



Strategic Plan 2020 – 2023

House of Ruth is dedicated to preventing domestic violence and to ensuring the safety and well being of those impacted.

Introduction

For the past 43 years House of Ruth has provided life-saving support to individuals and families living with domestic violence and will continue to do so as long as services are needed. Our commitment to the domestic violence movement and survivors everywhere stems from our vision of a violence free world where every home is a safe home. We will fulfill this vision by staying dedicated to our mission of preventing domestic violence and ensuring the safety and wellbeing of those impacted by it. For every person who walks through our doors, our goal is that they will leave with a deep awareness that they are deserving of safety, freedom, and joy, and are equipped with all the tools necessary to attain them.

“I have become surer of myself, independent; I found a life in peace and tranquility.” – HoR client

All individuals have the right to heal from the trauma of enduring abuse at the hands of a loved one, and our resilient staff provides the tools, resources, and space to start this journey. Embodying the voices of survivors and our community through person-centeredness, while employing evidence-based and trauma-informed practices, we prioritize both prevention and intervention strategies to end the cycle of violence often passed down through generations.

“Overcoming fear, learning what I should not allow; more than anything that I’m not alone, that there are many people ready to help me to move forward. Thank you, House of Ruth.” – HoR client

House of Ruth is deeply integrated into our community because we know we cannot accomplish our mission alone. We know we are loved and respected by our community partners and understand that growing these partnerships will only increase support to our families.

“House of Ruth is invaluable to our community, and we are grateful for your work.” – High school counselor for Pomona Unified School District

“House of Ruth is a welcoming space for domestic violence victims in the community. The shelter is an invaluable resource.” – Social service provider in Pomona

This plan is a living document with priorities detailed into action steps, bringing all aspects of our organization - from administrative and financial processes, to building on our community partnerships, to responding to all of our clients diverse identities and experiences through intentional service delivery - in alignment with our person-centered values. We know our idea of success is only as strong as our families' motivation to achieve their self-identified goals. Only when our families have achieved their vision of success, will we have accomplished our mission.

“Success looks like being healthy physically, mentally, emotionally, financially and spiritually. Success is being able to get back to a more normally functioning life without the burden/barrier of domestic violence.” – HoR client

House of Ruth has been providing life-saving domestic violence services for residents of eastern Los Angeles and western San Bernardino counties since 1977, offering a broad range of responsive and prevention services, including the 14 core services provided by all California state-funded domestic violence agencies. A respected community resource with increasing visibility throughout the region, House of Ruth pursues its work and mission with professionalism and compassion.

Core services include a 24-hour crisis line, an emergency shelter, individual counseling, group counseling, children's counseling and other programs, an outreach office, legal assistance for temporary restraining orders, emergency food and clothing, emergency response to law enforcement and hospital emergency requests, emergency transportation to shelter and other safe locations, court and social service advocacy, and household establishment assistance. In addition, House of Ruth is required to participate in local community service networks and collaborations.

Additional services and resources, while not required by state law, are critical components of the comprehensive services needed by domestic violence survivors and those in their lives. These services and resources include culturally and linguistically competent staff, case management services for CalWORKS clients, and education and counseling for minor children and children exposed to violence in their homes, communities, or schools. In addition to emergency shelter, House of Ruth provides a variety of housing programs: transitional housing, rapid rehousing, and Domestic Violence Housing First (DVHF).

Planning Context and Process

The planning process began in late 2018, just prior to the planned retirement of House of Ruth's longtime executive director, Sue Aebischer, in early 2019. Following a thorough search process, Pat Bell, former director of development with over 12 years of experience at the agency, was appointed as the new executive director in April 2019. The organization has welcomed a new finance director, development director, and a human resources coordinator, as well as a number of new board members.

In addition to internal changes, House of Ruth received Federal and State Government funding to support the expansion of housing services, including rapid rehousing, transitional housing, and move-in support.

Concurrent with the announcement of Sue Aebischer's retirement, the Board of Directors and senior staff members met for a one-day facilitated retreat in September 2018 to engage in initial strategic planning discussions. A follow-up mini retreat took place in January 2019 to review working groups

reports on three core areas of strategic focus identified at the September retreat: programs, finance, and organizational effectiveness. A one-year plan was developed for FY 2019-2020, with the understanding that the agency would revisit and prepare a three-year strategic plan during the coming fiscal year. This pause was designed to acknowledge recent leadership and other transitions, as well as to allow for the incorporation of new voices and perspectives into planning discussions and considerations.

The planning process continued in the fall of 2019, with the formation of a Core Planning Team comprised of staff and board members, to work with an external consultant to prepare for a strategic planning retreat with the full board in January 2020. Following the retreat, the Core Planning Team worked with the consultant to develop the new three-year plan.

In the first part of 2020, during the final phase of the strategic planning process, the Covid-19 pandemic impacted the nation. House of Ruth had to adjust the methods by which we delivered services while we continued to operate as an Essential Business. Funders were quick to award emergency response unrestricted funds, and the government offered several stimulus packages. We are operating during unprecedented times. Current societal, political, and economic factors create significant uncertainty and threats regarding federal and state funding, as well as other sources of income, on which House of Ruth is reliant. However, this plan, with the commitment, passion, talent and expertise of staff, board, volunteers, and community partners, will guide, inspire, and motivate us as we address domestic violence issues and seek to heal all those impacted.

Perspectives

In preparation for the January 2020 retreat, the Core Planning Team determined that perspectives from clients, community partners and staff would be important and useful to inform planning discussions with the full board. Between December 2019 and early January 2020, the Core Planning Team developed and conducted surveys with staff and clients, and interviews with 10 community partners. Summaries were prepared and shared with the full board prior to and at the retreat.

Selected key points from the surveys and interviews are provided below. The full summaries are provided as Appendices.

Clients

House of Ruth conducted an annual survey of clients in December, which proved opportune timing for the planning process. Feedback from the 129 clients surveyed was very positive: 86% rated House of Ruth services as *Very Impactful*. The agency is seen as an invaluable resource to the families served; clients described the opportunity to be involved with House of Ruth as building upon their strengths and helping them address self-identified barriers and challenges, and recognized the agency's impact on their healing. The most utilized and valued core services included housing, legal representation, evening services, and financial assistance. A number of respondents indicated a desire for more access to mental health services, a need for which House of Ruth is well aware.

The three highest ranked (most helpful) services were case management (80), support groups (53), and individual counseling (46). Other services indicated as helpful included financial resources for housing, evening services and, once again, reduced wait time for individual counseling.

Community Partners

The 10 community partners interviewed included school administrators and staff, law enforcement, city officials, social service agencies, foundations, and medical professionals within House of Ruth's service areas. House of Ruth is highly respected; community partners value the agency as a leader in the domestic violence movement and the community and would like to support growth and impact through deeper partnerships and outreach.

Feedback was overwhelmingly positive in terms of the services provided; House of Ruth is viewed as an invaluable resource, with room for growth in outreach and marketing its services, programs, and events. Interviewees expressed desire for wider and deeper partnerships, including partnering for events, funding, and community outreach efforts to schools. They identified a need to reach the Spanish-speaking community and marginalized ethnic and religious communities. Other opportunities for outreach and connection included additional training for law enforcement, House of Ruth volunteers, and boys and men. Interviewees identified several intersecting issues, including increased awareness of domestic violence due to the MeToo movement, mental health, physical health, substance abuse, lack of affordable housing and income opportunities, and sexual assault.

Staff

Forty-one (41) or 73% of the current staff of 56 responded to the survey, representing all departments. Staff members are very mission driven – passionate about and rewarded by their roles in helping clients reach their goals – and value the agency's mission-driven advocacy role. They appreciate flexibility in the work environment and feel supported by their supervisors and their teams.

Areas of development, growth and improvement included: professional development training and coaching - for their internal roles as well as for leadership development and professional advancement; mental health trainings; internal communication, especially among departments; updated technology and policies and procedures, and increased compensation. Survey responses included a range of thoughtful suggestions for addressing some of the challenges and areas for improvement.

Setting Priorities

Retreat discussions generated the following four core priority areas as the framework for the new plan, briefly described below.

Priority Areas	Description
Inclusivity and Intentional Services to All Identities.	➤ Shift the organization's language, culture, and perception of the populations we serve to be more inclusive in client services. ➤ Assess capacity to provide whole family services, including to people who harm. ➤ Ensure all groups of people representing House of Ruth reflect diverse identities to better serve all clients within the community.
People as a Priority	➤ Improve work/life balance to become the employer of choice. ➤ Invest in board development. ➤ Maximize staff efficiency/roles. ➤ Improve training and development processes.

Community Partnerships	➤ Strengthen outreach and awareness efforts in the community. ➤ Enrich current programs through improved community partnerships to better serve marginalized people. ➤ Build strong community partnerships to improve awareness of, and education about, our mission in the community. ➤ Develop a brand strategy to ensure that communication to the greater community reflects a clear message of who we are and what programs we offer.
Financial Health	➤ Improve overall financial health and stewardship. ➤ Enhance fundraising strategies to ensure organizational sustainability. ➤ Improve processes and systems to lower overall risks and provide high levels of efficiency and cost effectiveness in all operational areas. ➤ Collaborate across agency departments.

The Plan Goals, Objectives, and Key Strategies

Goal 1: Ensure inclusivity and intentional services to clients representing all identities while living out our mission and values.

Objective 1.1: Shift the organization’s language, culture, and perception of populations we serve to be more inclusive in clients services.

Objective 1.2: Assess organizational capacity and inclusivity to provide whole family services, including to people who harm.

Objective 1.3: Ensure all groups of people (staff, board, and volunteers) representing House of Ruth reflect diverse identities to better serve the needs of the diverse clients within the community.

Objective 1.4: Evaluate the success of inclusivity and intentional services to all client identities.

Strategies

- Perform an agency cultural responsiveness assessment.
- Conduct a training workshop series for all House of Ruth personnel (staff, board, volunteers).
- Update all written materials to reflect inclusive language and agency demographics.
- Research best practices for serving the whole family and assess the internal capacity needed to expand the service model.
- Assess current demographic mix and develop an aspirational profile for House of Ruth.
- Deepen outreach efforts to strengthen cultural relationships within the community and better inform the recruitment of staff, board, and volunteers.
- Use the results of the survey to better inform the recruitment, hiring, and onboarding of staff, board, and volunteers.

- Create guidelines and procedures for staff, board, and volunteers, including cultural responsiveness key concepts. Provide training and practice.
- Conduct focus groups specific to client identities to gather feedback (for example, LGBTQ, Muslims, or clients with disabilities).
- Review all written materials to ensure language is inclusive, culturally responsive, and translated to meet survivor needs.
- Ensure staff is fostering inclusivity with services and program delivery.

Goal 2: Ensure that our people are a priority. Retaining staff maintains momentum and ensures mission delivery.

Objective 2.1: Improve staff work/life balance to become the Employer of Choice.

Objective 2.2: Invest in board development.

Objective 2.3: Maximize staff efficiency and roles.

Objective 2.4: Improve training and development processes.

Strategies

- Assess professional development opportunities, work schedules, and benefit options for staff.
- Assess board composition, develop aspirational profile and plan for recruitment, cultivation, approval, and onboarding.
- Implement ongoing board training: diversity, DV training, governance, fund development, etc.
- Assess value, need and potential role for an Advisory Board.
- Update job descriptions for all staff, analyze organizational structure for job fit and agency needs.
- Evaluate the changes and impact of organizational structure.
- Performance evaluations and goals – research best practices for performance management and develop timelines for evaluation.
- Develop a self-care plan for new-hire onboarding to ensure self-management of secondary trauma.
- Develop a training module library for new hires and refresher training (video/quiz/self-learning).
- Develop a training plan for ongoing enrichment training (trauma informed care, personnel coaching, etc.).

Goal 3: Strengthen/Improve Community Partnerships. Improve outreach and awareness efforts to obtain community investment in our mission.

Objective 3.1: Enrich current programs through improved community partnerships to better serve marginalized people.

Objective 3.2: Build strong community partnerships to improve awareness of, and education about, our mission in the community.

Objective 3.3: Develop a brand strategy to ensure that communication to the local community and public reflects a clear and definitive message of what House of Ruth is and what programs and services we offer.

Strategies

- Assess current CBO working relationships, through a SWOT analysis, for opportunities and need.
- Establish alliances with additional CBOs that offer services beyond HOR competencies.
- Confirm the partnerships with a timebound MOU agreement.
- Develop a speaker's bureau of facilitators to include staff, clients, and board members.
- Identify community opportunities to proactively share our expertise through targeted presentations.
- Develop a community outreach plan to target underdeveloped partnerships.
- Develop new messaging, logo/brand to reflect mission and vision.
- Create a new and robust ADA-compliant website that meets the needs of today's viewers.
- Develop and implement a media outreach plan to increase our profile in the community.

Goal 4: Improve financial health. Enhance financial practices, capabilities, and funding strategies for long-term stability and to support future growth.

Objective 4.1: Improve overall financial health and stewardship.

Objective 4.2: Enhance fundraising strategies to ensure organizational sustainability.

Objective 4.3: Improve processes and systems to lower overall risks and provide high levels of efficiency and cost-effectiveness in all operational areas.

Objective 4.4: Ensure collaboration across agency departments.

Strategies:

- Educate management on budgetary best practices for non-profits.
- Improve processes to have real time financial data available to management and board (dashboard reporting).
- Evaluate and mitigate areas of highest risk to the agency.
- Evaluate fundraising strategies with the goal of decreasing the fundraising efficiency ratio by 5%.
- Invest in development staff training to further professionalize that office.
- Increase individual and corporate giving through cultivation and relationship building for major gifts.
- Invest in board training to develop members' skills as partners in fund development.
- Meet or exceed budgeted fundraising goals each fiscal year.
- Review, update and establish policies and procedures for the agency, including areas of accounting, finance, operations, safety, and HR.
- Ensure that the programs and operations areas are compliant with internal and external expectations for quality, effectiveness and efficiencies.
- Utilize and implement technology to improve efficiency, including an IT roadmap to identify and prioritize needs and training.
- Develop processes and procedures to ensure effective grant management practices.

- Evaluate, assess and modify interoffice forms and systems to increase efficiency and accountability.
- Assess current operations and facility needs. Develop a facilities plan.

Monitoring the Plan

The executive leadership team - executive director, finance director, program director and director of development - will monitor the plan **monthly** and work with staff to ensure that goals, objectives and the work plans are on track, that the necessary resources are available for implementation. In the event of any challenges in implementation, the leadership team will conduct a review, assess causes, and develop or propose realistic remedies or adjustments as needed.

The plan will be reviewed **quarterly** by the full board, in conjunction with relevant program and financial performance reports. Celebration of successes and adjustments to the plan will occur as appropriate. The plan will be reviewed by the board prior to the start of each new fiscal year at a minimum; staff will provide an updated and/or adjusted work plan for review and approval by the board.

Acknowledgements/Appreciation

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Heather Tunis, Consultant; Eleanor Brown, Past Board Treasurer

House of Ruth's incredible board, staff, volunteers, clients, and partners whose feedback and ideas were indispensable throughout this process.

Appendices

House of Ruth Programs and Services (chart)
Client Feedback Summary
Community Partner Feedback Summary
Employee Feedback Summary
Strategic Plan Goals and Objectives Work Plan

HOUSE OF RUTH PROGRAMS & SERVICES - SCOPE & DEPTH

RESIDENTIAL SERVICES	COMMUNITY SERVICES	HOUSING SERVICES	COUNSELING SERVICES	PREVENTION	ADMINISTRATION
24 Hr. Hotline Emergency Shelter – 30 beds Transitional Shelter – 25 beds Children’s Services Emergency Food & Clothing Case Management Support Groups – Adult & children Classes – Adult Children’s Tutor	24 Hr. Hotline Walk-In Crisis Intervention Case Management Children’s Services Legal Advocacy – Court accompaniment Business Resource Center Social Service Advocacy Pomona & Ontario sites Food & Clothing	14 units Fontana – Transitional 2 units Rancho – Permanent Rental Subsidies Rapid Rehousing Move-in Assistance Case Management Household establishment assistance	Adult Therapy Children’s Therapy Therapeutic Support Groups Art Therapy Crisis Intervention Internships	School partnerships Wellness Circles Educational Presentations Youth Advisory Council Community Education Health Fairs	Grants – govt. and private Fundraising Marketing / PR Financial Mgmt: budget, billing, reporting Contract Compliance Human Resources Management Payroll Facilities Management IT / Systems Risk Management – Safety, Insurance, Liability
			VOLUNTEER SERVICES 44 Hr. Training 2 x per year Volunteers used in all departments 86 active volunteers		

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Client Feedback

The 129 clients that were interviewed received a *minimum* of 3 services in 2019. Overall, the feedback was positive in terms of the services House of Ruth provides. 86% of those surveyed rated House of Ruth services *Very Impactful*. It was evident that we are viewed as an invaluable resource to families we serve. The demand for services included housing, legal representation, evening services, and financial assistance. Our services were identified as building upon the strengths of our clients, helping them to address their self identified barriers and challenges. Our clients value the services provided and recognize the impact House of Ruth has provided in their healing.

Which services or resources were most helpful to you? (Check all that apply)

- Case Management (80)
- Support Groups (53)
- Individual Counseling (46)
- Legal Advocacy (34)
- Child Care (40)
- Housing Services (41)
- Transportation (10)
- Emergency Shelter (23)
- Transitional Shelter (19)
- Hotline (13)
- Resource Area (26)

What other services would be helpful?

Theme: Financial resources for housing, evening services, no waiting list for individual counseling

What do you think House of Ruth could improve on?

Theme: Communication in shelter, legal representation, support groups for children.

Do you feel that House of Ruth is welcoming and respectful of diverse cultural identities? Please explain.

Theme: Very respectful, respects all identities, we are treated equally

What does “success” look like to you as someone impacted by domestic violence?

- Overcoming your fears.
- Someone who has regained their personal, mental, emotional health back as well as their confidence. Enough to be able to pull through and try to live as normal as possible, without fear.
- Mental Health and physical health together with clear goals and education is success for the whole family.
- to overcome fear of future violence
- Continue to move on with her life in a positive direction

- Survive trauma and emotionally regain yourself the confidence and support they give is amazing. Also, becoming self-sufficient and working on jobs, housing, counseling.
- When a woman and child are able to overcome the situation with the help of the agencies and community support able to find housing and legal services in addition to jobs and a well-balance mental state. Continue to function after dealing with a life changing situation. Being about to bounce back and take care of your family in a loving, stable environment.
- Recognizing problems about the life I had lived with my ex husband, courage for me to accept myself and accept what I had lived through, respect and self-love, motivation to move forward and that no matter what, there will always be a better tomorrow.
- Feeling more optimistic and with the desire to achieve some goals.
- I have become surer of myself, independent; I found a life in peace and tranquility.
- My experience is not to go back or to have contact with the abuser and not to fall into their traps.
- Overcoming fear, learning what I should not allow; more than anything that I'm not alone, that there are many people ready to help me to move forward. Thank you, House of Ruth.
- Peaceful life, wise choices, etc.
- Being independent, free from control, privacy, peace of mind, financial security, consistency, stability for one's family
- Be empowered and stand on my own without any support!
- Releasing the walls the batterers made
- Not with abuser for 2 ½ years. Feel more confident regarding the knowledge learned from DV class.
- Just walking away from my son's father is the biggest success I have achieved.
- Meeting goals and not ever becoming a victim again.
- Success looks like being healthy physically, mentally, emotionally, financially and spiritually. Success is being able to get back to a more normally functioning life without the burden/barrier of domestic violence.
- It looks and feels wonderful, cause I am able to say I survive ... and learned a lot.
- Success to me is not falling into the same pattern. Moving forward without dwelling and blaming myself. And the ultimate success is being happy with my sons.
- Keeping family together.
- Self love, staying strong and independent
- Success for me is cutting the chain! He can no longer harm me; knowing that leaving/seeking help is the BEST thing I can do to keep my son and I safe.
- Able to identify a healthy relationship
- Success looks like being and staying abuse free. Thriving after abuse and getting to the point where a survivor is healthy and whole and can help other women thrive as well.

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Community Partner Feedback

The ten community partners we interviewed represented school administrators and staff, law enforcement, city officials, social service agencies, foundations, and medical professionals within our service areas. Overall, the feedback was overwhelmingly positive in terms of the services House of Ruth provides. It was clear that we are viewed as an invaluable resource to the community and our partners, and there is room for growth in our outreach and marketing of services, programs, and events. There was an expressed desire for wider and deeper partnerships within the community, including partnering on events, funding, and community outreach efforts within schools. Many of the unmet needs for services were around reaching certain populations such as the Spanish-speaking community, marginalized ethnic and religious communities. Whereas unmet needs for community outreach involved more training for law enforcement, boys and men, and advertising the volunteer trainings more broadly. The Me Too Movement, political climate, and less funding available were mentioned as societal factors affecting the agency and the individuals and families we serve. Intersecting issues mentioned were mental health, physical health, substance abuse, lack of affordable housing and income opportunities, and sexual assault. Our community partners value House of Ruth as leaders in the domestic violence movement and want to support our growth through deeper partnerships and outreach.

Community Partners Surveyed:

Counselor at Pomona High School
Administrator – Ontario Montclair School District
Police Captain - Pomona Police Department
Case Worker – Dept. of Child and Family Services
Outreach Services Director - Project Sister
Program Officer - Satterberg Foundation
Manager Community Health - Kaiser Permanente Foundation
Community Member - Baps Charities
Council Member - City of Pomona
Associate Program Director – Pomona Valley Hospital

How is House of Ruth perceived in the community?

Themes: Great reputation, valuable and needed community resource, leaders of DV movement

What does House of Ruth do well and what could we improve on?

Themes: We change and grow our services to meet the needs of community, we could grow on our outreach efforts and publicize more of our activities and programs

What do you think are the trends and issues today that may affect House of Ruth's future?

Themes: Me Too movement bring more awareness to the issue, political climate is toxic for community we serve, intersection of DV and substance abuse, mental health, and economic hardship

Are there unmet needs/service gaps survivors of domestic violence are facing?

Themes: more engagement with male population, Spanish-speaking community, law enforcement, and marginalized populations; waitlists and not enough services to meet the need

Are there ways you would like to work more effectively with House of Ruth?

Themes: Being more involved and informed about prevention and outreach efforts, partnering for community events, and provide presentations about HoR services and DV

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Employee Feedback Survey Results

Summary of Survey Results

In January 2020, core members of the House of Ruth Strategic Planning Committee coordinated the delivery of an Employee Feedback Survey. We received 41 responses from staff which included all departments being represented. The survey reiterated common themes including: the value of mission driven advocacy, a passion to see clients reach their goals, and feeling supported by their supervisor and team. Staff also appreciate the flexibility we provide as well as the benefits. Areas of development and growth for the agency included: professional development trainings, mental health trainings, improved internal communication, and increased compensation.

Staff Experience Questions

Can you briefly describe some of the things you value about working at House of Ruth?

Staff cited that they value the flexibility we offer as well as our mission driven advocacy. Staff used words such as “impact, supportive, flexibility, and teamwork” quite often.

Do you feel you have the appropriate amount of information and resources to make correct decisions about your work and to carry out the responsibilities of your role? Please explain.

Most staff felt that they have the appropriate information and resources to make good decisions about their work. However, a few staff felt that we could improve on communication between departments. Some staff felt we needed to improve on our provided office supplies and to do more to “Go Green.”

What professional development opportunities would you like to see provided?

An overwhelming majority of staff felt that we need more trainings both internal and community based. The theme of topics for training included: mental health training, job specific training, leadership training, more management training and leadership opportunity. Of the training requests, an overwhelming majority of requested trainings included leadership and mental health.

If you were to leave this organization tomorrow, what would the reason be?

An overwhelming majority cited pay as the reason they would leave House of Ruth with some staff saying they would leave due to no opportunity for advancement and lack of flexibility.

What motivates you to go above and beyond at work?

Most staff stated that clients were their source of motivation as well as employee’s own personal values which align with House of Ruth’s mission. Staff also reiterated their commitment and passion for our mission and the work we do to assist and support our clients.

Do you feel like you're progressing professionally at this organization? Why or why not?

A lot of staff stated that they felt they were progressing; however, some staff felt that they would like to see more coaching and training from upper management and more leadership opportunities.

On a scale of 1 to 10, how good is your direct supervisor at recognizing your contributions at work?

66% of staff scored their supervisor at a 7 or better for recognizing their contributions at work.

Agency Questions

In your opinion, what are some of the biggest challenges we have facing us at House of Ruth?

Most staff cited internal issues as House of Ruth's biggest challenges. This included: employee retention, staff compensation, internal communication, funding/budget cuts, and policy and procedure related challenges.

How might we rise in order to meet those challenges?

Staff suggested seeking more funding, consulting with other agencies to serve those who cause harm, more communication/support amongst departments, more top down communication, training opportunities, and work/pay incentives. The responses for this question included diverse and thoughtful suggestions for consideration.

What changes would you like to see at House of Ruth in the next three years?

Staff would like to see more organization, updated technology, updated policy and procedures, whole family services, more collaboration, more cohesiveness amongst departments, and professional development growth and opportunity as well as increased compensation.

Client Services Questions

How do you define client success?

Most staff defined client success as freedom from abuse, clients feeling supported, and clients feeling safe. Many staff identified client success as being client defined.

Other/Misc.

Was there a recent team discussion or meeting where you did not get to share your thoughts? Share them here now.

The answers to this question followed no direct theme. However, staff did openly share thoughts that could be considered for management.

HOUSE of RUTH

Strategic Plan Goals and Objectives

2020 to 2023

Priority Area/ Goal	Ensure inclusivity and intentional services to clients representing all identities
Purpose/ What will be achieved/ Why important	Living out our mission and values

	Time Frame/Due	Lead/Team	Resources Required (Time, Skills, \$)
Objective/Strategy 1: Shift the organization's language, culture, and perception of the populations we serve to be more inclusive in client services.			
1. Perform an agency cultural responsiveness assessment to determine current demographic mix (staff, board, volunteers, clients) and cultural responsiveness of program services. a. Use cultural responsiveness assessment to develop aspirational profile for HOR	Year 1	Chair cultural responsiveness committee / director of programs	Complete CROS – Cultural Responsiveness Organizational Self-Assessment Cost: Free Use Compass Point to conduct focus groups Cost: \$7,500 grant award Conduct demographic survey to staff, volunteers, and board. Utilize Board matrix as data resource. Cost: Free
2. Conduct a training workshop series for all House of Ruth personnel (staff, board, volunteers)	Year 1	Director of programs	Utilize Compass Point to facilitate Cost: \$7,500 grant award
3. Update all written materials to reflect inclusive language and agency demographics. (website, marketing materials, curriculums, policies & procedures, and values statement)	Year 1 – maintain ongoing review	Director of development and director of programs	Catchafire Capacity resource for specialized project expertise. Cost: Free Web design COST \$36,500 Graphic design and print brochures Cost: \$4,000 Secure translator for all written materials, website, and curriculums Cost: \$2,500

Objective/Strategy	Year	Lead/Team	Resources Required (Time, Skills, \$)
Year 1 Initiation			Cost Associated
Year 2 Initiation			
Year 3 Initiation			

Objective/Strategy 2: Assess Organizational capacity and inclusivity to provide Whole Family Services, including people who harm.			
1. Research best practices for serving the whole family. a. Interview external agencies currently serving people who harm. b. Assess internal capacity needs to accommodate the expansion of this service model. c. Engage staff in discussion.	Year 1	ED, program director, finance director	Cost: Staff time

Objective/Strategy 3: Ensure all groups of people (staff, board, and volunteers) representing House of Ruth reflect diverse identities to better serve the needs of the diverse clients within the community.			
1. Determine the gaps and look for community opportunities (presentations, education, etc.) for deepening outreach efforts to strengthen cultural relationships within the community.	Year 2	Director of programs / prevention educ. manager	Review cultural responsiveness assessment results. Invite subject experts from partner organizations to educate us. Cost: Staff time
2. Use the results of the surveys to better inform the recruitment, hiring and onboarding of staff, board, and volunteers. - (example: LGBTQ Inclusivity for board and staff)	Year 2	ED/Board nominating committee/HR coordinator/vol manager	Consult with Compass Point to source expertise and resources for this objective. Cost: TBD
3. Create guidelines/procedures for staff and board, including key concepts, examples of implementation. -Provide training and practice	Year 2 and ongoing	Director of programs/board president /HR	Utilize cultural responsiveness committee members to write & implement guidelines, procedures, and training checklists Cost: Staff time

Objective/Strategy 4: Evaluate the success of inclusivity and intentional services to all client identities.			
1. Conduct focus groups specific to client identities (voluntary) example: LGBTQ, Muslims, clients with disabilities, etc.	Launch in Year 2 and continue Year 3	Chair of cultural responsiveness committee / program director	Identify volunteer facilitator for focus groups. Cost: Staff time Obtain guidance on prompt questions. Cost: Staff time
2. Revisit written materials to ensure language is inclusive and culturally responsive and translated to meet survivor needs.	Year 3 and ongoing	Development director / program director	Staff time and scheduled review periods.
3. Ensure staff is fostering inclusivity -cultural responsiveness committee will foster, monitor, and update staff. - Perform annual focus groups - Identify additional training needs	Year 3 and ongoing	ED / chair of cultural responsiveness committee	Staff time for focus groups, secure partner organization for further training, if needed.

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Strategic Plan Goals and Objectives

2020 to 2023

Priority Area/ Goal	Ensure that our people are a priority
Purpose/ What will be achieved/ Why important	Retaining staff maintains momentum and ensures mission delivery.

	Time Frame/Due	Lead/Team	Resources Required (Time, Skills, \$)
Objective/Strategy 1: Improve work/life balance to become the employer of choice			
1. Professional development opportunities a. Conduct focus groups with staff. b. Develop a learning community schedule for the year. c. Explore a professional development benefit option for staff annually.	Year 1 Year 2	Volunteer mgr., Counseling director ED, finance dir., program dir.	Focus group facilitator (staff) Cost: Free Budget for professional development benefit. Cost: \$12,500
2. Assess alternative work schedules and workstations a. Develop telecommute policies. b. Identify technology needs/cloud-based storage c. Explore various work week options ex. 9/80 work week	Year 1	HR Coordinator, ED, Finance Dir. Program Dir., Dev. Dir.	Research alternative work schedules. Cost: Staff time
3. Assess benefits package options a. Health benefits options b. Retirement match	Year 1 Year 2	HR, Exec. Mgmt.	Savings on health benefit options. Cost: Budget for 2% retirement match

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Objective/Strategy	Year	Lead/Team	Resources Required (Time, Skills, \$)
Year 1 Initiation			Cost Associated
Year 2 Initiation			
Year 3 Initiation			

Objective/Strategy 2: Invest in board development.			
1. Assess, analyze board composition; develop aspirational board composition profile, with the objective to build a diverse board that includes survivor representation. a. Outline and implement recruitment, cultivation, approval, and orientation/onboarding process.	Year 1 and ongoing	Board president, exec. committee, ED, nominating committee	Compass Point- <i>Diversifying Boards Training</i> Cost: TBD
2. Board Training as a regular practice – a. Diversity b. DV volunteer training (short version) c. Governance best practices d. Other relevant topics	Year 1 and ongoing	Board president, exec. committee, ED	Board retreat / 2-4 periodic training workshops Cost: \$5,000
3. Assess value, need and potential role for an Advisory Board. a. Establish role, criteria, operations, etc.	Year 2	Exec. committee / ED	Resource – research best practices. Cost: free

Objective/Strategy 3: Maximize staff efficiency/roles.			
1. Update Job descriptions for all staff, review job titles and responsibilities. a. Analyze organization structure for job fit and agency needs i.e., operations director b. Update organization chart c. Prioritize needs	Year 1	HR coordinator, department managers, ED	Pepperdine graduate study project – organizational infrastructure. Cost: free Review job descriptions to ensure consistency Cost: Staff time
2. Evaluate changes, impact of updated job descriptions/role, organizational structure, and other related changes.	Year 2 and ongoing	Exec. Mgmt. / Dept. Mgrs.	Conduct annual assessment; survey or focus group Cost: Staff time
3. Evaluations and goals a. Research best practices for performance management to effectively use our human capital. b. Develop HR system / timelines of evaluation.	Research year 1, Year 3	HR coordinator, ED, program dir., finance dir., dev. dir.	Examine best practices for performance feedback. Cost: Staff time

Objective/Strategy 4:	Improve training and development processes.		
1. Develop a self-care plan for staff during new hire onboarding to ensure self-management of secondary trauma care.	Year 1	Program director / dept. managers / HR coordinator	Create a checklist for onboarding. Cost: Staff time
2. Implement a training module library for ongoing new hire and enrichment refresher training – video / quiz / self-learning.	Year 1	HR coordinator / program director / exec. mgrs.	Fred Pryor training library Cost: \$3,600 Staff to develop & record HoR specific content Cost: Staff time
3. Develop a training plan for ongoing enrichment training trauma informed care, HR practices, etc.	Year 3	HR / program director / dept mgrs.	Resource – video library Training plan worked into annual personnel performance management.

HOUSE of RUTH

Strategic Plan Goals and Objectives

2020 to 2023

Priority Area/ Goal	Strengthen/Improve Community Partnerships
Purpose/ What will be achieved/ Why important	Improve outreach and awareness efforts to increase community investment in our mission.

	Time Frame/Due	Lead/Team	Resources Required (Time, Skills, \$)
Objective/Strategy 1: Enrich current programs through improved community partnerships to better serve marginalized people.			
1. Assess current CBO working relationships, through a SWOT analysis, for opportunities and need. - Review existing MOU agreements - Review existing contracts	Year 1	ED, program director	Program director facilitate analysis with team. Cost: Staff time
2. Establish alliances with additional CBO's that offer services beyond HOR competencies. Utilize information gathered from inclusivity surveys to assist with partnerships	Year 1-2	ED, program director	ED and program director cultivate CBO alliances. Cost: Staff time
3. Confirm the partnerships with a timebound MOU agreement.	Year 2-3 and ongoing	compliance manager	Compliance mgr. draft MOUs Cost: Staff time

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Objective/Strategy	Year	Lead/Team	Resources Required (Time, Skills, \$)
Year 1 Initiation			Cost Associated
Year 2 Initiation			
Year 3 Initiation			

Objective/Strategy 2: Build strong community partnerships to improve awareness & education of our mission in the community.			
1. Develop a speaker's bureau of facilitators to include staff, clients, and board members. - Conduct public speaking training	Year 1-2	development director/ prevention mgr.	Utilize Fred Pryor Training Library public speaking module Cost: \$3,900 for entire library
2. Identify community opportunities to proactively share our expertise through targeted presentations. - Facilitate conference workshops - Better informed service providers (law enforcement)	ongoing	ED, DOD, program director	Community calendars, conferences Cost: Annual CPEDV conference -Travel expenses \$1,500
3. Develop a Community Outreach Plan to target underdeveloped partnerships. - Strengthen Pomona based relationships (faith based, law enforcement, social service providers, advocacy groups)	Year 1-2 and ongoing	ED, DOD, program director	Master list of all community meetings & collaborations. Cost: Staff time

Objective/Strategy 3: Develop a brand strategy to ensure that communication to the community and public reflects a clear and definitive message of who House of Ruth is and what programs and services we offer.			
1. Develop new messaging, redesign logo/brand to reflect our current mission and vision.	2 years	Development director / ED	Hire Branding/Logo design firm Cost: Branding and web design \$36,500
2. Create a new robust website that is ADA compliant and meets of the needs of today's viewers.	2 years	Development director / ED	Website designer Cost: see above
3. Develop and implement a media outreach plan to increase our profile in the community.	3 years	Development director	Promotional products, brochures Cost: \$4,000

HOUSE of RUTH

Strategic Plan Goals and Objectives

2020 to 2023

Priority Area/ Goal	Improve financial health
Purpose/ What will be achieved/ Why important	Enhance financial practices, capabilities, and funding strategies for long-term stability and to support future growth.

	Time Frame/Due	Lead/Team	Resources Required (Time, Skills, \$)
Objective/Strategy 1: Improve overall financial health and stewardship.			
1. Educate management on budgetary best practices for non-profits.	Ongoing	Finance director	Staff workshops Cost: Free
2. Improve processes to have real time financial data available to management and board. -Dashboard reporting	1 year	Finance director	Cost: \$352/month for acct. software One-time conference: \$2,200
3. Evaluate and mitigate areas of highest risk to the agency with financial controls.	2 years	Finance director	Staff: Executive leadership team involvement Cost: Free

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Objective/Strategy	Year	Lead/Team	Resources Required (Time, Skills, \$)
Year 1 Initiation			Cost Associated
Year 2 Initiation			
Year 3 Initiation			

Objective/Strategy 2: Enhance fundraising strategies to ensure organizational sustainability.			
1. Evaluate fund raising strategies with the goal of decreasing fundraising efficiency ratio by 5%.	1 year	Development director	Staff: Development team Cost: Free (no new cost)
2. Invest in development team to further improve skills as fundraising professionals.	1-3 years	Development director	Cost: \$5,000 for AFP training
3. Increase individual and corporate giving through cultivation and relationship building for major gifts - 10% increase in 1st year - 15% increase in 2nd year - 20% increase in 3rd year	ongoing	Development director	Cost: \$10,000 (\$3,333/year increase in donor cultivation)
4. Invest in Board to develop members' skills as partners with ED and Dev. Staff: assess skills, strengths; define fund development roles to leverage skills, strengths; provide training, support; celebrate success.	3 years	Development director and board development committee	Cost: \$5,000 for development consultant, one time
5. Meet or exceed budgeted fundraising goals. - 5% increase each fiscal year	Ongoing	Development director and board development committee	Cost: Normally budgeted costs

Objective/Strategy 3: Improve processes and systems to lower overall risks and provide high levels of efficiency and cost-effectiveness in all operational areas.			
1. Review, update and establish policies and procedures for agency / accounting, finance, operational, safety, HR -Goal: One comprehensive policies & procedures manual for the agency	1 year	Executive director	Cost: \$5,000 for legal manual review
2. Ensure that the programs and operation areas are compliant with internal and external expectations for quality, effectiveness and efficiencies.	3 years	Finance director and program director	Cost: Free
3. Utilize and implement technology to improve efficiency. - IT Roadmap – identify and prioritize needs	3 years	Finance director and data analyst	Cost: \$36,000 IT Consultant retainer • See IT roadmap

Objective/Strategy 4: Collaboration across agency departments.			
1. Develop processes and procedures to ensure effective grant management practices. - 90% average spend out of grants	Ongoing	Finance director and program director	Cost: Free
2. Evaluate, assess and modify interoffice forms and systems to increase efficiency and accountability.	Ongoing	Executive Mgmt.	Cost: To be determined - Build out HR management systems - Electronic bill-pay - Online facility management tool
3. Assess current operations and facility needs – develop a facilities plan.	1-2 years	ED/operations manager	Cost: \$60,000/year for operations manager and approx. \$35,000/year for handyman as needed