

Raphael House Strategic Plan • 2018-2021 (Approved 8/17)

Mission

We believe that everyone deserves to live a life free from violence. The mission of Raphael House is to engage our entire community in non-violent living through advocacy, education, and community outreach, and by providing a safe haven from domestic violence.

Core Values

- **Trust and Respect**
 - We create respectful relationships and safe space, building a foundation of trust that is central to rebuilding lives, supporting families, and fostering community.
 - We are committed to survivor-centered advocacy and decision-making, using a strengths-based approach to support participants in reclaiming their voice and power.
 - We are a vital and trusted community resource.
- **Collaboration and Innovation**
 - We collaborate with survivors, families, and volunteers to create pathways for healing and transformation.
 - We coordinate our efforts with other organizations to support as many survivors as possible, while also raising public awareness and working to end domestic violence and oppression.
 - We work with the community, addressing changing needs in creative, innovative ways.
- **Systemic Change**
 - We are holistic in our approach, recognizing the need for change on many levels: individual, family, community, and society.
 - We create multiple and interconnected supports from prevention education to shelter and wellness services to housing assistance.
 - We are advocates for public policy change to support survivors and end the cycle of violence.
- **Caring Community**
 - We are strengths-based within our team and with participants, believing in the capacity of individuals to learn, grow, and succeed as part of a supportive community.
 - We establish the behavioral supports and social culture needed for participants to achieve their goals through trauma-informed care, whole-family advocacy, and Positive Behavior Interventions and Supports (PBIS).
 - We share best practices with partner agencies, and learn from them, in order for all to have well-trained staff.
- **Diversity, Equity and Inclusion**
 - We celebrate diversity and welcome differences such as race, ethnicity, gender, gender identity, disability, LGBTQIA+, and religion.
 - We are culturally responsive, including culturally specific programs and services.
 - We are committed to using an equity lens to foster inclusive engagement and to center equity within our practices, policies, and decision-making.

Environmental Scan

Influential Trends in the Operating Environment

- Portland housing crisis impacts participants and staff.
- Uncertainty about public and private funding.
- National political climate is creating fear and erosion of civil rights and resources.
- Domestic violence (DV) remains an epidemic.
- Growing understanding of intersectionality: issues of oppression are connected to abuse.
- Increased public understanding of DV and sexual assault.
- Increased focus on culturally-specific approaches.
- Increased collaboration within the DV field and across sectors.
- Persistence of low wages as part of a system / dominant culture that undervalues work that is most often done by women (e.g., jobs in domestic violence, early education, etc.)

State of the Organization

Key Strengths

- Holistic and innovative programs that are trauma informed.
- Leadership in prevention education.
- Commitment to continuous learning and improvement.
- Trusted and influential DV leader.
- Supportive organizational culture with trusting relationships.
- A beautiful environment that is designed to be calm, peaceful, and healing.
- Strong financial management.

Areas for Improvement or Development

- Staff compensation and pay equity.
- Better financial support for the shelter.
- Low awareness of Raphael House programs other than the shelter outside the DV field.
- Fundraising capacity and board engagement in fundraising.
- Diversity within our staff, Board, and volunteers.

Vision Elements and Barriers

Raphael House's vision builds on existing strengths, addresses areas for development, and responds to trends and challenges in the operating environment.

Vision Elements:

- Excellent and consistent services across the DV system.
- Board and Staff Diversity That reflects our community.
- Raphael House is well-known as a leader in prevention and survivor engagement.
- Adequate staffing with competitive pay and an empowered and collaborative structure.
- Increased fundraising resources, including more Board involvement and earned income.

Barriers:

- Families are experiencing complex obstacles (housing, custody, etc.)
- Trauma is influencing participants and staff.
- Inequitable government contract terms: resources mismatched with needs.
- Stereotypes and stigma associated with DV.
- Scarcity mindset within social services community.
- Low awareness of Raphael House services.
- Operating at capacity.
- Bias, inequities, and barriers within larger systems.

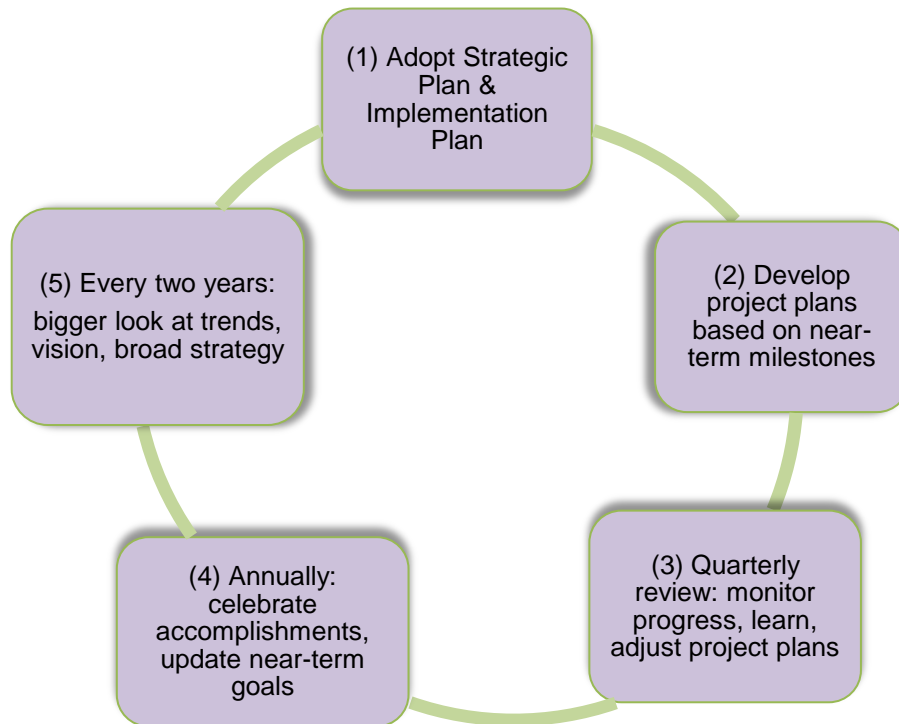
Strategic Directions: 2018 - 2021

Strategic directions are broad strategies for action over the next three years. Strategic directions move towards the vision while addressing barriers:

- Sustaining and expanding our impact.
- Strengthening our voice and resources.
- Building equitable and diverse participation.
- Building capacity, supporting and developing our team.

See pages 4-7 for a breakout of each strategic direction with associated milestones for the next 18 months.


Planning Cycle




**IMPLEMENTATION PLAN: STRATEGIC DIRECTIONS WITH 18-MONTH MILESTONES
(July 2017-Dec 2018)**

STRATEGIC DIRECTION 1:	Action Arena	18-Month Milestones	Who Drives?
<i>Sustaining and Expanding our Impact</i>	<i>Continued Program Excellence and innovation</i>	24/7 extended shelter coverage plan developed and implemented.	Directors with Shelter & Housing Services Manager and Youth & Advocacy Services Manager
		Training program implemented and maintained to train all staff on agency philosophy and approach.	Volunteer & Internship Program Coordinator
		Increased program integration and accessibility through universal design and annual agency assessments.	Director of Programs & Services
		Enhanced culturally specific programs and services to better address community needs.	Managers with Program & Services Committee
		Peer-led activities and volunteer opportunities initiated and evaluated.	Managers & Coordinators
		Continued collaboration across the DV continuum.	Coordinators, Managers, and Directors
	<i>Expanded Collaboration</i>	Conversation initiated with stakeholders as a second stage of "Project Impact" to jointly clarify the outcomes of our work.	Director of Programs & Services
		Strategic collaboration for systems change (e.g., integration of services, joint advocacy, etc.)	Directors and managers
		Criteria developed to guide our participation in additional social justice advocacy efforts (e.g., affordable housing, immigration, etc.); ensure survivor voice at the center.	Directors and managers

STRATEGIC DIRECTION 2:	Action Arena	18-Month Milestones	Who Drives?
Strengthening Our Voice and Resources	Awareness Raising	Current visibility/marketing practices and impact assessed within programs and in the community.	Development team
		Resources identified for marketing campaign to improve visibility and fundraising capacity (includes exploring pro bono services).	Development team
		Regional or national exposure to highlight and build support for our prevention and engagement approach.	Prevention Education Coordinator
	Fundraising	Development Committee established (separate from Gala Committee).	Executive Committee
		Three-year budget drafted with stretch fundraising targets to reflect our vision.	Executive Director and Development team with Development Committee
		Increased board engagement: additional involvement with corporate and individual donor relationships .	Development Committee
		Earned income opportunities assessed based on existing successful programs.	Directors with Coordinators
		Upgraded donor database utilized to analyze giving history/trends and to grow revenue and awareness of programs through targeted communications.	Development team

STRATEGIC DIRECTION 3: <i>Building Equitable and Diverse Participation</i>	Action Arena 	18-Month Milestones	Who Drives?
	<i>Equitable Compensation</i>	Compensation philosophy articulated and implemented.	Directors and managers
		Salary review completed based on market comparables and equity considerations; efforts to make wages more equitable.	Directors and managers; Diversity-Equity-Inclusion Committee
	<i>Operationalizing Diversity, Equity, and Inclusion</i>	Equity lens created and implemented.	Diversity-Equity-Inclusion Committee
		Examine volunteer and staff recruitment and retention practices and strategies to support diversity and inclusion, identify and remove barriers.	Volunteer & Internship Program Coordinator; Committee created for this.
		Board networking and intentional recruitment to increase diversity (includes identifying barriers to entry by survivors and POC).	Executive Committee, Development team, all staff.

STRATEGIC DIRECTION 4: <i>Building Capacity, Supporting and Developing Our Team</i>	Action Arena 	18-Month Milestones	Who Drives?
	<i>Staff Support and Professional Development</i>	Updated format for annual staff review dialogues (not intended to take the place of ongoing feedback).	Directors and managers
		Continued staff training and professional development (includes training for new supervisors).	Directors, managers, and Volunteer & Internship Program Coordinator
	<i>Board Development</i>	Strategic board recruitment in priority industries.	Executive Committee
		Updates provided at board meetings based on board member agreements.	Board Members

	Internal Communication	Online calendar used consistently to share staff schedules.	TBD – ongoing discussion
	Participatory Planning	Quarterly planning sessions to review progress, celebrate success, learn from each other, and update milestones.	Directors and managers
		Transparent annual budget development process.	Directors
	Transition Readiness	Intentional efforts to use our core values as a touchstone for management, governance, and programs.	Directors and managers (for staff); Executive Committee (for Board of Directors)
		Functions documented that are heavily reliant on ED, e.g., government contract requirements, financial management.	Executive Director
		Future-focused financial management staffing options identified.	Directors
		Future-focused executive leadership capabilities and structure explored (finalize in spring-summer 2018).	Transition Committee (Board finalize)
		Executive search undertaken (anticipated for fall 2018).	TBD

ACKNOWLEDGEMENTS

Thanks to all who participated in strategic planning and whose efforts are advancing the mission of Raphael House every day!

Board of Directors:

- Amalia Alarcón de Morris, President
- Nicole Frisch, Vice President
- Michelle Erickson, Treasurer
- Krista E. Tappan, Secretary
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- Blerina (Ina) Kotori
- Tracy Morrissette
- Serene Perkins
- Very Rev. Matthew Tate
- Theresa Weil
- Tracy Curtis
- Christina Vander Werf
- Susanna Taylor Stewart

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- Jessica Walker
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Planning Committee:

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