



# Sexual Assault Center of Pierce County **STRATEGIC PLAN**

July 2003 – June 2006  
Fiscal years 2004-2006

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To Whom It May Concern:

Since 1997, the Sexual Assault Center of Pierce County has served as the Washington State Certified Sexual Assault Program for Pierce County. Our status as the WCSAP has required this agency to provide community leadership by ensuring that community agencies work together, collaboratively, to provide sexual assault services, including education. Our leadership position as the WCSAP is a role that has become comfortable for SACPC and for our community partners.

In addition to our leadership role as the WCSAP, our agency has continued to grow and develop as a direct service provider. In spite of a dramatic increase in community need, our exceptional staff has continued to meet the need by providing top-notch advocacy, education, and therapy in our community. Our executive director, Carolee Higgins, provides leadership and guidance to our staff, manages a lean and efficient budget, and is a wonderful diplomat in the community on behalf of our agency. In addition to providing direct services, Carolee and our staff continue to build our credibility throughout this community. They seem to do more with less every year.

Our executive director, our staff, and our board of directors are committed to increasing community awareness of sexual assault issues, supporting and healing the victims of sexual assault, and reducing sexual assault to make our community safer and healthier. Our next three years will be guided by our newest strategic plan. The plan is ambitious, but we are up to the task.

Sincerely,

Mary E. Robnett  
President, Board of Directors

To Whom It May Concern:

This plan is intended to point the way to continue building a sound, stable Sexual Assault Center of Pierce County. From a base prepared with our previous strategic plan, which focused on retaining great program staff, acquiring new office space, hardware and technology, and further involving our community, we will seek to use those assets to reach a new level of community involvement and contribution.

The planning process, as always, served to be an enlightening experience, but without effective application, the planning would lead nowhere. The agency will now engage in assigning the plan's work to ensure it gets done. Most of this work centers on proactive, long-range planning for the agency's future. From three-year budget forecasts to further program development and adequate funding, the implications are both subtle and substantial. Are we up to the tasks? Yes! Our Board members are dedicated to the agency, and together with the agency's vigilant staff, the Sexual Assault Center of Pierce County has a bright future.

I am grateful for the work of those who have enabled the agency's evolution to this point and I look forward to the results of our future work and growth.

Sincerely,

Carolee Higgins  
Executive Director

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## **Mission Statement**

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**SUPPORT - HEAL - EDUCATE - PREVENT**  
*Helping the Community STOP Sexual Abuse*

The Sexual Assault Center of Pierce County is committed to providing support to victims of sexual assault and abuse, their families and friends, as well as challenging the social dynamics that foster sexual victimization.



# Sexual Assault Center of Pierce County

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## **Overview**

## **AGENCY PHILOSOPHY STATEMENT**

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The Sexual Assault Center of Pierce County was created and exists to serve victim-survivors of sexual assault and abuse, and to confront the social dynamics which foster sexual assault and abuse.

Although sexual assault is often an isolated incident, it is symptomatic of a greater social dynamic. The act or threat of rape, incest, and other forms of sexual violence are used to victimize and control individuals. Sexual assault is a physical and psychological assault of profound magnitude, which impacts a victim's sense of self-esteem, trust, security and control, as well as the individual's relationship within the larger community.

The Sexual Assault Center of Pierce County is a community-based agency that advocates for victim-survivors, their families and friends. The agency embraces the goal of providing support and information so that a victim may empower herself or himself to heal, and while acknowledging the victim-survivor's dignity and respect of her or his decisions.

The Sexual Assault Center of Pierce County advocates the victim-survivor's right to:

- ↻ Be believed;
- ↻ Receive non-judgmental support;
- ↻ Choose her or his own pace and path of healing;
- ↻ Expect privacy and confidentiality;
- ↻ Accept or reject any agency service offered; and
- ↻ Receive accurate and current information.

In order to serve all victim-survivors, the Sexual Assault Center of Pierce County strives to be fully accessible to all segments of the community, acknowledging differences and special needs. The agency seeks to eliminate barriers by asking for community input in assessing and broadening diverse representation within the agency. It serves

individuals who have had their lives impacted by sexual assault, regardless of race, color, creed, religion, national origin, citizenship, age, gender, sexual orientation, veteran status, or the presence of any sensory, mental or physical disability.

Although need is the only criterion for receiving services, the Sexual Assault Center of Pierce County does not provide services to staff members, board members, volunteers or consultants, or their family members or close friends. SACPC will make every effort to refer these individuals to other agencies so that they may receive appropriate support. In addition, the agency does not serve or treat offenders, but it supports the continued search by others for effective treatment.

The agency believes sexual assault can be prevented. Prevention programs focus on

- ↻ Education: targeting youth, other service providers, and the public, to rethink unconscious beliefs that permit the behavior;
- ↻ Community Development Model facilitation and implementation, which allow individual communities to take responsibility for creating an environment that has no tolerance for sexually violent behavior;
- ↻ Confrontation of societal views and attitudes that excuse sexual assault and increase vulnerability.

SACPC recognizes the link between rape and sexism, racism, homophobia, ageism, and ableism oppression. The issues must be actively addressed.

The Sexual Assault Center of Pierce County is an integral part of a larger system encompassing all services and professions that come into contact with victims of sexual assault and abuse. As a pivotal agency in the community, SACPC is a critical force in the effort to further humanize the medical, legal, judicial and social processes that confront the victim-survivor. It is committed to interacting with the larger system in a professional and responsible manner.

## **AGENCY HISTORY AND TRENDS IN CLIENT SERVICES**

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In 1972, a group of young women attending the Tacoma Learning Center surveyed Pierce County and found that there were very few services available to help individuals who had been raped or sexually abused. These students decided to provide support services to victims of sexual assault in the local community and founded what was then called Pierce County Rape Relief. With no initial funding, they began to handle crisis calls from their own homes. Individual referrals also came from local organizations working with sexual assault victims, such as hospitals and law enforcement agencies.

In 1975, Pierce County Rape Relief formally incorporated as a 501(c)3 organization. Initially, agency services were designed and delivered to meet the needs of sexual assault victims during their time of crisis: Advocacy was born. Experience in this field, however, began to reveal more far-reaching effects of sexual assault on both the victim and those lives that were intertwined with the victim. Awareness of secondary victim issues caused the agency to expand services for their inclusion. The need for community education about sexual assault issues became necessary to reach more victims, alert the community to the prevalence of sexual assault, and to let the community know of the agency's services. A Speaker's Bureau staffed with volunteers and survivor/victims assisted Advocacy staff to conduct this early education. In 1989, the agency changed its name to the Sexual Assault Crisis Center of Pierce County to represent the broadened focus beyond rape to include all forms of sexual assault.

Therapy, where behavioral effects could be identified and dealt with in an effort to re-attain healthy, whole individuals began as a program in 1993. In 1997, the name changed once more to the Sexual Assault Center of Pierce County (SACPC), lessening the focus on immediate crisis intervention and becoming more inclusive of prevention,

education, and long-term healing. The Sexual Assault Center of Pierce County became a Washington State Certified Sexual Assault Program (CSAP) in 1997. SACPC, as such, is designated as the primary provider of sexual assault advocacy and education/prevention services for all of Pierce County.

Education and prevention are considered the ultimate solution to this societal problem and work is on going in this area. Community Development Models are implemented when communities express readiness in an effort to assist individuals to take responsibility for sexually violent behavior within their specific communities. Indeed, prevention and societal intolerance of sexual violence are the goal of the future. Until that time, however, the need for therapy services and advocacy efforts on behalf of victims, their families and friends will continue. The agency is expanding outreach to target communities which, to date, have not been ready to discuss this difficult topic or request the agency's services.



# Sexual Assault Center of Pierce County

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## **Agency Structure**

## **BOARD OF DIRECTORS 2005**

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Janice Karroll, President  
Debbi Commodore, Vice President  
Mary Huff, Secretary  
Jody Putman, Treasurer  
Deb Irwin, Past President

Barbara Balcaitis  
Sally Barline  
Jennifer Knight  
Judy Mladineo  
Debbie Regala  
Steve Robins  
Mike Shaffer

Barbara Neeb, Director Emeritus

## **STANDING COMMITTEES**

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### **Executive Committee**

President, Vice-President, Secretary, Treasurer, and the most recent Past President

May transact all regular business during the period between Board meetings.

### **Finance Committee**

Chaired by the Treasurer

Responsible for the financial welfare of the agency.

### **Personnel Committee**

Chaired by the Board President

Responsible for agency personnel policies and for the Executive Director's annual review.

### **Board Development**

Responsible for locating, screening and recommending prospective members to the Board, presenting a slate of executive officers, and orientation and training for all new Board members.

### **Fund Development**

Responsible for overseeing fundraising and development

### **Strategic Planning**

Responsible for conducting short- and long range strategic planning and for monitoring progress of those goals and objectives.

### **Community Relations**

Responsible for establishing outreach priorities and promoting agency relationships.

## **AGENCY STAFF 2005**

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Carolee Wynhoff (Higgins) - Executive Director  
Loretta Huff – Administrative Assistant  
Cathie Stone – Bookkeeper, On-Call Advocate

Jennifer Quitugua – Advocacy Manager  
Sharon Strange – Client Advocate  
Christina Adams – On-Call Advocate  
Geniece Brandes-Daunis – On-Call Advocate  
Paulette Erickson – On-Call Advocate  
Tina Foust – On-Call Advocate  
Valerie Morford - On-Call Advocate  
Matty Nelson - On-Call Advocate  
Allen Trimmings – On-Call Advocate

Stephanie Sacks – Clinical Director of Therapy Services  
Maribeth Gage – Therapist  
Tambra Donohue – Part-time Therapist  
Carol Lentz – Part-time Therapist

Penni Maples – Education Director  
Kathy Ward – Education Coordinator  
Nicole Gurchiek - Spanish-speaking Community Outreach Liaison



Sexual Assault Center  
of Pierce County

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**Collaborative Services**

## **COLLABORATIVE INTERNAL SERVICES**

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While diverse agency programs often operate independently, agency programs and the Board of Directors come together to provide multi-discipline services as illustrated by the following examples:

- ↻ A Board of Directors and an active management team, comprised of the agency Executive Director and program directors, facilitate agency management.
- ↻ The agency conducts a business seminar designed to help owners offer employees an optimal work environment. At this Board sponsored fund- raising event, program directors and a volunteer attorney collectively deliver a comprehensive seminar designed to provide appropriate policies, procedures, and education concerning current employment laws.
- ↻ The agency collaborates to provide a 33-hour Basic Sexual Assault Awareness training, coordinated by the Education/Prevention program and supported by specific presentations from the Therapy and Advocacy programs. This training is one example of the agency's efforts to present the most complete, knowledgeable services possible for clients and community citizens.
- ↻ Research shows that staff who work with victims in crisis easily fall victim to vicarious or secondary trauma, which affects their well being and state of mind. In the interest of maintaining healthy staff, staff members debrief with one another and the Clinical Director of Therapy Services offers support to therapy and advocacy staff.
- ↻ All programs maintain resource libraries, the majority of which are available to clients and professionals.

## **COLLABORATIVE EXTERNAL SERVICES**

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Collaborative External Services take many forms and are illustrated by the agency staffs' involvement with community groups, including:

- ↻ Domestic Violence Commission and two associated work groups;
- ↻ Sexual Assault Resource Center's meetings of Forensic Nurse Examiners;
- ↻ Lakewood Human Services Coalition;
- ↻ Madigan Sexual Assault Review Board – 2 seats;
- ↻ Operational Advisory Board of the Special Commitment Center at McNeil Island Secure Community Facility;
- ↻ Child Protection Team;
- ↻ Pierce College Victim Impact & Resource Panel;
- ↻ Pierce County Sexual Assault Coalition;
- ↻ Council of Executive Directors and its steering committee;
- ↻ Pierce County Human Services Coalition;
- ↻ Coalition for the Effective Protection of Vulnerable Adults;
- ↻ United Way Volunteer Council Committee;
- ↻ Community Connections for Military Families; and
- ↻ Washington Coalition of Sexual Assault Programs
  - ↻ Legal Advisory Board
  - ↻ Program Development Committee
  - ↻ Legislative Committee
  - ↻ Board membership and Treasurer



# Sexual Assault Center of Pierce County

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## **Programs**

## ADVOCACY

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### SACPC CURRENTLY:

- ↻ Operates a crisis, information and referral line that provides emergency assistance, information and emotional support to victims, family members and friends. This line is operational on a 24-hour, 7 days a week basis and is staffed with paid staff and volunteers with paid staff backup;
- ↻ Trains advocates to field legal, medical and informational needs of victims; advocates are knowledgeable in crisis intervention techniques and will refer to mental health professionals when deemed necessary;
- ↻ Develops legal advocacy to the degree necessary to handle victim inquiries.
- ↻ Provides information to community professionals seeking support for clients; and
- ↻ Seeks to acquire expertise beyond the current needs.

The Sexual Assault Center of Pierce County maintains the operation of the 24-hour Crisis, Information, and Referral Line offering crisis intervention, information/referral, and emotional support to sexual assault victims their family and friends in and out of Pierce County proper. The line is staffed with paid staff and volunteers who receive certification after completing a 33-hour Basic Sexual Assault Awareness Training, along with a minimum of 16–24 hours of Advocacy “on-the-job training” prior to being active on the line.

Having established stability and continuity within the Advocacy program, the focus becomes one of increasing the agency’s volunteer staff. These volunteers will serve as front line support, assisting to lessen the impact of burn out and vicarious trauma on paid staff. Training assists volunteer and paid staff to recognize the potential effects of their work, and to take appropriate care.

A notable increase in medical and legal advocacy calls to the crisis line since spring of 2002 has caused the average number a hospital calls in a month to nearly double. These increases are believed to be a combination of the agency's focus on becoming more visible in the community as well as efforts made to establish collaborative partnerships (medical, law enforcement, prosecuting attorney's office and other local/state/county social services agencies) with other agencies working with sexual assault victims.

#### **RESEARCH SHOWS:**

- ⌘ Victims who receive (non-judgmental support) assistance shortly following the trauma of sexual abuse/assault are more likely to
  - ⌘ Become self-empowered;
  - ⌘ move through the crisis, grief, and anger stages; and
  - ⌘ begin to heal sooner than those receiving no support, and who may blame her/himself for the assault.

## **THERAPY**

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### **SACPC CURRENTLY:**

- ⌘ Offers individual, couples, and family therapy related to sexual assault and abuse issues;
- ⌘ Serves men, women, and adolescents ages 13 and older who have been impacted by sexual violence and require therapy in order to heal;
- ⌘ Provides individualized consultation and group training to other providers regarding sexual assault treatment issues and the healing process;
- ⌘ Provides consultation inside SACPC and to other social service agencies regarding vicarious trauma;
- ⌘ Actively collaborates with the community regarding sexual assault issues;
- ⌘ Employs Master level therapists; and
- ⌘ Actively seeks training and up-to-date information on the most effective means to treat sexual trauma.

### **RESEARCH SHOWS:**

- ⌘ To heal from sexual trauma, the client must develop a safe therapeutic relationship, thus feeling supported and understood. – Gill, Briere, Flannery
- ⌘ “Most basically good therapy must acknowledge and honor the survivor’s competing needs to maintain safety and internal stability while, at the same time, being open to information and experience so that he or she may heal and grow . . . the survivor often finds herself balancing awareness of painful or threatening recollections and feelings with the need to avoid this same material so as to not be overwhelmed by it”. -- John Briere

## EDUCATION

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### SACPC CURRENTLY:

- ⌘ Provides prevention education on sexual assault, date acquaintance rape, date rape drugs, sexual harassment, bullying and other topics, as requested, to students in grades 6-12, college students, and community;
- ⌘ Provides state-accredited Basic Sexual Assault Awareness Training and further professional training for medical, law enforcement, school, and other professionals who come into contact with or provide services to victims of sexual abuse and assault; and
- ⌘ Directly collaborates with businesses, state agencies, community programs, military, and individuals.

### RESEARCH SHOWS:

- ⌘ Societal views on sexual roles are deeply engrained in adolescence.
- ⌘ In Washington State one in three females will be sexually assaulted by the time they are 18.\*
- ⌘ Nationally, statistics show one in five men will be sexually assaulted by the time they are 16.\*\*
- ⌘ Twenty to thirty percent of women in Washington State do not know whether their community has services for victims of violence, sexual assault programs, or specialized medical response for sexual assault victims.\*
- ⌘ The CDC, American Medical Association and the National Institute of Health had identified harassment, intimidation, and bullying (HIB) as a public health issue.

\*Washington Coalition of Sexual Assault Programs Overview of Sexual Assault Crimes, May 2002.

\*\*KSARC, June, 2003



# Sexual Assault Center of Pierce County

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## **Strategic Planning**

## **IMPETUS**

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The Sexual Assault Center of Pierce County has experienced a number of critical changes in its recent history. In 1997, the agency acquired its new name and broadened its scope of client services. In that same year, SACPC became a Washington State Accredited Community Sexual Assault Program, and incurred the status as primary provider for Pierce County sexual assault advocacy. In July 2000, the agency assumed the role of the county's primary provider of education/prevention services. Those responsibilities further impacted the agency's functionality with expectations for collaborative leadership as well as meeting accreditation criteria.

In May, 2000 the Sexual Assault Center of Pierce County Board of Directors reinstated a formal strategic planning process, with direct involvement of agency staff, to ensure a healthy, focused future. This iteration of the plan represents the ongoing commitment to strategic thinking, targeted resources and services, and performance outcomes.

### **2003 Strategic Planning Committee**

#### **Board Members**

Margaret Hoyer, President  
Director  
Deb Irwin, Vice President  
Director  
Mary Robnett, President Elect  
Director  
Jan Karroll, Secretary  
Director

#### **Staff Members**

Carolee Higgins, Executive  
Jennifer Quitugua, Advocacy  
Penni Maples, Education  
Stephanie Sacks, Clinical Therapy

## **BALANCED SCORECARD**

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Through the strategic planning process, the Sexual Assault Center of Pierce County created its Balanced Scorecard. A Balanced Scorecard is a strategic planning tool that provides a framework to help organizations implement strategy by translating the mission and strategic plan into a set of operational objectives that can drive behavior, and, therefore, performance.

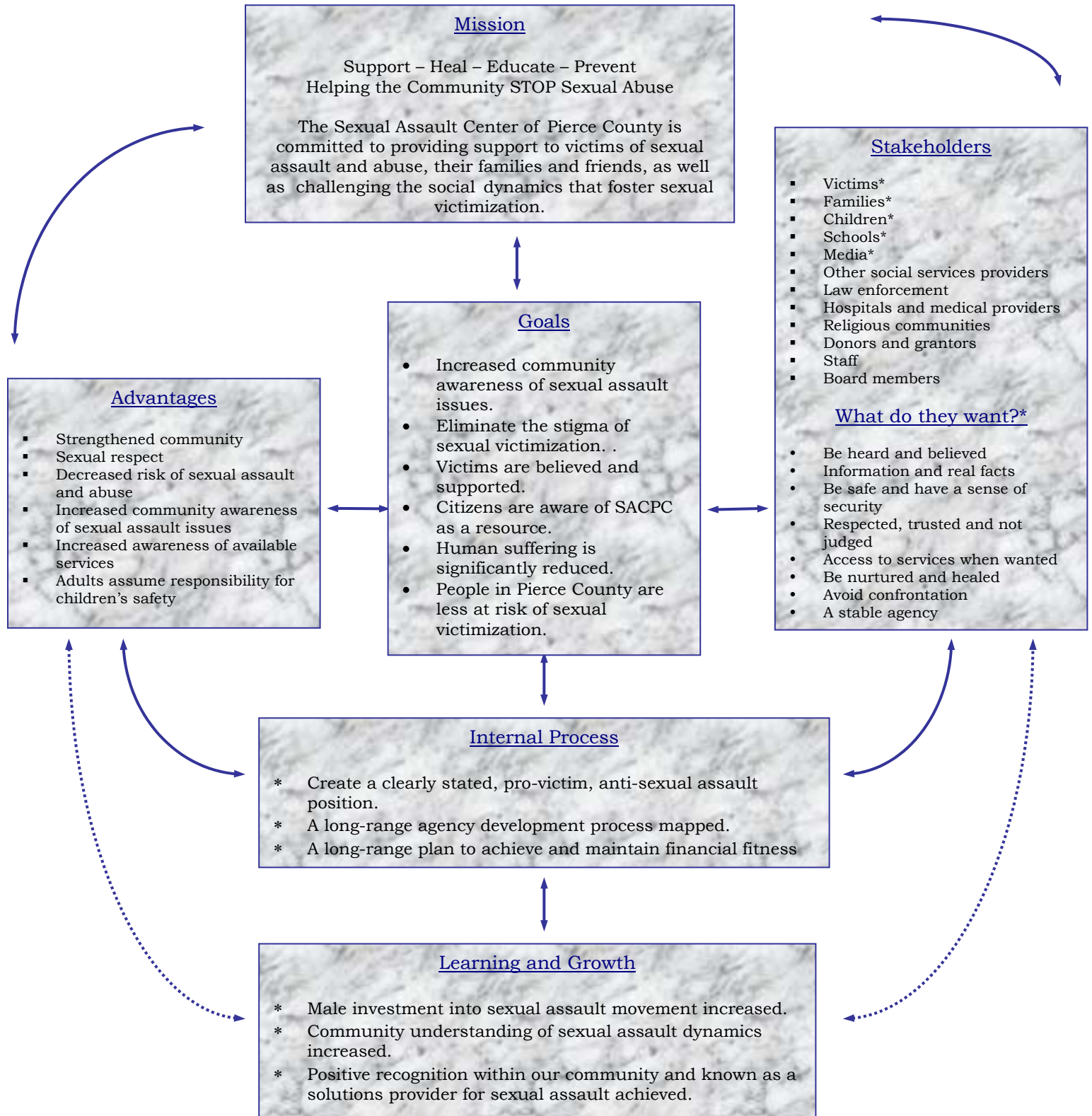
The Sexual Assault Center of Pierce County will benefit from the use of a Balanced Scorecard by:

- ↻ Clarifying the mission throughout the organization;
- ↻ Gaining consensus and ownership from both the Board of Directors and agency staff;
- ↻ Providing a framework to align the agency;
- ↻ Providing a structure for multiple initiatives;
- ↻ Focusing the resources;
- ↻ Integrating the strategic management process across boundaries;
- ↻ Focusing the agency on strategic priorities.

The Sexual Assault Center of Pierce County's Balanced Scorecard links the community's priorities and needs to the mission of the agency. The Balanced Scorecard is a powerful tool that visibly demonstrates and communicates stakeholder needs and perspectives, the agency's mission in serving its stakeholders, and the challenges SACPC and its partners face in meeting those expectations.



# Sexual Assault Center of Pierce County



## GOALS

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### **INCREASED COMMUNITY AWARENESS OF SEXUAL ASSAULT ISSUES. ELIMINATE THE STIGMA OF SEXUAL VICTIMIZATION. VICTIMS ARE BELIEVED AND SUPPORTED.**

**Success Measure:** Increase awareness of sexual assault issues by 10% by June 30, 2006, as measured by hospital calls, number of clients, and surveys and evaluations (Advocacy and Education).

### **CITIZENS ARE AWARE OF SACPC AS A RESOURCE.**

**Success Measure:** Increase awareness of SACPC as a community resource by 10% by June 30, 2006, as measured by public surveys and evaluations.

### **HUMAN SUFFERING IS SIGNIFICANTLY REDUCED. PEOPLE IN PIERCE COUNTY ARE LESS AT RISK OF SEXUAL VICTIMIZATION.**

**Success Measure:** Increase incidents of rapes reported to law enforcement by 5% by June 30, 2006, as measured by Uniform Crime Reports.



# Sexual Assault Center of Pierce County

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## **Expected Outcomes**

## **CREATE A CLEARLY STATED, PRO-VICTIM, ANTI-SEXUAL ASSAULT POSITION STATEMENT.**

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### **Challenge**

During a period of time where our community is being confronted with the reality of perpetrator releases from prison (sentencing guidelines permit perpetrators to be released into the community after serving their maximum sentences), without any proven successful methods of perpetrator treatment, the Sexual Assault Center of Pierce County is challenged to assist the community in dealing with:

- ⌘ The fear generated in the community when these releases occur; and
- ⌘ The clarification of factual information surrounding sexual predator issues.

Agency resources and services have never been extended to perpetrators. However, the agency is concerned about what the community is being told by agencies, departments, or organizations with agendas involved with the release of sexual predators. Examples of such information include:

- ⌘ Re-offenses are counted only if there is a re-arrest,
- ⌘ perpetrator accountability is represented as a responsibility of the community,
- ⌘ perpetrator treatment is seen as a solution to re-offense,
- ⌘ community involvement in resettling the perpetrator into the community is presented as a condition of perpetrator success in recovery,
- ⌘ honesty concerning "no known successful treatment" is seen as a threat to treatment providers.

The agency has always supported the investigation of successful methods of perpetrator treatment. The agency acknowledges there is not yet any known, successful treatment solution. Because of this, the agency may be perceived as adversarial to the issue.

### **Strategies**

- ↻ Become the voice for sexual assault issues within the community.
- ↻ Distinctly direct the purpose and work of the agency.

### **Initiative**

A clearly stated, pro-victim, anti-sexual assault position statement created by December, 2003.

# **A LONG RANGE AGENCY DEVELOPMENT PROCESS MAPPED.**

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## **Challenge**

Programs and resources must be designed to meet the needs of the community for both victim services and education/prevention. These programs and resources should drive agency budgeting and staffing.

## **Strategies**

- ↻ Possess resources sufficient to respond to demand of and be accessible to the broader community.
- ↻ Become increasingly proactive in support and services.
- ↻ Balance direct services availability with community support.

## **Initiatives**

- ↻ A five-year plan that identifies agency priorities and includes contingencies developed by March 31, 2004.
- ↻ The plan is tied to the budget and implemented by July 1, 2004.

# **A LONG-RANGE PLAN TO ACHIEVE AND MAINTAIN FINANCIAL FITNESS DEVELOPED AND IMPLEMENTED.**

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## **Challenge**

Nationally, non-profits are funded as follows:\*

- ↪ 76% individual live donors;
- ↪ 10% foundations and grants;
- ↪ 6% corporations; and
- ↪ 8% individuals at death.

Agency funding for fiscal 2003 reflects: 17% individual live donors (including United Way); 76% foundations and grants; 7% fees for services and miscellaneous income. Currently, the agency has approximately two months of operational budget reserves. Agency operations are funded in a reactionary mode and its funding streams are focused on grant acquisition.

## **Strategies**

- ↪ Utilize known forecasting projections to provide financial focus.
- ↪ Identify necessary funding sources.
- ↪ Tie funding to proactive budgeting process.

\* These statistics include all non-profits and are not specific to sexual assault resource agencies. Source: The Gill Foundation

## **Initiatives**

- ↻ Increase individual and corporate funding donations to \$100,000 by June 30, 2004.
- ↻ Attain a six-month cash reserve by June 2006.

## **MALE INVESTMENT IN SEXUAL ASSAULT PREVENTION INCREASED.**

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### **Challenge**

Sexual assault and its related issues have traditionally been viewed as women's issues. The dynamics of sexual assault and the critical need for awareness specifically require male ownership and leadership to bring the issues full circle.

### **Strategies**

- ↻ Target male population to determine those who are receptive to receiving information about sexual assault issues.
- ↻ Prepare those who become involved to discuss issues within the community.

### **Initiatives**

- ↻ Increase male involvement within the agency 250% by June 30, 2006, from base of three (two board members and one volunteer).
- ↻ Help establish one on-going adult men's organization focused on sexual assault awareness messaging by July 1, 2004.
- ↻ Increase male awareness of sexual assault issues 10% by July 1, 2004, as measured by surveys and evaluations (Advocacy and Education) and agency statistics.

## **COMMUNITY UNDERSTANDING OF SEXUAL ASSAULT DYNAMICS INCREASED. ACHIEVE POSITIVE RECOGNITION OF AGENCY WITHIN OUR COMMUNITY AND BE KNOWN AS A SOLUTIONS PROVIDER FOR SEXUAL ASSAULT.**

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### **Challenge**

Formal, consistent and continuous communication plans bring sexual assault issues to the forefront, thereby allowing services to be delivered to victims as well as known to the general public. This knowledge becomes integral to effecting change and raising intolerance of sexual assault.

To expand opportunities and support for sexual assault prevention, community members and stakeholders should be engaged as resources in determining community beliefs, developing needs, identifying strengths, and assisting with prevention planning and implementation.

### **Strategies**

- ↻ Formalize outreach messaging regarding sexual assault issues.
- ↻ Media partnerships intensified.
- ↻ Cultivate community's willingness to understand and support changes that permit sexual assault dynamics to exist without challenge.

### **Initiatives**

- ↻ An agency communications plan developed by July 1, 2004.



# Sexual Assault Center of Pierce County

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## **Appendix**