



TurningPoint
of Lehigh Valley

THREE YEAR STRATEGIC PLAN

EMPOWER

EDUCATE

ENGAGE

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EXECUTIVE DIRECTOR LETTER

For more than 40 years, the employees, volunteers, and supporters of Turning Point of Lehigh Valley have dedicated significant **time, energy, and compassion** to help survivors of abuse here in our community. Those of us doing this work today are appreciative of the efforts of those who came before us, and we take seriously our role as **torchbearers** to ensure Turning Point is here for those who may need us in decades to come.

To that end, I am proud to introduce **Turning Point's Strategic Plan: 2023-2026**. You will find an ambitious set of goals that help improve the services we offer today and help us meet the growing demand by **embracing the theory of change**. Those involved in developing the strategies rose to the challenge to ensure that all of our efforts will equally address **four underlying principles**: they center survivors, they consider the impact on our employees' wellness, they advance justice, diversity, equity, & inclusion, and they are trauma-sensitive.

In addition to the strategic initiatives outlined here, we are also introducing the agency's **new Mission Statement and Core Values**, which serve as a compass to define who we are and how we want to get there as we move forward. This plan also includes our **new Vision Statement - A community in which all relationships are safe, respectful, and equitable, where all people can live and thrive**. We recognize that we may still have a long way to go to achieve our mission, but each day we can individually and collectively move the ball forward and get us a bit closer to this Vision.

There are **dozens of people who generously offered their time and expertise** in order to create this plan. I am grateful to the many survivors and community partners who provided **candid and comprehensive input** through participation in surveys and focus groups. I am thankful to the staff and Board members who go above and beyond to make sure we are

continuously improving. I am indebted to the Pennsylvania Coalition Against Domestic Violence and to the many, many generous supporters who contribute to Turning Point. Together, we combine forces and resources to do what once seemed impossible. Lastly, thank you to Anne Turner for her guidance and her patience; she reminded us to, "**Trust the process**," and we are very pleased with what her process helped us produce.

And thanks to you for your interest in Turning Point's work to **empower survivors**. We look forward to including you in our efforts over the next three years to eliminate domestic and intimate partner abuse in the Lehigh Valley through survivor empowerment and community education and engagement.

In Peace,



Lori Sywensky
Executive Director



ORGANIZATIONAL OVERVIEW



Turning Point was founded in 1978 by a group of volunteers who recognized the need for a 24/7 helpline to help women in the Lehigh Valley living with domestic violence. Nearly 45 years later, Turning Point continues to serve our community by providing a full range of empowerment-based, trauma-informed services to thousands of survivors of domestic and intimate partner abuse yearly.

Turning Point recognizes a need to continue offering its full array of core services to all survivors, their dependents, and those seeking ways to help loved ones leave abusive relationships. Core empowerment services include a 24-hour helpline, counseling and crisis intervention, Safe House services for those fleeing immediate danger, individual and group counseling services, transitional housing assistance, and civil and criminal justice advocacy at two County Courthouses.

This commitment includes honoring the precedent that all services and resources are offered confidentially and at no cost. Adults, teens and children should be able to access inclusive, affirmative and voluntary empowerment services by trained advocates no matter their race, ethnicity, sex and sexual orientation, age, gender identity and expression, disability, immigration status, religion, or socioeconomic status. It also includes dedicating resources to help educate and engage our community in our efforts to eliminate intimate partner abuse. Turning Point needs community members, professional allies, and youth throughout our community to help recognize abuse and be equipped with the skills to respond appropriately, if we want to make meaningful progress towards achieving our vision.

While Turning Point is committed to offering these critical resources, there is a recognition that our community's

needs evolve and change, and there is always more to be done. Solving a complex social issue like domestic and intimate partner abuse requires us to continuously assess our work and how we can improve. This plan has incorporated the feedback – both positive and critical – of the survivors, volunteers and employees closest to Turning Point's work, as well as the feedback of community partners and allies. It attempts to push the agency to address problems faced by current constraints and barriers, and challenges the status quo in order to progress toward aspirational goals.

By 2026, Turning Point's hope is that many allies in the community will help us celebrate measurable progress made in strengthening the core pillars of our strategic plan, and that the agency will be positioned to effectively meet the ongoing needs of survivors in the years to come.



EXECUTIVE SUMMARY

THE STRATEGIC PLAN THAT RESULTED FROM THIS PROCESS IS AMBITIOUS! TPLV SET LOFTY GOALS AND IS PREPARED TO GO AFTER THEM.

The biggest goals are to embark on a capital campaign and secure a much needed building expansion. With rapid recent growth in funding and services, and current physical space use that exceeds capacity, the demand for additional space is critical. While a capital campaign consultant is needed to conduct a feasibility study, TPLV expects to embark on a campaign to raise \$5 million to secure an expanded and trauma informed space that will meet our program, staff, and community needs over the decades to come. Achieving this goal will make a significant and long-lasting impact on the trajectory of the organization and the survivors it serves.

In the area of housing, Turning Point has experienced a significant increase in demand and housing costs. Safe House shelter nights more than doubled from 2020 to 2021. During the pandemic, more victims took the brave step to flee an abusive situation, and residents needed to be decongregated into additional space through the acquisition of hotel rooms. As a result, shelter expenses skyrocketed. The strategic plan addresses these challenges by reducing reliance on hotels. Turning Point will meet the varying needs of residents through different short and longer-term shelter options, and the expansion of transitional housing offerings.

In developing goals and possible solutions to programming challenges, TPLV thought creatively outside current practices in the sector and how some processes might be redesigned to better deliver services. This is evident in the plans to create an Intake Coordination team to relocate and elevate the Helpline

team to relocate and elevate the Helpline and intake services, as well the creation of a Walk-in Center in the new space. The plan also focuses on expanding the use of technology platforms and outreach to better reach and serve all victims.

From a resource development perspective, there are important goals focused on financial sustainability and diversification of sources for funding of all operating expenses. The plan also calls for the creation of a standardized process for assessing and identifying financially sustainable opportunities.

Finally, some common themes and priorities emerged during the planning process that cut across all goal areas. These included being mindful of client trauma informed needs, diversity, equity and inclusion, employee wellness, and establishing metrics for goal attainment. All the Working Groups were mindful of these priorities while developing their plans.

MISSION, VISION, AND VALUES



OUR MISSION

Eliminate domestic and intimate partner abuse in the Lehigh Valley through survivor empowerment and community education and engagement



OUR VISION

A community in which all relationships are safe, respectful and equitable, where all people can live and thrive



OUR CORE VALUES

We are **SURVIVOR-CENTERED** in every aspect of our work. We meet and accept all survivors wherever they are, without judgment. Our highest priority is survivor well-being and healing through individualized, confidential, and trauma-informed services.

We demonstrate **RESPECT** for all people. We recognize the equal and inherent value and dignity of the lives of all individuals, regardless of race, ethnicity (including documentation status), sex (including gender identity and sexual orientation), religion, socio-economic status, age, and ability. We uphold mutual respect and compassion in all relationships with survivors, employees, and community members.

We are committed to the **EMPOWERMENT** of survivors, staff and volunteers. We provide tools and resources that enable survivors to gain confidence and skills to take back control of their lives. We give staff and volunteers the latitude to find solutions and success in their advocacy work, and support to grow professionally and personally.

We act with **INTEGRITY** in all that we do. We hold ourselves to the highest ethical standards and levels of transparency in our survivor program services, and internal and financial operations. We hold ourselves accountable for stewarding the resources with which we are entrusted, to provide highly impactful and fiscally responsible services.

We strive to exemplify **LEADERSHIP** in the sector. We are committed to excellence, continuous improvement, and innovative thinking. We strive to be creative, courageous problem solvers, who lead the field in thought leadership and new initiatives. We are not afraid to fail forward in pursuit of learning and advancing change.

2022-2023 STEERING COMMITTEE AND WORKGROUP MEMBERS

WHO MADE
THIS POSSIBLE

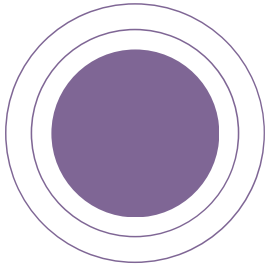
THANK YOU!

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Andrea Search
Braley Veras
Cai Barrows
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Carolyn Harper
Cheryl Arndt
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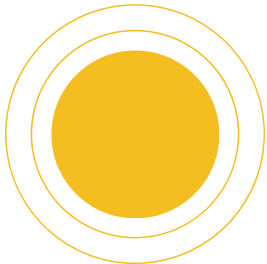
PLANNING PROCESS OVERVIEW

Turning Point has engaged in a **robust and inclusive strategic planning process**, to ensure that we continue to **best meet the needs of survivors and our community**. Work began in January 2022 with the Board's Strategic Planning Subcommittee selection of Anne Turner Consulting to lead our process. With Anne's help, we hit the ground running in March 2022 with the formation of a Steering Committee made up of **13 board, staff and community members**. During the strategy formation process, Working Group teams were formed for the four goal areas, which included **11 additional members**. Ultimately, the planning process touched **all staff and board members, 45 clients, and a broad sampling of state and local funders and community partners**.



The initial Discovery Phase of information gathering included:

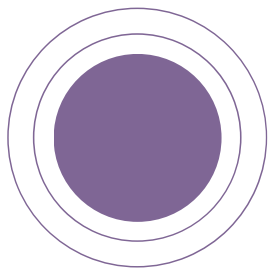
- 5 small group interviews with 14 people; including staff, board members, and funders
- 4 focus groups that included all staff members, a small sampling of program participants, and 2 groups of funders and partners
- Separate surveys administered to the full board and all staff member



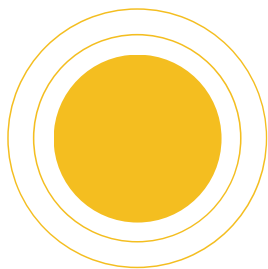
The Steering Committee met for a full day retreat in June to review Discovery findings and finalize the goal areas of focus. **Four priority goal areas** emerged from the retreat. These goal areas are **Housing, Programs, Building Expansion, and Resource Development**. Following the retreat, Working Group teams were assembled around each of the goal areas, including additional board, staff and community members. The Working Groups convened multiple times to draft and refine the goal statement, strategies and tactics for each team's three-year plan.

PLANNING PROCESS OVERVIEW

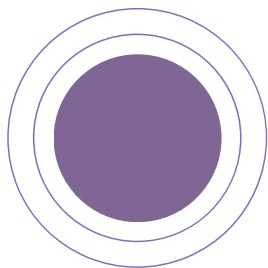
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Throughout the planning process, the Steering Committee had several meetings to review and brainstorm around Turning Point's Mission and Vision, and discuss the creation of a Core Values Statement. Staff were also consulted and were part of the process to reach a consensus. Ultimately, the Committee reaffirmed the Mission with a small enhancement, created an updated, longer-term Vision, and created a new Core Values Statement, reflecting Turning Point's non-negotiable values.



Before completion, the plans for each goal area were cross-reviewed to eliminate overlaps and ensure a coordinated strategy. Benchmark goals to measure attainment were laid out for each goal area. An implementation spreadsheet and dashboard were developed. The Steering Committee met twice to review the draft plans.



The Steering Committee members, additional Working Group members, and the Mission/Vision/Values Subcommittee members were instrumental in the development of the plan. They worked tirelessly and brought a great deal of expertise to the process. Anne Turner, Principal of Anne Turner Consulting, was grateful for the opportunity to lead the planning process.

STRATEGIC PLAN 2023-2026

MISSION

Eliminate domestic and intimate partner abuse in the Lehigh Valley through survivor empowerment, and community education and engagement.

VISION

A community in which all relationships are safe, respectful and equitable, where all people can live and thrive

VALUES

Survivor-Centered
Respect
Empowerment
Integrity
Leadership



HOUSING

Strengthen housing program to offer shelter options tailored for short and longer term stays, and enhance New Beginnings transitional housing services and capacity.



PROGRAMS

Redesign delivery of services, access points, and use of technology to ensure that all domestic and intimate partner survivors have equitable access to our services.



BUILDING EXPANSION

Identify space needs and acquire new physical space to support growing staff and trauma informed programs.



RESOURCE DEVELOPMENT

Expand and diversify funding sources, including launch of capital campaign, to fund new building and rising operating costs.

GOAL #1: HOUSING

Strengthen housing offerings to provide safe shelter options tailored for short and longer terms stays, and enhance New Beginnings transitional housing services and capacity

RATIONALE

- Housing Safe House guests in hotels at the rates seen during the pandemic is not sustainable.
- Our current Safe House model, which requires Safe House staff to split their focus between hotline callers and resident needs, does not allow these services to be trauma-informed or client-centered.
- Tailoring our housing supports to separate those in immediate crisis from those with longer-term needs will allow us to better serve Safe House residents.
- Expanding our New Beginnings transitional housing resources will decrease reliance on shelter for safe housing options.

BENCHMARK GOALS

1. Increase time received by residents with individual counseling and advocacy services by at least 20% by 6/25
2. Modify Safe House program delivery model to offer two distinct types of services for residents with varying needs by 12/26
3. Reduce average housing navigation time to 90 days by 10/25
4. Reduce hotel guests to no more than 10% of total guests by 12/24

STRATEGIES

#1 - Improve trauma informed and client centered services within our housing programs

#2 - Better accommodate the needs of survivors by offering a wider range of housing options

#3 - Reduce reliance on hotel space to lower shelter costs to a sustainable level and improve services to residents

GOAL #2:

PROGRAMS

Redesign delivery of services, access points, and use of technology to ensure that all DIPA survivors have equitable access to our services

RATIONALE

- There are untapped opportunities to increase awareness and use of TPLV services among harder to reach communities of DIPA survivors.
- Demand to engage with us through texting and other technological resources is increasing and we need to safely meet that demand.
- We need better strategies to handle “walk-in” requests for services and Helpline calls.
- Training is not only a key prevention measure but a possible revenue source to support programming.

BENCHMARK GOALS

1. Offer safe & secure technological options to communicate with clients by 2023
2. Update website resources to make navigation & access to services easier for diverse populations by 8/24
3. Coordinate intake and Helpline services as part of Counseling program by 2024
4. Launch Walk-in Center & Training Institute with move into new space

STRATEGIES

#1 - Expand use of technology to improve services and accessibility for all DIPA victims

#2 - Create an Intake Coordination team to oversee and streamline hotline response, intake services, and walk-in visits

#3 - Establish a Walk-in Center to connect people with multiple supportive services such as crisis counseling, safety assessment, case management, and referrals to other agency services

#4 - Create and launch Training Institute to provide fee-based, educational courses with accreditation for professionals working with DIPA survivors

GOAL #3:

BUILDING EXPANSION

Identify space needs and acquire new physical space to support growing staff and trauma-informed programs

RATIONALE

- The demand for existing services exceeds our current physical space resources, with no room for growth.
- Having all agency services co-located in one facility will reduce communication issues and redundancies.
- A new facility would increase opportunities to have colocated services by community partners, and increase our ability to engage with the community through walk-in services.

STRATEGIES

#1 - Determine feasibility of co-locating Safe House and other programs and staff into one facility

#2- Develop an estimate of our future space needs for staff and programs

#3 - Identify desired space configuration and enhancements to support delivery of trauma informed programs and services

#4 - Conduct analysis to determine if agency should buy, build or lease new space

#5 - Review market options and secure new building space

BENCHMARK GOALS

- 1.Design Committee to provide recommendations for space configuration and enhancements by 9/23
- 2.Building Expansion Committee to identify possible locations by 4/24
- 3.Have control of a new site by 6/24
- 4.Move operations to new facility by 6/25

GOAL #4:

RESOURCE DEVELOPMENT

Expand and diversify funding sources, including launch of capital campaign, to fund new building and rising operating costs

RATIONALE

- The capital-intensive need for expanded building space will require a robust capital campaign.
- Grant funding can be unpredictable and increases seen during the peak of Covid may not be extended. Diversifying funding sources is necessary to reduce reliance on grant funding.
- A project assessment tool will provide a consistent, robust process to identify financially sustainable opportunities.

BENCHMARK GOALS

1. Conduct Capital Campaign feasibility study by 9/23
2. Develop 3-year Development Plan that maintains existing operations and allows for averaged inflationary increases by 7/23
3. Implement consistent use of new assessment process to identify financially sustainable opportunities 3/24
4. Execute successful capital campaign with preliminary goal of raising \$4-5MM by 2026

STRATEGIES

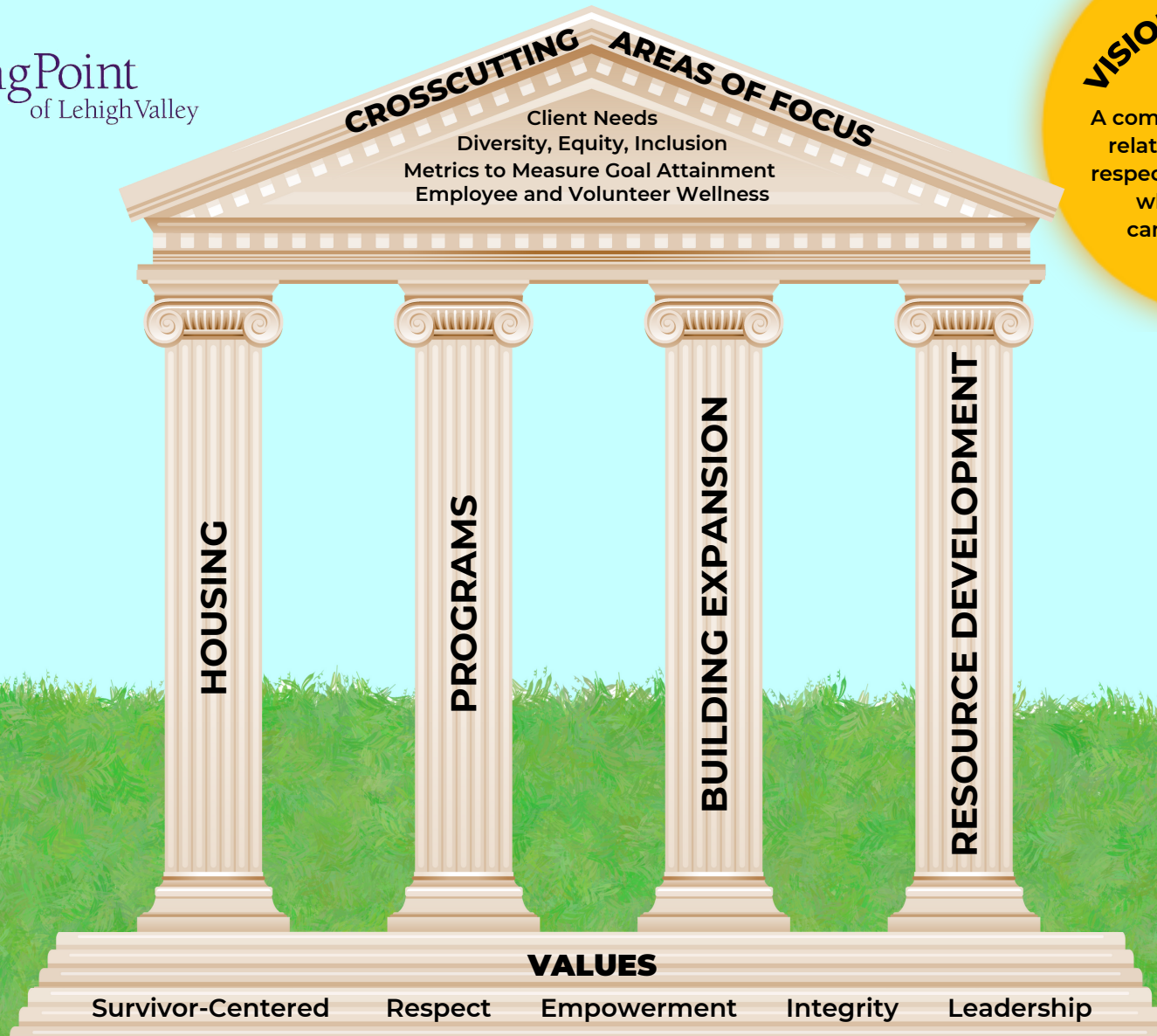
#1 - Conduct exploratory activities in preparation for capital campaign

#2 - Launch and execute capital campaign to fund acquisition of new space

#3 - Grow and strengthen funds from diverse sources to support general operating costs

#4 - Develop a project assessment tool to evaluate new program viability and sustainability

STRATEGIC PLAN 2023-2026



VISION STATEMENT

A community in which all relationships are safe, respectful and equitable, where all people can live and thrive.

MISSION STATEMENT

Eliminate domestic and intimate partner abuse in the Lehigh Valley through survivor empowerment and community education and engagement.



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**444 E. SUSQUEHANNA STREET
ALLENTOWN, PA 18103**



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