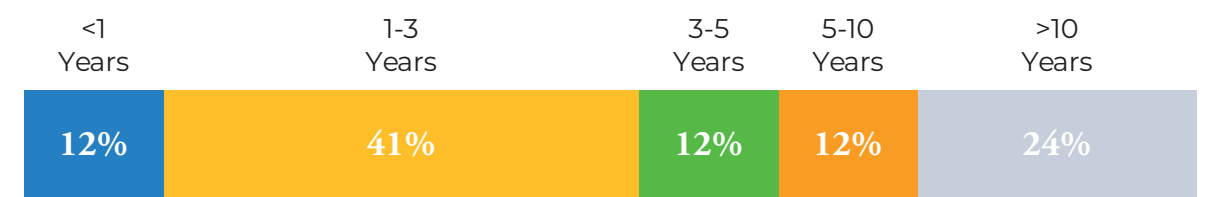
5 Year Expense Comparison



Survey Summaries May 2021

LENGTH OF SERVICE AMONG STAFF

17 staff responded (100%)



New Beginnings expanded services 2 years ago and have a number of new staff.

The distribution new and seasoned staff is a good balance – most programs of this type in the state have higher percentages of less experienced staff as a whole

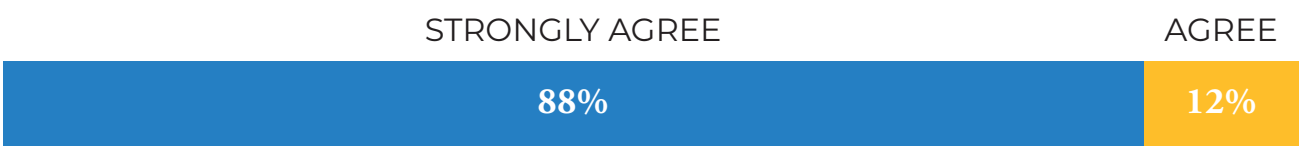


STAFF SURVEY SUMMARY

Believe performance has real impact on organization realizing goals



Would recommend services to people in need of help

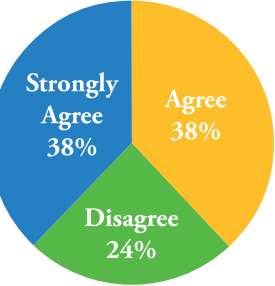


Would recommend New Beginnings as a challenging but great place to work

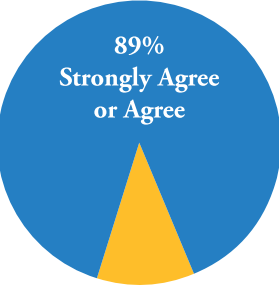
STAFF >3 YEARS



STAFF <3 YEARS



ALL STAFF



Staff Ratings of Programs

	Excellent	Good	Fair	Poor	Weighted Average
Education & Prevention	84%	16%	0%	0%	3.84
Counseling	95%	3% (1 not sure)	0%	0%	3.97
Community Engagement	76%	16%	3%	0%	3.78
Advocacy	92%	8%	0%	0%	3.92

Believe goals and priorities are clear



Believe staff members are committed to excellence



Believe communications between departments is good



There is open communication with supervisors



Believe that I receive the training I need to successfully perform my job

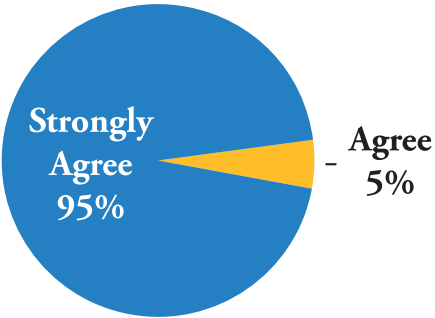


Know or can easily find out the appropriate policies to follow in most circumstances



STAFF & BOARD SURVEY SUMMARY

Would recommend New Beginnings services to people in need



Top 4 Challenges Facing New Beginnings

- Marketing, Outreach & Educations
- Includes reaching people of color, marginalized groups and rural communities.
 - Increasing awareness of sexual harm and our services to help prevent and heal its harm
 - Engage more donors and partners in the cause

Funding and Staffing (attract unrestricted dollars)

Bringing on new Staff with a more comprehensive on-boarding process

Dealing with COVID and post COVID

	Board	Staff	Both
Outreach, Education & Marketing	16	13	29
Staff Development & Training	15	14	29
Focused Strategic Plan	12	12	25
Fund Development	13	12	25
Strengthen Collaborative Relationships	10	10	20
Defining & Measuring Outcomes	10	5	15
Financial Management	10	5	15
Innovations and Technology	7	7	12
Strengthening Human Resources	1	8	9

BOARD MEMBERS SUMMARY

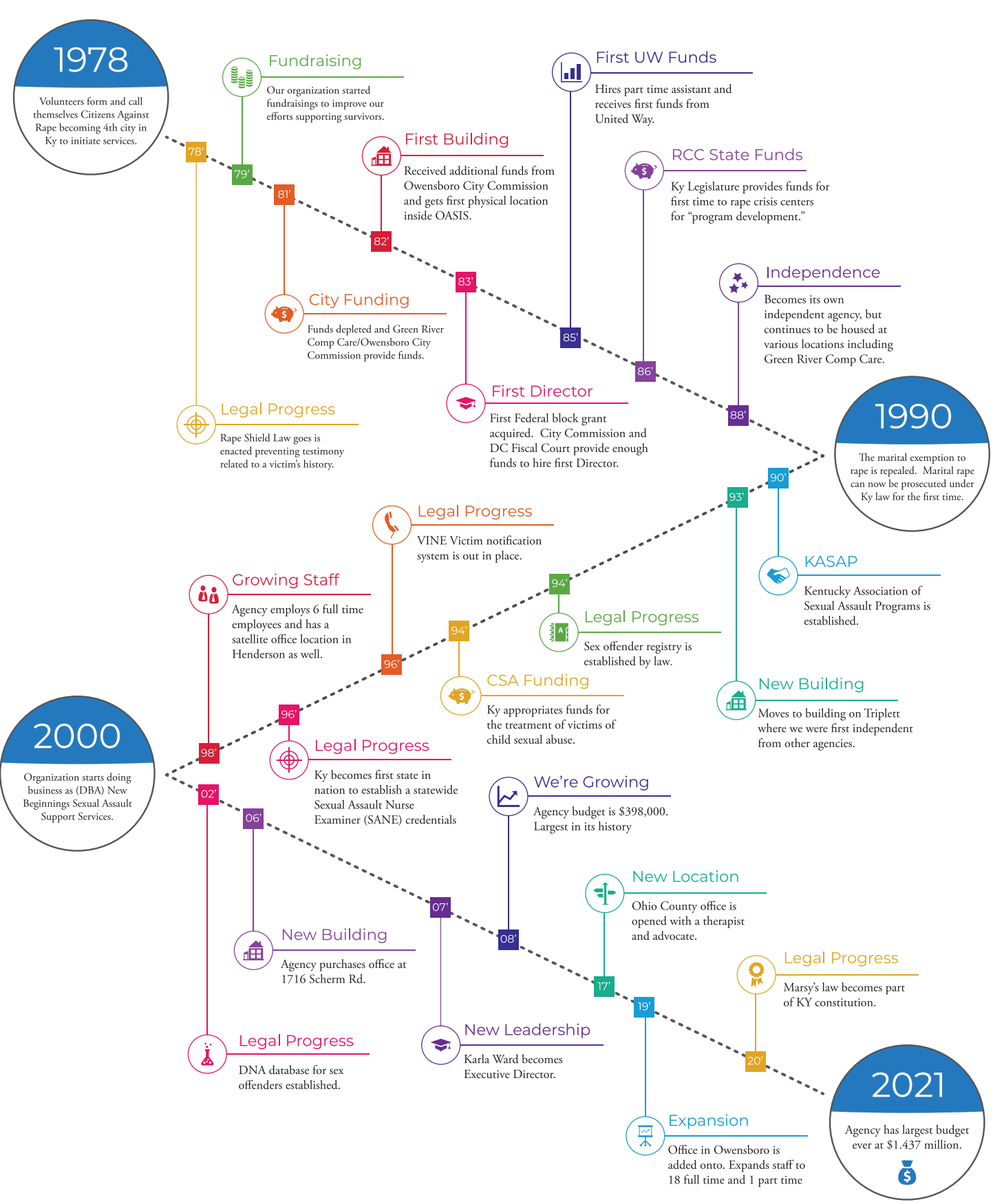
We all support decisions we make



Good job encouraging and dealing with different points of view



ORGANIZATIONAL TIMELINE



STAFF DIRECTORY

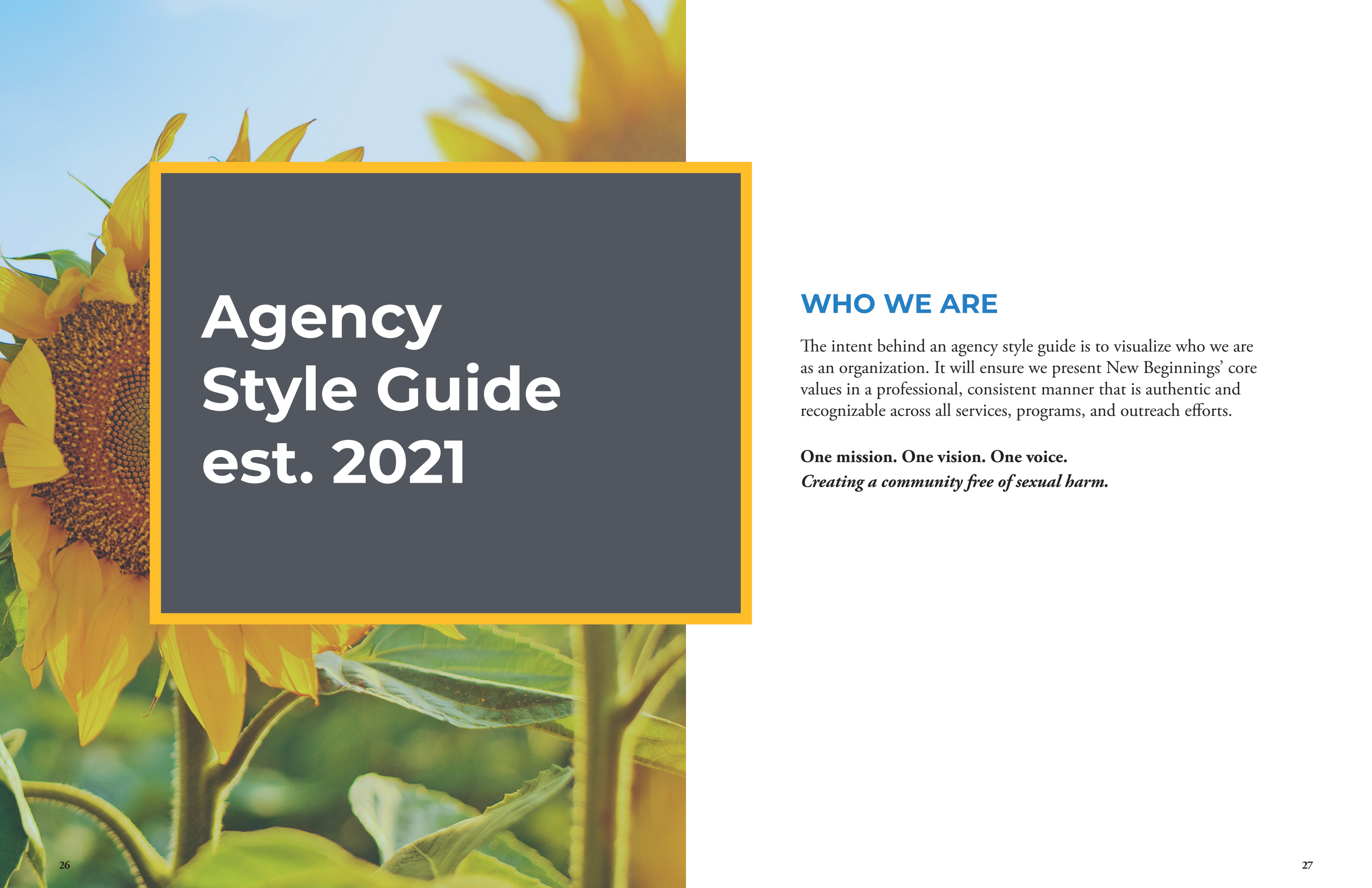
Becky Roby	Clinical Coordinator
Bekah Toney	Prevention Educator
Breanna Smith	Prevention Educator
Brianna Willoughby	Group Coordinator
Crystal Newton	Clinical Therapist
Crystal Wall	Prevention Educator
Emalee Deel	Clinical Therapist
Jennifer Francis-Gehring	Clinical Therapist
Julie Campbell	Assistant Director
Kaitlyn Foster	Community Engagement Coordinator
Karla Ward	Executive Director
Leah Powell	Clinical Therapist
Marcie Vooris	Clinical Therapist
Megan Gross	Advocacy Coordinator
Megan Jackson	Systems Advocacy Specialist
Ronda Howard	Prevention Coordinator
Shelby Silsky	Client Assistance Coordinator
Shannon McLimore	Victim Advocate
Tara Gann	Clinical Therapist

BOARD OF DIRECTORS

Andrea Wise - Secretary	Governance Committee
Angela Mayfield	External Committee
Brad Youngman	
Brandi Keller	
Chad Benefield	External Committee
Heidi Reyes	
Helen Bennett	
Jared Spurrier	
Jennifer Haynes	External Committee
Kelly Connor - Treasurer	Governance, Internal, External Committees
Randall Foster	Internal Committee
Ryan Howard	External and Internal Committees
Sandy Hayden - Board Chair	Governance Committee
Sharla Wells - Vice Chair	Governance, External Committees
Sarah Mattingly	
Valerie Simmons	External Committee
Vicki Ellis	External Committee
Whitney Harper	External Committee

We exist to elevate, educate, empower and transform our community to heal from the impact of sexual harm.

Creating a community free of sexual harm.

A close-up photograph of a sunflower with bright yellow petals and a dark brown seed head, set against a clear blue sky. The sunflower is the central focus, with its stem and green leaves visible in the lower portion of the frame.

Agency Style Guide est. 2021

WHO WE ARE

The intent behind an agency style guide is to visualize who we are as an organization. It will ensure we present New Beginnings' core values in a professional, consistent manner that is authentic and recognizable across all services, programs, and outreach efforts.

One mission. One vision. One voice.

Creating a community free of sexual harm.

ORGANIZATION LOGO

With Tag



Without Tag



To maintain the integrity of the logo and the brand, there are a few rules to follow when using the logo in your projects.

- Ensure the logo is high resolution and clear to read
- Never stretch, tilt, or rotate the logo
- If the logo smaller than 2” wide or 152pt you must use the logo without the tag
- Only use the full color logo on a white background
- The logo should only ever be used in full color, black, white, or New Beginnings branded blue or grey
- Do not use the logo on top of a busy pattern or background
- Make sure to give the logo room to breathe

Correct Logo Usage Examples



The New Beginnings Symbol

As an organization we can also be recognized by our symbol, the New Beginnings N. This is only to be used in places where our logo is too wide or extra lettering would look excessive. It is mainly used for the purpose of branding social media content but can be used in pamphlets, brochures, and booklets. The same rules apply for the symbol as the logo.



Incorrect Logo Usage Examples



OUR COLOR PALLETE

Primary Colors

These two primary colors are key components of New Beginnings’ brand identity. All public documents should incorporate these colors to establish and increase overall brand recognition.



CMYK
81 43 0 0
RGB
20 123 209
HEX
147BD1



CMYK
0 27 92 0
RGB
240 179 35
HEX
F0B323

Secondary Colors

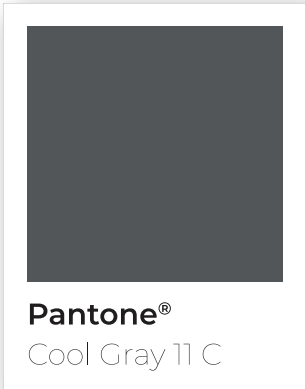
These colors can - but do not have to be - used as accent colors. 361C and 3588 C should be used sparingly, not as the primary colors in the design. Cool Gray 11 and 428 C can be used more liberally.



CMYK
68 0 100 0
RGB
67 176 42
HEX
43B02A



CMYK
0 45 97 0
RGB
255 148 37
HEX
FF9425



CMYK
63 52 44 33
RGB
83 86 90
HEX
53565A



CMYK
21 13 8 0
RGB
193 198 200
HEX
C1C6C8

TYPOGRAPHY

Aa

MONTERRAT

This is a sans serif font that was pulled from our website. It can be used as headers, subheaders, and for other design purposes.

Regular. AaBbCcDdEeFfGgHhIiJjKLIMmNnOoPpQqRrSsTtUuVvWwXxYyZz
0123456789 (&!/,;:-_*)

Italic. *AaBbCcDdEeFfGgHhIiJjKLIMmNnOoPpQqRrSsTtUuVvWwXxYyZz*
0123456789 (&!/,;:-_)*

Bold. **AaBbCcDdEeFfGgHhIiJjKLIMmNnOoPpQqRrSsTtUuVvWwXxYyZz**
0123456789 (&!/,;:-_*)

Aa

ADOBE GARAMOND PRO

This is the serif font that is used as the lettering that makes up our logo. It should be used as the body text in written communications and designs.

Regular. AaBbCcDdEeFfGgHhIiJjKLIMmNnOoPpQqRrSsTtUuVvWwXxYyZz
0123456789 (&!/,;:-_*)

Italic. *AaBbCcDdEeFfGgHhIiJjKLIMmNnOoPpQqRrSsTtUuVvWwXxYyZz*
0123456789 (&!/,;:-_)*

Bold. **AaBbCcDdEeFfGgHhIiJjKLIMmNnOoPpQqRrSsTtUuVvWwXxYyZz**
0123456789 (&!/,;:-_*)

Scriptina Pro

Scriptina Pro is our organizations cursive font. It makes up the “New” in our logo.This font can be used sparingling in design concepts.

Thank You!

New
Beginnings

SEXUAL ASSAULT SUPPORT SERVICES

nbowensboro.org