

CRISIS INTERVENTION SERVICES



MISSION STATEMENT

The mission of
Crisis Intervention Services
is to provide support, resources, and
hope for a better future
to persons affected by
domestic abuse, sexual assault,
and other crises.



Fiscal Year 2007 Annual Report
July 1, 2006 – June 30, 2007

Introduction

This past fiscal year was filled with many challenges and opportunities. Crisis Intervention Services (CIS) again met the needs of our rural communities through the dedication of quality staff members, board members, and volunteers. We strive to provide comprehensive services and resources for those who survive violent crimes, especially domestic/sexual abuse, and we continue to work towards ending violence for future generations. Crisis Intervention Services has been providing quality services to survivors of abuse in Mahaska County (July 1997), Keokuk County (July 2001), and Marion and Lucas Counties (July 2005) for ten years. Our free and confidential services are available to victims of violent crimes 24 hours a day, seven days a week. This is our second fiscal year of serving Marion and Lucas counties and we continue to devote many of our resources to raising awareness of our services in these counties.

This Annual Report addresses progress on the goals that were accomplished within the parameters of our five-year strategic plan as well as the program goals that CIS staff members established throughout the year. This is the fourth year addressed in the first five-year strategic plan created by and for CIS. I feel that we have successfully accomplished almost everything that we set out to do four years ago and we are well on the way to finishing what remains. I am proud of our staff and board for creating a strategic plan that has so effectively guided our decision-making. This was quite an accomplishment for an organization that had never gone through such a process.

I am writing this annual report during the last few weeks of my tenure with CIS. I cannot describe how much I have loved working at CIS every day to serve victims of crime during the past eight years. Even though it is time for me to move on, I will always be passionate about CIS and everything it stands for – a society free of violence and abuse. I thank every board member, volunteer, and staff member who has touched my life. I have learned a lot from all of you and I am proud of our many accomplishments. I want to especially thank Crystal Sodak, Housing Services Coordinator, and Jackie Allen Black, Volunteer Coordinator. They have been with CIS since it opened in 1997. Their expertise and guidance have greatly influenced my leadership with CIS. I will miss working with both of you every day. Crystal has been appointed as the Interim Director for the next few months. I am confident that the Board of Directors will find a new Executive Director with all the skills, energy, and fresh ideas, necessary for the position. And, our ten-year anniversary is just the right time to bring in new leadership.

Thank you for your support of Crisis Intervention Services. Without you, our work would not be possible.

Sincerely,

Dawn Stephens
Executive Director

1. Program goals – To maintain a core base of excellent services as we strive for innovative programs.

A. Advocacy Services

Objective #1: To provide free and confidential services 24-hours every day for survivors of domestic abuse, sexual assault, and other crises.

Action: Crisis Intervention Services provided free and confidential services to 611 survivors of violence and/or homelessness during this fiscal year. Our services were used significantly more during the months of April through August with at or more than 400 sessions per month during these months as compared to the trend of 350 per month. There were significantly fewer sessions of services provided during the months of December through March at 250 to just over 300 sessions per month. During the months that services are slower, our advocates focus on planning awareness and fundraising activities, building relationships in our communities, and other projects to improve our services.

We provided 2,432 hours of crisis counseling and advocacy services and 419 hours of criminal/legal advocacy during 4,233 sessions. Based on this information, we discovered that each victim we served was provided an average of five hours of services during an average of seven sessions. Emergency shelter was provided for 78 women and 47 children. Transitional housing was provided for 8 women and 13 children.

The majority of the crime victims we served were victims of domestic violence (79%), which is consistent with violent crime rates in our areas. Of those provided with risk assessments, 41% were in the 'extreme danger' category which indicates a high lethality risk. Sexual assault victims and survivors represented 17% of the survivors we served. These data do not include survivors of domestic abuse who have been sexually assaulted by their partner or in the past. Other crime victims served were victims of child abuse, elder abuse, stalking, and assault. In addition, we served people (4%) who requested services due to poverty and/or homeless, depression, suicide, substance abuse, or other difficulties.

The services used most by victims included crisis counseling, with 58% of victims using this service, personal advocacy (46%), information/referral (38%), criminal/civil advocacy (36%), emergency shelter (20%), economic advocacy (15%), and victim compensation advocacy (14%). Of the information and referrals provided by advocates, the majority were for basic needs (housing, food, and clothing) and local human services including mental health services. Several patterns were discernable when examining services provided at the shelter. Understandably, there is a significant influx of service delivery on Monday's from 9:00 through 11:00 a.m. Services provided are significantly higher on Thursdays than any other day with the exception of Monday mornings. It is possible that this might be due to fears about protective order hearings scheduled on Fridays in Keokuk, Mahaska, and Marion counties. The peak times of services on Fridays are from 9:00 a.m. through noon, probably due to both protective order hearings and transportation to the Ecumenical Food Cupboard.

Very different patterns emerged when comparing shelter services to outreach services. Surprisingly, the influx of calls on Monday morning did not exist. The most significant time and days of services were Tuesday and Thursdays evenings, which is when weekly support groups are held in Chariton, Knoxville, and Oskaloosa. Next, the majority of services were provided on Fridays from 10:00 to 11:00 a.m. and 1:00 to 2:00 p.m., which is due to our court advocacy services during those times in three of our four counties.

Services provided on Thursdays are just as high as Fridays from 1:00 through 4:00 p.m. and Wednesdays from 1:00 to 2:00 p.m.

We answered 1,060 crisis calls, which is an 18% decrease from 1,249 crisis calls last year. Business calls and hang-ups are not counted as crisis calls. Crisis calls were significantly higher from Monday-Thursday with well over 800 calls made on these days of the week. We averaged a little less than 150 calls on Friday's and just under 100 on Saturdays and Sundays. Moreover, the majority of calls were made between the hours of 9:00 and 10:00 a.m. and 3:00 and 4:00 p.m.

As you can see in the attached table, the majority (57%) of victims served were residents of Mahaska County (N=349). This is expected as services have been available in Mahaska County significantly longer than the other counties we serve, though we are committed to increasing our outreach every year. In Marion County, we served 151 victims (25%), which is a 16% increase from the previous year. In Keokuk County we served 30 victims and in Lucas County 32 victims were served (5% respectively). Nine percent (9%) of the victims we served were from other Iowa counties (N=49) and most were relocating to our service area for safety reasons.

Objective #2: To obtain funding for and provide basic economic advocacy services.

Action: This service was first offered in Fiscal Year 2004. During this fiscal year (FY2007), CIS staff continued to promote economic advocacy. Almost 90 people requested and received economic advocacy during the year. CIS staff continues to receive continuing education on economic advocacy issues through the Housing and Economic Justice Taskforce (HEAT force) of the Iowa Coalition Against Domestic Violence.

Objective #3: To attempt to expand support groups in service area.

Action: There was a 54% increase in the number of victims who attended support groups this year. We continue to maintain the weekly support group (U Can 2 Sisterhood) started two years ago in Oskaloosa. This support group is open to anyone in the community, but primarily attended by women in transitional housing and shelter. There is a children's support group provided at the same time. We continued to provide weekly support groups in the shelter as well.

The Mom's Off Meth (MOM) Program was started two years ago with the technical assistance of the Ottumwa Crisis Center & Women's Shelter. We recently changed the name to Mom's: Strength Through Recovery to more adequately reflect our work with women who have addictions to other substances, not just methamphetamines. The program is funded in part by the Decategorization (DECAT) Projects for Mahaska and Marion counties. The goal of the program is to assist reunification of children with their mothers when domestic violence and substance abuse were contributing factors to removal of the children from the home. Weekly groups are held in Chariton, Knoxville, and Oskaloosa. Groups were offered in Pella and Sigourney last year, but were discontinued due to a lack of attendance and a need to divert resources to more successful outreach activities. We hope to start a group in Sigourney again. People in Pella are provided transportation to the Knoxville group. The Oskaloosa and Chariton groups have the most consistent attendance. In addition to weekly support groups in the evenings, these women receive intensive individual services including crisis counseling and systems advocacy.

Objective #4: To increase the number of survivors served in Keokuk County by at least 20%.

Action: We provided services for 24 victims of domestic violence and/or sexual assault in Keokuk County this year, which was a 35% decrease from the previous year. However, we experienced a 37% increase in the previous year. Almost 100% of the 24 victims served returned for services across multiple months, which is a significant return rate, as discussed in Objective #1. Our advocates continue to develop our collaborations with law enforcement and medical personnel. The Keokuk County Medical Center implemented mandatory screening protocols for domestic violence and a Sexual Assault Nurse Examiner (SANE) Program this year. We continue to have an active presence at the Keokuk County Resource Network (KCRN) meetings bi-monthly and the DECAT meetings monthly. We successfully recruited two new board members from Keokuk County, and we have advocates and several volunteers from the county as well.

While our Strategic Plan has not been updated since the increase of our service area, this is the most pertinent place to discuss our work in Lucas and Marion counties. In Lucas County, we served 30 victims this year, which is a 47% increase from the previous year. We have been invited to several communities in the county to provide training for area service providers and presentations to civic groups. We hope to continue to see an increase in victims served in Lucas County.

We continue to maintain an outreach office in Pella. We served 144 victims in Marion County this year, which is a 14% increase from the previous year. While this is a good start and consistent with early years in Mahaska County, we hope to increase the number of victims served by at least 30% next year.

B. Shelter Services

Objective #1: To provide emergency shelter for women and children who are survivors of domestic abuse, sexual assault and homelessness.

Action: We provided 4,060 nights of shelter for 124 women and children, which indicate an average length of stay of 33 nights per person. We experienced a 15% decrease in the number of residents and a 27% increase in the number of average number of nights a person is sheltered. These fluctuations are not significantly different than numbers served in previous years. The shortest amount of time a person spent in shelter was one night and the longest was 10 months. The majority of shelter residents (about 75%) were able to secure some type of permanent housing within their six-week stay at the emergency shelter. No one was asked to leave the shelter before the end of their six-week stay this year. We do everything we can to ensure that residents understand these rules and do not violate them to maintain a safe environment for everyone. We also provided referrals to other shelters in two situations wherein we were full.

County of Residence	Number Victims Sheltered
Keokuk	3
Lucas	0
Mahaska	81
Marion	27
Other Iowa County	13
TOTAL	124

C. Other Services

Objective #1: To open a Transitional Housing Program in Mahaska County.

Action: 'Pathway 2 Independence,' our transitional housing program, opened in October 2005. This program provides long-term housing and intensive support services for abuse survivors. All four apartments remain full and there continues to be a waiting list. It is exciting to watch as the women grow and heal emotionally, gain skills, obtain employment, and reach their other goals. The children enjoy their homes and appreciate the advocacy services they receive as well. Three families successfully completed their goals this year (obtained employment, increased income, and/or obtained permanent housing) before leaving the program and one family was terminated from the program due to an inability to follow the policies.

2. Management/Operations Goals

A. Staffing and benefits – To maintain or increase the current level of staffing while increasing the efficiency of work production.

Objective #1: To investigate ways to improve current level of service delivery with fewer resources.

Action: Crisis Intervention Services continues to rely heavily upon volunteerism in our communities. This year, volunteers gave 3,364 hours of service to Crisis Intervention Services, which is more than a full-time position (2,080 hours). Over 60% of our staff started as volunteers at CIS. This year, we trained 19 new volunteers for direct services. Overall our volunteer base has remained stable at approximately 55 volunteers. Volunteers assist in many ways including direct services volunteer advocates, indirect services support (information technology, general maintenance, office assistance, etc.), and the CIS board. We are continuing to expand our volunteer program to be more inclusive of diverse skills. To that end, we have incorporated junior high students into our volunteer program for the first time. The Oskaloosa Christian School 7th grade class assisted us with beautification projects at the shelter and transitional housing apartments. The students worked cooperatively with CIS staff and local Master Gardeners who also volunteered their time for the project. The experience was a positive one for the students and CIS. We have begun to work cooperatively with a local community college to give Nursing students the opportunity to learn and be trained in working with victims of crime and homelessness. We consistently look for ways to expand our program to be more culturally diverse as well in an effort to address the growing minority populations in the area. We continue to work cooperatively with our local colleges to provide internship, practicum, and work study students opportunities to develop professional skills through our program. These students include undergraduate as well as graduate students. Many of the students continue to volunteer for CIS after their term of service is completed and often accept employment with us upon graduation. We also offer job shadowing opportunities for high school seniors.

Action: Investigated the feasibility of creating a new position for development to include public relations and fundraising activities. The Development Coordinator would be funded at the loss of an advocate position. However, the position would assume responsibility for many duties of outreach advocates and the Executive Director including organizing fundraising events to include a focus on our goal of creating an endowment fund; writing grants under \$10,000; providing presentations, awareness activities, and awareness booths in our communities; submitting press releases; and writing our bi-annual newsletter. The Board of Directors approved the position and we anticipate it being filled in FY2008.

B. Resource Development – To strive toward long-term financial security.

Objective #1: To establish an endowment fund and have a minimum balance of \$100,000.

Action: The Board of Directors has spent a lot of time investigating endowment fund options this year. Steve Noah, Vice President for Advancement, for William Penn University provided an educational program for the board, which was very helpful. We then obtained information from local investors and the Mahaska County Community Foundation (MCCF). At this point, the board has not made any formal action, but has indicated interest in obtaining the services of the MCCF for our endowment fund. A minimum of \$10,000 is needed to open the account, so our next step is fundraising. After the Development Coordinator is person is trained, we will commence planning for a capital campaign to create our endowment fund.

Objective #2: To maintain a minimum of three-month reserves in accessible funds.

Action: We successfully maintained a minimum of three-month reserves during this fiscal year.

Objective #3: To focus on continued growth of local fundraising efforts.

Action: The Fundraising Committee continues to increase the support of our three primary fundraisers including the Purple Ribbon Auction in early April, golf tournament in June, and a mailing in November. We raised almost \$17,000 through fundraising activities this year, as you can see below, which is an increase from approximately \$14,000 raised the previous year. Donations are directly related to fundraising income because each fundraising activity that we hold spreads the word that we are in need of community support. This year, CIS received \$19,245.88 in monetary donations and this was also similar to the amount raised in the previous year.

**CIS Fundraising Report
Fiscal Year 2007**

Fundraising Activity	Amount
Purple Ribbon Auction (April)	\$5,805.00
Golf Tournament (June)	\$4,298.00
Mailing (November)	\$8,190.90
Miscellaneous (t-shirts, cookbooks, cell phone recycling, fashion show, etc.)	\$2054.36
Total Income	\$20,348.20
Fundraising Expenses	\$3,619.96
Net Proceeds	\$16,728.24

Some of the activities funded by our community support included: emergency shelter renovations, crisis line costs, client transportation, survivor assistance (bus tickets, utility bills, and Christmas presents with designated donations), postage, consumable supplies, salaries for Shelter Advocates, training for volunteers and staff, membership dues (coalitions and local chambers of commerce), and rent for our Pella office.

Objective #4: To continue to pursue federal, state, and private grants.

Action: Crisis Intervention Services received a grant from the Marion County Decategorization (DECAT) Project for the first time this year. This grant funded our Moms: Support Through Recovery Program in Marion County. In addition, CIS received a \$5,000 grant from St. Vincent's Home Corporation and a \$1,000 grant from Bank of the West to support the completion of our shelter renovations.

C. **Board of Directors** – To continue to develop board diversity and enhance roles of committees.

Objective #1: To support positive board and staff interaction.

Action: The Board of Directors continues to sponsor the annual CIS Family Picnic for board members, staff members, and volunteers as well as our families at Edmundson Park.

Objective #2: To focus recruitment efforts on representation of segments of community, skills needed by the board, and adequate membership on committees.

Action: The Human Resources Committee successfully recruited several new board members whose skills were needed on various committees. In addition, new board members were recruited from Keokuk, Marion, and Mahaska counties to replace retiring board members. We currently have 17 of 20 board member positions filled. Three board members are from Keokuk County, four from Marion County (three from Pella and one from Knoxville), and ten from Mahaska County. The board has diverse representation by gender, ability, and abuse survivors. Board members also represent local businesses, human service providers (housing, medical, mental health), and education. Our goal is to increase representation of minority racial/ethnic groups, Lucas County residents, Central College employees, and religious leaders in our communities.

D. **Planning and Evaluation** – To continue to examine and strengthen the organization.

Objective #1: To develop a database for tracking required data and program outcomes.

Action: The database is almost completed. Most data required for grant reports and administrative support are now collected in the database. The savings in staff resources is tremendous, and the data are much more reliable. Improvement is needed in data reliability (improve data collection and data entry of the staff). Based on our knowledge of services provided as compared to our reports, leadership staff are concerned that staff are not inputting data from all of their sessions with victims. We feel that this is the reason for many of the reported decreases in services this year and are working to improve training of advocates.

E. **Public Relations** – To evaluate and improve current public relations techniques.

Objective #1: To develop a public relations plan.

Action: Crisis Intervention Services has created a new position, Development Coordinator, to be filled in FY 2008.

F. **Infrastructure** – To maintain appropriate living conditions at the emergency shelter.

Objective #1: To designate funds for special projects at the shelter.

Action: Funds were awarded to CIS in 2003 through the Department of Housing and Urban Development (HUD) Special Grant Program. These funds (almost \$90,000) have been spent on shelter rehabilitation priorities. We spent an additional \$21,642 to complete the project this year. In addition to activities completed in prior years, we completed the following this year:

- ✓ Interior painting – lead paint was properly contained and interior walls repainted to prevent exposure of children and women of child-bearing age to dangerous levels of lead.
- ✓ Basement repairs – The stairs to the basement, where we store donations for families, were replaced by a volunteer. Crisis Intervention Service paid for the supplies.
- ✓ Landscaping – Lead in the soil around the home was contained with raised flower beds and the required six-inches of uncontaminated new soil added. ISU Master Gardeners,

Vermeer Manufacturing, Central College, CIS board and staff members, and the 7th grade class of the Oskaloosa Christian School assisted with the landscaping project. We are pleased that the renovations are completed and we commend the Buildings & Grounds Committee and the Housing Services Coordinator for their hard work and diligence in completing this project.

G. Networking and Collaboration – To maintain networking and collaborative relationships with existing service providers in our communities.

Objective #1: To ensure that local service providers understand victimization issues and ways to meet the needs of survivors.

Action: Staff provided 39 training opportunities for the religious community, college students, staff and faculty, businesses, dental providers, medical providers, and new volunteer advocates throughout our service area. Over 600 professionals attended the training events, which indicates an average of 15 people at each event. Some of the organizations requesting continuing education from CIS include: Central College, Keokuk County Health Center, Knoxville Division- VA Central Iowa Health Care System, Lucas County Substance Abuse Free Environment (SAFE) Coalition, Mahaska Health Partnership, Marion County Sheriff's Department, New Directions, Pella Regional Health Center, Southern Iowa Economic Development Association (SIEDA), St. Mary's Catholic Church (Oskaloosa), and William Penn University.

Objective #2: To ensure that community members understand victimization issues and are aware of our services.

Action: Staff provided awareness/educational programs for 62 community and religious organizations, and businesses. We provided 58 prevention programs for high school students, college students, religious youth groups, and teen parent youth groups. Advocates also assisted with violence prevention and awareness weeks at local colleges including *Finding Your Voice: Speaking Out Against Violence & Oppression* at William Penn University and *Reach Out and Speak Out* at Central College. Staff and volunteers sponsored several awareness events and displays during Domestic Violence Awareness Month (October) and Sexual Assault Awareness Month (April). We also provided 22 booths at health fairs and other events throughout our service area.

Objective #3: To improve identification, assessment, and screening for victimization by community professionals.

Action: With the continued support of the Rural Health Outreach Grant (RHOG), Keokuk County Health Center and Mahaska Hospital have maintained their Sexual Assault Nurse Examiner (SANE) Programs. We provided training for medical and mental health professionals throughout our service area on domestic abuse and sexual assault issues. This training was provided at no cost to those in attendance.

Objective #4: To ensure that local community groups and professionals are aware of our services and the benefits of our services in the community.

Action: Staff members continue to mail our newsletter twice annually (January and July) and to ensure that our business cards and brochures are widely distributed in our communities.

Action: Staff continue to take advantage of the United Way fundraising campaign. We attend United Way presentations and other activities whenever possible to raise awareness of our services, and we include materials with United Way booths and displays whenever possible.

An analysis of referral sources (who encourages victims to contact CIS) gave us a diverse group, which is excellent. Victims were referred by family and friends, housing agencies, service providers, mental health agencies, hospitals, law enforcement agencies, county attorneys, private attorneys, public school officials, colleges, hospice programs, corrections officers, religious leaders, state and national hotlines, internet searches, and even our fundraising letter or other mailings.

Objective #5: To continue to strengthen collaborative relationships with other local service providers.

Action: Staff members have maintained their active membership with human service provider networking groups in each of our four counties. In addition, we maintain active membership with the Mahaska Homelessness Coalition, 8th Judicial District Batterer's Education Program (BEP) Advisory Board, Keokuk County DECAT, and the Lucas County Substance Abuse Free Environment (SAFE) Coalition. The Marion County Coalition Against Violence struggled with attendance due to busy schedules of the many representatives. The last meeting held was in November 2006. CIS advocates continue to represent the interests of survivors of abuse by serving on the New Directions and the Oskaloosa Municipal Housing Agency Advisory Boards. A staff member also served on the Oskaloosa Housing Trust Fund Committee. Crisis Intervention Services has maintained active membership with the Iowa Coalition Against Sexual Assault (IowaCASA) and the Iowa Coalition Against Domestic Violence (ICADV) and has continued to adhere to the standards and philosophies of both coalitions. The Executive Director of Crisis Intervention Services represents the interests of rural rape crisis centers through her service on the IowaCASA Board of Directors.