



Stop the violence. Start the healing.

## **Three-Year Strategic Plan**

Fiscal Year 2018-2019 through  
Fiscal Year 2020-2021

Approved by  
Governing & Foundation Board of Directors  
April 23, 2018

## **Executive Summary**

The purpose of this strategic plan is to articulate the short and long-range direction and priorities for Samaritan House. The strategies and objectives described in this document have been designed and approved by the Governing and Foundation Board of Directors and will guide the organization's efforts and investments over the coming three years.

On September 30, 2017, the Governing Board of Directors and key staff of Samaritan House convened in a day-long retreat to review the organization's strategic plan. The review included an overview on the progress on goals, validation of the continued relevance of the strategic themes and the identification of new "aspirations and opportunities" relative to the strategic themes over the next twelve to thirty-six months. In addition, Samaritan House invited input from current program participants, staff, grantors, donors, city of Virginia Beach officials and other key partners using community surveys and personal interviews.

The Executive Director was charged with shaping the draft and final format of the plan, incorporating all perspectives while looking at the social landscape and environmental conditions outside the organization's control. Specific goals and action steps to implement this strategic plan have been developed by management and leadership staff and will be measured. However, only high-level strategies and overall objectives have been published in this strategic document.

## **Mission, Vision and Organizational Values**

Samaritan House's mission describes why they exist, its vision describes their aspirations for the future, and its organizational values articulate the principles that guide their decisions and actions at every level of the organization. This strategic planning process reaffirmed Samaritan House's mission, vision, and organizational values developed in previous strategic planning sessions approved by the Governing Board of Directors. The mission statement was updated to include human trafficking, the organization's most recent program expansion.

## **Our Mission**

Samaritan House is committed to fostering personal safety, growth and self-sufficiency in adults and their children through freedom from domestic violence, sexual assault, and human trafficking and removing their risks of homelessness.

## **Our Vision**

We envision a community where all forms of violence are no longer tolerated, where people can live violence free lives in safe, affordable housing.

To that end, Samaritan House will operate its programs and services in Hampton Roads and endeavor to be the Virginia's trusted resource for people experiencing domestic violence, sexual assault, human trafficking and homelessness.

## **Our Organizational Values**

Comprehensive Community Based Action

Integrity and Excellence

Compassion and Respect

Social Responsibility and Accountability

## **Strategic Themes**

**Sustainability**-maximize leadership from the Boards of Directors, conduct strategic and intentional fundraising, ensure business continuity, maintain staff talent, and capitalize on local and regional opportunities.

**Communication**-increase public awareness, build relevant partnerships and relationships, and identify education and marketing opportunities.

**Programming**-remain focused and connected to our mission and core values – serving marginalized and vulnerable people through a trauma informed lens and evidenced informed approaches in our service delivery.

## Sustainable Operating Model

The fiscal future of Samaritan House is positive and poised for growth. Collaborative efforts such as the development project “Seaside Harbor” is one example of ways that Samaritan House has extended its reach and dollars. Fiscal year budget for 2018-2019 is expected to be upwards of 3.5 million dollars of which 53% is dependent on government grants.

Overall Strategy:
<i>Commit to fiscal integrity and accountability, utilize effective financial &amp; management practices that maintain public trust and a sound reputation. Create innovative opportunities and enterprises that generate needs for service delivery. Maintain organizational structure, quality facilities, and positive growth.</i>
Objectives-Sustainability
1. Identify additional earned income strategies.
2. Explore social enterprise as an earned income strategy.
3. Implement security and longevity of financial operations.
4. Secure infrastructure for staff growth, opportunities to develop staff.
5. Improve efficiencies, identify systems and acquire needed technology.
6. Maintain financial leverage, identify funds that can grow.
7. Increase staff salary to rates in similar markets.
Objectives-Communication
1. Engage/meet with donors, funders, supporters.
2. Create new strategies to grow outreach & education.
3. Create new strategies to market/promote Samaritan House.
4. Improve reporting & transparency, technical skills to provide analytical reports for staff.
Objectives-Programming
1. Remain engaged in Housing Resource center, system response and programming.
2. Build external partnerships, increase partnerships and collaborations.
3. Explore funding for workforce development programming.
4. Explore funding for legal assistance program.
5. Explore funding, feasibility of permanent Supportive Housing.
6. Explore funding, feasibility of licensed program for trafficked minors.
5. Streamline core financial practices.
6. Create solution focused environment within finance, staff training.

## Employee Engagement

Samaritan House has grown its staff from twenty-eight to forty-three in the last two years. The rapid growth has been representative of significant increases in state and federal funding for its new human trafficking program in fiscal year 2016-2017. In addition, significant gains were made in federal dollars for its rapid re-housing program, Housing NOW. This has allowed Samaritan House to incorporate several mid-level leadership positions under the Program Director.

~ Overall Strategy:
<i>Maintain an organizational culture that recognizes employee excellence. Develop, measure and reward staff performance in a variety of ways. Update employee tools &amp; technology to be competitive in service delivery. Maintain competitive leadership in the fields of domestic violence, sexual assault, human trafficking &amp; homelessness.</i>
<b>Objectives-Sustainability</b>
1. Leverage staff talent, focus on retention, salaries and benefits.
2. Develop leadership succession planning.
3. Ensure business continuity by way of formal Disaster Plan.
4. Secure infrastructure for staff growth.
5. Develop complete salary analysis & scale with ranges that are comparable to other markets.
6. Reward positive employee performance with recognition.
<b>Objectives-Communication</b>
1. Develop cross tem collaboration and transparent communication.
2. Improve workplace communication, trust and rapport.
3. Add to body of applied knowledge and academic publication.
<b>Objectives-Programming</b>
1. Develop organizational culture and staff that are strategically engaged.
2. Create employee empowerment and teamwork.
3. Develop stronger recruitment & screening methods.
4. Develop training program for leadership effectiveness.
5. Implement the most efficient system of data collection and reporting.

## Campaigning the Cause

The Development Department has increased Samaritan House’s financial support center and diversified their funding base throughout fiscal year 2017-2018. New corporate partnerships such as Chesapeake Homes and the Sandler Foundation are examples of broadening the organization’s financial base. Media exposure has increased considerably through creative marketing efforts and Samaritan House is now seen as a regional resource on topics related to ending violence in all forms. By continuing to cultivate strong relationships with community partners and connecting marketing with fund development efforts, the Development Department plans to generate increased un-restricted funds for sustainable growth over the next three-years.

<b>Overall Strategy:</b>
<i>Generate adequate financial resources to properly support all phases of Samaritan House operations, both current and the future. Implement special events, marketing and public awareness plans, create one voice, one message. Engage and appreciate donors at all levels, providing them a return of their investment.</i>
<b>Objectives-Sustainability</b>
1. Increase Development Department infrastructure.
2. Generate adequate un-restricted funding for sustainable growth.
3. Increase support base, focus on donor relations.
4. Support Thrift Store operations.
5. Assist with maintaining, increasing Samaritan House operating reserves.
6. Keep Samaritan House visible, clarify mission, engage daily branding opportunities.
7. Increase use of social media.
8. Increase use of technology.
<b>Objectives-Communication</b>
1. Commit to ongoing communication, between Samaritan House and the community.
2. Improve communication and coordination among Governing and Foundation Board.
3. Commit to ongoing communication such as newsletters, announcements, etc.
4. Connect marketing with fund development to harness all efforts, create communication plan.
5. Identify marketing, communication opportunities to under-served populations.

## Community Outreach, Education and Public Awareness

Samaritan House strives to implement successful public awareness campaigns and education programs that motivate individuals to act. Our goal in next three-years is to expand this program. Samaritan House endeavors to design unique approaches to educate under-served communities, become more visible in educational institutions and expand our prevention programs for elementary through high school.

<b>Overall Strategy:</b>
Provide quality evidence based / informed prevention programs in the community that will reduce entry levels into relationship violence. Elevate community awareness and education that will reduce violence or promote harm reduction of all forms of violence in our community.
<b>Objectives-Sustainability</b>
1. Secure grants and/or funding to expand overall outreach and education program.
<b>Objectives-Communication</b>
1. Develop further/expand speakers bureau.
<b>Objectives-Programming</b>
1. Develop approaches to outreach to under-served persons.
2. Focus efforts on working with colleges and universities.
3. Expand primary prevention programming, K-12.

## Service Delivery to Vulnerable Populations

Samaritan House maintains its focus on filling gaps that the government and public sector are unable to meet. By securing funding and creating innovative solutions, it assists in solving community problems. Samaritan House currently provides basic needs, emergency housing, permanent housing and economic opportunities to the most vulnerable people in our region.

In fiscal year 2016-2017, Samaritan House expanded its services to people experiencing sexual assault and human trafficking. It was awarded a national grant to be a partner of the Hampton Roads Human Trafficking Task Force. This has lead the organization to secure three additional emergency shelters and add another division to their trauma-informed service delivery model.

<b>Overall Strategy:</b>
<i>Provide quality, trauma informed and voluntary services. Commit to evidence-based and evidenced-informed programming. Reduce harm caused by domestic violence, sexual assault, human trafficking and homelessness. Provide basic needs and economic opportunities to program participants. Advocate of behalf of participants for resources needed that will reduce risks and recidivism into homelessness.</i>
<b>Objectives-Sustainability</b>
1. Leverage staff talent, focus on retention, opportunities for cross-training, lateral moves.
2. Leverage staff talent, develop leadership succession planning.
3. Generate ideas, complete feasibility study for a social enterprise.
4. Improve property management opportunities, within rapid re-housing program.
5. Obtain residential accreditation for human trafficking program.
<b>Objectives-Communication</b>
1. Expand collaborative relationship with Human Trafficking Task Force partners.
2. Increase collaborations with law enforcement.
3. Continue hosting monthly Coordinated Community Response Team (C.C.R.T.) and expand Samaritan House's reach by facilitating other community workgroups.
<b>Objectives-Programming</b>
1. Capitalize on programming within the Housing Resource Center.
2. Increase housing opportunities for specific populations.
3. Research feasibility of developing Permanent Supportive Housing.
4. Research feasibility of formal legal program.
5. Improve any and all aspects of Lethality Assessment Program with Virginia Beach law enforcement.
6. Create workforce development program.
7. Create Art therapy, Art enrichment program.
8. Create paid volunteer / internship programs for program participants.
9. Establish local long-term housing program for minors that have been trafficked.
10. Incorporate formal substance abuse services within the voluntary service model.
11. Assist with establishing a prostitution docket. (prevent sex trafficked victims from being charged)
12. Influence Fatality Review to continue subsequent years, take lead if necessary.

## The Governing and Foundation Boards Road Map

Samaritan House established a Foundation Board and it received its 501c3 status on April 16, 2016. The Foundation’s purpose is exclusively for charitable purposes and for the benefit of Samaritan House, Inc., raising operating funds and increasing endowment funds to secure its future. Its current focus is on populating the membership, increasing funds for its investment portfolios and raising major funds for the overall operation of Samaritan House, Inc.

Overall Strategy:
Foster and support sustainability of the organization and maximize the leadership capacity of the Governing and Foundation Boards of Directors.
<b>Objectives: Sustainability</b>
1. Support development activities, attend & sponsor events, encourage members to attend & invite friends.
2. Specifically, help grow W.A.V. & 100 Men affinity groups.
3. Increase overall support base by "friend-raising."
4. Cultivate Governing Board, recruit champions, and corporate participation.
5. Cultivate Foundation Board, recruit champions and corporate participation.
6. Connect development department to donors that can give major gifts and sponsor events.
7. Consider starting a "young leaders" affinity group.
8. Build a network of estate and trust attorneys and forward to names to development department.
9. Practice ongoing board development, training, communicating board roles & expectations.
<b>Objectives: Communication</b>
1. Re-examine and refine mission statement to ensure it reflects current mission and work.
2. Develop and use elevator speech about Samaritan House, communicate its mission, invite others for a agency tour.
3. Create opportunities and ensure communication between Governing & Foundation Boards.

## Strengths, Opportunities, Aspirations, and Results (S.O.A.R ) Analysis

The S.O.A.R. analysis invites stakeholders into the conversation about the what the organization does well and what opportunities may be on the horizon. Current program participants, all staff, and the members of the Governing Board were invited to contribute their views regarding Samaritan House’s strengths, opportunities, aspirations and results.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>○ Mission &amp; purpose</li> <li>○ Professionalism</li> <li>○ Branding</li> <li>○ Reputation</li> <li>○ Board &amp; staff effectiveness</li> <li>○ Quality</li> <li>○ Board &amp; staff leadership</li> <li>○ Passion</li> <li>○ Commitment</li> <li>○ Enthusiasm</li> <li>○ Strong outcomes</li> <li>○ Success</li> <li>○ Teamwork</li> <li>○ No egos</li> <li>○ Progressive programming</li> <li>○ Flexibility</li> <li>○ Strong alliances with other non-profits</li> <li>○ Relationship with the city of Virginia Beach</li> <li>○ Relationships with local businesses and corporations</li> <li>○ Inspiration</li> <li>○ Response to community needs</li> </ul>	<ul style="list-style-type: none"> <li>○ Engage community with stories</li> <li>○ Promote outcomes and results</li> <li>○ Expand foundation</li> <li>○ Recruit community leaders to Governing and Foundation Boards</li> <li>○ Broaden engagement with businesses and corporations</li> <li>○ Create opportunities w Housing Resource Center</li> <li>○ Expansion through affiliations or mergers</li> <li>○ Grow SH brand, refine the message</li> <li>○ Educate the public</li> <li>○ Seek out a community champions</li> <li>○ Expand / Support thrift store</li> <li>○ Explore service enterprise</li> <li>○ Conduct a competitive analysis of other non-profits to differentiate SH</li> <li>○ Public awareness about violence</li> <li>○ Appreciate donors more, large and small</li> <li>○ Expand social media</li> <li>○ Recruit skilled volunteers</li> <li>○ Increase engagement w/ faith community</li> <li>○ Employment/workforce development program for participants</li> <li>○ All staff trained in mental health first aid</li> <li>○ To become more well known by school system and law enforcement</li> <li>○ Track housing outcomes after cases are closed</li> <li>○ Housing opportunities for people with \$0 income</li> <li>○ Spirituality is taken into consideration</li> <li>○ Conduct an analysis of staff salaries compared to market</li> </ul>
<ul style="list-style-type: none"> <li>○ SH will be well known for it's mission</li> <li>○ SH will be the "go to" resource for the community</li> <li>○ SH will have a more diverse revenue stream</li> <li>○ SH Foundation will grow so big it will cover SH operational</li> <li>○ SH will reduce dependence on government grants</li> <li>○ SH will have an expanded outreach &amp; education department</li> <li>○ SH will have counseling program for clients on site</li> <li>○ SH will have a service enterprise</li> <li>○ SH will have increased security measures staff/clients</li> <li>○ SH will have competitive staff salaries</li> <li>○ SH volunteer process will be smooth and streamlined,</li> <li>○ SH will have a easier &amp; more efficient donation process</li> <li>○ SH would own and operate permanent supportive housing</li> <li>○ SH has every shelter adopted by a community partner that will support it all year</li> <li>○ SH will embrace Paid Time Off vs. Vac/Sick time</li> </ul>	<ul style="list-style-type: none"> <li>○ Planned, sustainable growth has occurred</li> <li>○ The community is educated and involved</li> <li>○ SH is fully funded</li> <li>○ SH is fully funded in the future</li> <li>○ SH has a diversified funding streams</li> <li>○ SH mission statement is clear and expresses the services provided</li> <li>○ Client outcomes are positive</li> <li>○ Grants continue to renew, expand</li> <li>○ Revenue has increased</li> <li>○ Programs and services expand</li> <li>○ More people are served, acuity rates decrease</li> <li>○ Recidivism rates decrease</li> </ul>
ASPIRATIONS (Preferred Future)	RESULTS (Measurable)

## Key Performance Indicators

To deploy resources efficiently, this strategic plan has identified and set benchmarks that will be used to measure how efficiently the Samaritan House activities have been conducted during the

plan period. Key performance indicators will be maintained by the Executive Director as staff performance will indicate how successful the strategic plan is being carried out. Bi-annual updates on broader strategies and objectives will be provided to the Governing and Foundation Boards of Directors or at any time per their request.

A special thank you to the Governing and Foundation Boards of Directors that guided and approved this Strategic Plan and the key staff that made significant contributions.

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