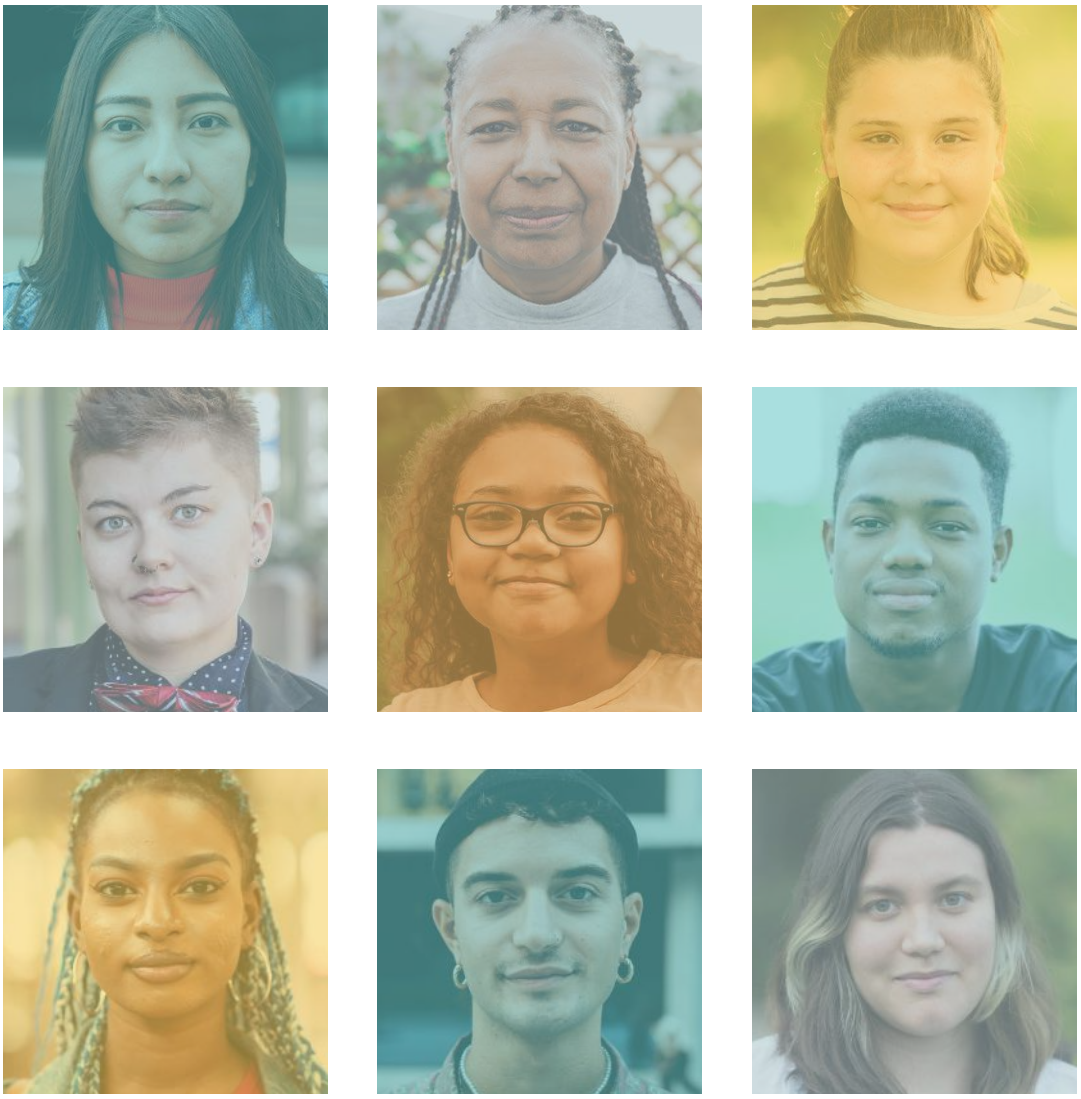


Strategic Plan

2025-2030

Cleveland Rape Crisis Center

A Message from Our Board Chair and President & CEO

To the CRCC Board, Staff, and Community,

Since its founding in 1974, Cleveland Rape Crisis Center has stood as a trusted and unwavering supporter for survivors of sexual assault in Northeast Ohio. From its humble beginnings as a grassroots, volunteer-run hotline, CRCC has grown into a vital resource across Cuyahoga, Geauga, Lake, and Ashtabula Counties, with a team dedicated to supporting healing and promoting hope for survivors. As we look toward the future, we are proud of our history and excited to share our 2025–2028 Strategic Plan, which reflects our accomplishments, our commitment to continuous growth, and our steadfast support for survivors.

Our strategic planning process was built on collaboration and deep engagement with our staff, Board, and community partners through an Organizational Assessment, one-on-one interviews, and focused strategic discussions. This process reaffirmed our mission and vision while highlighting opportunities to think creatively, strengthen our organizational culture, ensure sustainability, and reach survivors wherever they are in their healing journey. Listening, learning, and evolving together remain at the heart of our approach.

While the work we do is rooted in steadfast principles, we recognize the landscape in which we operate continues to shift. Our Strategic Plan emphasizes building a strong, resilient foundation by diversifying funding sources, deepening relationships with donors, and leveraging data to guide informed decision-making. It also focuses on expanding our internal capacity and infrastructure, amplifying the resources of our clients and partners, and maximizing our impact across the communities we serve.

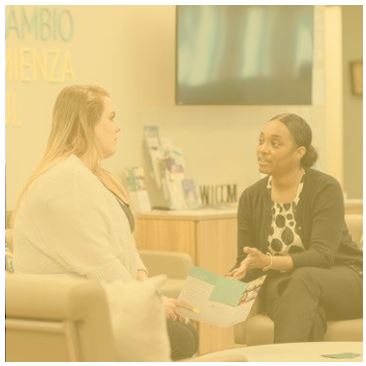
This Strategic Plan is more than a roadmap—it is a reflection of who we are as an organization and our commitment to deepening our service to survivors and the broader community. It celebrates our successes while challenging us to grow, innovate, and strengthen our work for the next 50 years. We invite you to engage with this plan, embrace its vision, and join us in bringing it to life. Together, we will advance a future where every survivor is supported, every voice is heard, and every community is safer.

We extend our heartfelt thanks to our Board, staff, and community partners, whose insights, guidance, and passion for supporting survivors shaped this plan. A special note of gratitude goes to the Steering Committee, whose dedication and many hours of thoughtful work were instrumental in bringing this plan to fruition.

With deep appreciation and excitement for the road ahead,

Lisa Radigan
CRCC Board Chair

Nicole McKinney Johnson
CRCC President & CEO



The Strategic Planning Process

This document represents the culmination of an extensive and collaborative journey, shaped by rigorous engagement and research, thoughtful discussions, and a shared commitment to preventing sexual violence and supporting survivors in Northeast OH.

Cleveland Rape Crisis Center (CRCC) undertook this strategic plan amidst an ever-shifting environment for social services both nationally and in the state of Ohio. Reductions to and restrictions on federal and state funding sources require leaders to be vigilant about ensuring the future of necessary services for individuals, families, and communities. Recognizing the importance of the commitment CRCC has made to survivors of rape and sexual assault and the prevention of sexual violence, this document reaffirms CRCC's unwavering commitment to deeply empathetic service that believes in and supports those in need of our services.

The strategic plan is informed by the mixed-methods research process, which included the following engagements and data sources:

Staff and Board Kickoffs
During kickoff meetings with the CRCC Board and Staff, the consulting team also introduced the strategic planning process using the Balanced Scorecard Model (BSM). The BSM is a strategic framework designed to align an organization's operations with its mission and goals across four key categories:

- Social Impact: The measurable outcomes and influence of the organization's work on its target communities.
- Resource Allocation: The allocation of financial and non-financial resources to achieve strategic priorities.
- People: The human resources, leadership, and staffing strategies required to support organizational success.
- Process: The systems, processes, and operational workflows that ensure efficiency and effectiveness.

These meetings were also used for preliminary information gathering regarding priorities for the strategic planning process.

Current State Assessment
Qualitative and Quantitative data were collected through:
Stakeholder Interviews: In-depth interviews were conducted with 19 individuals, including 5 current board members, 10 leadership team staff members, and 4 non-management staff. These interviews aimed to gather diverse perspectives on the organization's strengths, weaknesses, and opportunities.

- Organizational Assessment Survey: A survey was administered to staff and board members to gather feedback on organizational leadership, performance management, and culture. The assessment was completed by 17 board members and 23 staff.
- External Needs Analysis: A review of public data on sexual assault and rape across various age, race, and gender demographics was conducted. This data was compared to CRCC reported usage statistics and the community assessment.
- Document Review: Various historical documents were reviewed, including past strategic plans, staff feedback, and financial records, to extract relevant information and context regarding the foundation's evolution and priorities.

The findings and analysis of the research informed the initial ideas and discussions during the May 2025 Board Strategy Session.

May 2025 Board Strategy Session

At the strategy session, board members were presented with a high-level overview of the findings of the organizational assessment and interviews and were given the opportunity to weigh in on the strategic priorities that had been elevated and preliminary goals and strategies through a gallery walk.

The insights, discussions, and reflections from the retreat helped identify additional needs for discussion and engagement, and directly shaped this draft strategic plan.

Steering Committee Meetings

The Strategic Planning Steering Committee has been tasked with guiding this Strategic Planning process. This committee has met twice so far to contribute to this first draft. First, in a kickoff meeting to discuss the overall process and share initial insights, and then on June 10, 2025 following the Board Strategy Session to do a deep dive on key strategic questions to inform the plan.

Aligning Mission to Action

The strategic planning process highlighted the very strong alignment that the board and staff have with the vision and mission of CRCC. Consequently, no major changes will be made to the Vision or Mission of the organization.

Vision

Our vision is the elimination of sexual violence.

Mission

Cleveland Rape Crisis Center supports survivors of rape and sexual abuse, promotes healing and prevention and advocates for social change.

Core Values

Staff and Board members have aligned on four core values to guide CRCC's work and the implementation of the Strategic Plan.

1. Survivor-Centered: We prioritize the needs of survivors in all that we do, placing them at the center of our work.
2. Empowerment: We honor and help restore power and control for survivors and help individuals explore choices and build confidence in themselves
3. Compassion: We listen to and believe survivors, offering care that is respectful and provides a space for healing.
4. Accessibility: We honor all identities and ensure our services are available to everyone.

Strategic Priority 1

Align Vision with Resources and Maximize Partnerships

Goal 1.1: Balance increased access to services and increased quality of care with limited resources

After 50 years, CRCC has a strong reputation for quality care and has expanded its reach to four counties. Over the next 5 years, CRCC must balance the need for survivors to have high-quality care and access to more services and supports with the goal of serving more survivors.

Strategy 1.1.1: Collect and analyze additional data around rural populations, marginalized populations, and human trafficking.

Strategy 1.1.2: Collect and analyze additional data around the effectiveness and efficacy of CRCC services.

Strategy 1.1.3: Explore ethical AI tools and pilot those aligned with CRCC's values and priorities.

Strategy 1.1.4: Explore opportunities for innovation to meet clients where they are (e.g. weekend appointments, telehealth, mobile services, etc.).

Goal 1.2: Maximize space and place resources to benefit survivors

As CRCC enters a new phase of growth, it must ensure that its resources—people, space, and identity—are aligned with its strategic direction. Balancing long-standing grassroots values with evolving needs for visibility, efficiency, and sustainability is essential. By thoughtfully evaluating facilities, CRCC can position itself for mission-driven growth without compromising its core identity.

Strategy 1.2.1: Conduct an assessment of current facilities use, including space utilization, lease costs, use of services, condition of current facilities, and operations flow.

Strategy 1.2.2: Assess the organization's projected growth and how it will impact space requirements and operational needs, and identify future facilities goals (e.g., locations, facility size, property ownership).

Strategy 1.2.3: Research risks and benefits of future property ownership in two arenas (1) supportive housing for survivors and (2) property ownership as a means of revenue generation.

Goal 1.3: Increase access to CRCC services through high-impact partnerships. Partnerships with hospitals, schools, and legal systems are essential to increase survivor access points and overall service volume. These institutional relationships can help CRCC reach more people while embedding its trauma-informed approach across systems.

Strategy 1.3.1: Increase and deepen partnerships with healthcare institutions, law enforcement, and prosecutors.

Strategy 1.3.2: Expand mutually-beneficial partnerships with higher education institutions for prevention and recruitment.

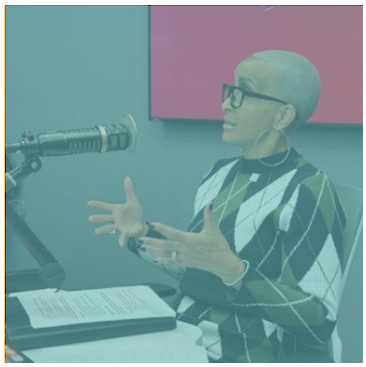
Goal 1.4: Strengthen survivor outcomes through wraparound partnerships and co-located support.

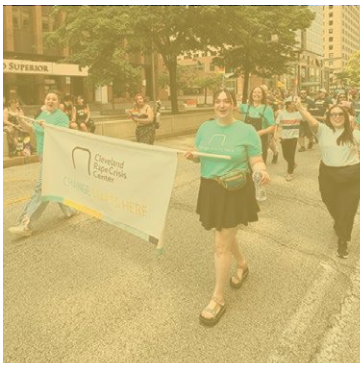
Holistic care for survivors requires more than core services. Partnerships with organizations that provide housing, legal support, and workforce development can improve long-term outcomes and healing. This goal builds CRCC's ecosystem of care.

Strategy 1.4.1: Develop formal agreements with social service and culturally-specific organizations offering wraparound services.

Strategy 1.4.2: Study trauma-informed housing models and explore pilot initiatives with local partners.

Strategy 1.4.3: Explore co-location opportunities with relevant community-based partners.





Strategic Priority 2

Increase Visibility and Influence

Goal 2.1: Strengthen CRCC's voice and relevance across a broader geographic and cultural spectrum.

CRCC's visibility is key to ensuring survivors know where and how to seek help and that funders, partners, and the public recognize the value of its work. This goal focuses on evolving CRCC's public voice to be inclusive, current, and resonant across diverse communities.

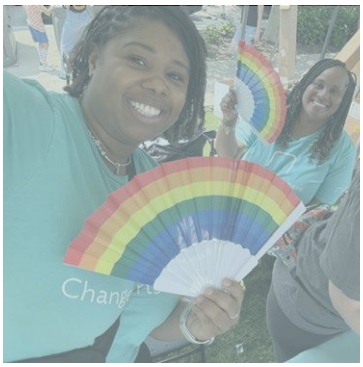
Strategy 2.1.1: Launch creative messaging/tagline pilots to test resonance while maintaining the CRCC name.

Strategy 2.1.2: Update public materials with inclusive, survivor-centered language.

Strategy 2.1.3: Deepen outreach in underserved communities through local partnerships and volunteer engagement.

Strategy 2.1.4: Showcase board and staff diversity across storytelling platforms.

Strategy 2.1.5: Produce an annual impact report with narrative and quantitative outcomes.



Strategic Priority 3

Invest in a Supportive, Empowering, and Sustainable Organizational Culture

Goal 3.1: Create a cohesive organizational culture with shared ownership, transparency, and trust.

CRCC's impact depends on the strength of its internal culture. This goal addresses the need for deeper connection, clearer communication, and stronger alignment between all levels of staff and governance.

Strategy 3.1.1: Implement transparent, inclusive policy development and communication processes.

Strategy 3.1.2: Host regular board–staff engagement opportunities grounded in relationship-building.

Strategy 3.1.3: Become an employer of choice.

Strategy 3.1.4: Launch an internal transparency initiative focused on clarity, healing, and inclusion.

Goal 3.2: Build a strong base of flexible and recurring funding.

Financial sustainability is foundational to CRCC's mission. Growing unrestricted, recurring funding will provide the flexibility needed to respond to community needs and sustain core operations.

Strategy 3.2.1: Grow unrestricted revenue through donor engagement, digital campaigns, and sustainable events.

Strategy 3.2.2: Strengthen infrastructure for annual fundraising and donor stewardship.

Strategy 3.2.3: Launch various giving programs with donor education and recognition.

Goal 3.3: Lay the foundation for long-term, large-scale fund development strategy. Large-scale initiatives such as property acquisition or survivor housing require long-term planning and board readiness. This goal positions CRCC for future transformational fundraising.

Strategy 3.3.1: Conduct a feasibility study to assess timing and readiness for a large-scale fund development effort (e.g. capital campaign, endowment campaign, or other investment)

Strategy 3.3.2: Build board capacity and infrastructure for future campaign planning.

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