Strategic Plan
July 2019-
July 2021

Updated January
2019
I. Executive Summary

Next Door Solutions to Domestic Violence (Next Door Solutions) began in 1971 as a hotline and refuge for mothers and their children who were victims of domestic violence. It was only the second domestic violence shelter program in California and the first bilingual shelter in the nation.

Since that time, Next Door Solutions has grown to provide comprehensive prevention and intervention services to women, men, children and youth, and the LGBTQIA Community. As Santa Clara County’s largest provider of domestic violence services, the agency’s comprehensive approach includes Crisis Services (24-hour multilingual crisis line and emergency shelter); Support Services (walk-in crisis counseling, community office helpline); Systems Advocacy (legal, immigration, social service help); Family Support Services (support groups and services to survivors and their children); and Self-Sufficiency (individual case management, financial literacy workshops, computer lab, Home Safe advocacy services in San Jose and Santa Clara).

Together, the Board of Directors and Executive Staff look far out into the future and envision a better and more supportive community for women and girls in abusive relationships. Next Door Solutions wants to make a measurable difference in how people relate to one another, especially as it relates to women and girls and identifies how men and boys are engaged in these efforts. It will take a community and a generation to change our culture.

Through updating and evaluation of the Strategic Plan, Next Door Solutions can continually assess its ability to better fulfill its primary mission of “ending domestic violence in the moment and for all time” and utilize its core competencies and resources in an impactful and efficient manner.

II. Goals

During FY 2019, the following goals originally articulated in the 2016 Strategic Planning process remain a focus:

1. Continue work toward the long-term stretch goal/vision for survivors and the community (In 25 years, 50% fewer women and girls will experience abusive relationships in Santa Clara County.)
   a. Identify critical success factors that must be met in order to reach the vision
   b. Barriers that must be overcome in order to reach the vision
   c. Strategies/Drivers to attain the goal
   d. Develop an evaluation process for multiple components (individual, programmatic, agency wide, community wide)
2. Complete updates to the Next Door Solutions Theory of Change
3. Gather and analyze data and feedback from clients and stakeholders
4. Conduct a sustainability analysis to look at trends in revenues and expenditures, as well as programming and fund development
5. Explore options for revenue generating activities
6. Develop a system of evaluation for various components, including the strategic plan
III. Call To Action

1. Next Door Solutions Intervention Programming is based on a belief that if women have increased options for self-determination and self-sufficiency, they will increase safety in their lives and experience less relationship abuse. It will be important for Next Door Solutions to ensure that services and programming have outcome measurements by which to evaluate this assumption and a data collection system that tracks outcomes. This will enable Next Door Solutions to test their hypothesis, evaluate what is working, what needs improvement and course correct as needed.

2. The majority of NDS clients come to the agency either in crisis or when referred by other agencies for services not provided by those agencies. Next Door Solutions works to establish a model of long-term relationships with survivors with continuous assessment and response to immediate safety needs for those in crisis and, once the crisis is abated, helps them create their own sense of safety, self-determination and self-sufficiency for their futures.

3. The agency has set a bold long-term goal to decrease relationship abuse by 50% in the next 25 years. This goal requires long-term strategic partnerships made up of government, nonprofits, community, industry and neighborhood leaders who will work together to approach the issue in a concise and coordinated manner.

4. Key stakeholders must be kept apprised of changes and receive periodic reports. In order for Next Door Solutions to be transparent with all of its key stakeholders, it will be important to maintain an updated clear, concise and thorough strategic plan to share with funders, donors and government entities. On-going communication with key stakeholders and the community will be important to keep them engaged over the long term.

5. Next Door Solutions will develop an Operations Plan that 1) Outlines services and programs that support the Theory of Change and 2) supports safety, self-determination and self-sufficiency for clients reaching out to Next Door Solutions for help, and 3) Provides support for the whole family. During the planning process, staff will evaluate all programs and services in light of these goals.

6. As Next Door Solutions designs and evolves its programming and services, it will be important to be transparent to ensure consistency of messaging, enable internal and external stakeholders to have opportunities to provide feedback, and secure buy-in and support from them. This requires an effective internal and external communications plan.

IV. Vision and Strategies:

NDS takes a long range, community minded stand to decrease relationship abuse not just for clients directly served by Next Door Solutions, but for the Santa Clara County community as a whole. In doing so, it recognizes that no one agency can do something like this alone and that a community-wide effort must occur if domestic violence is to decrease. It is understood that real societal change will take at least “one generation” and defined a generation as “25 years”.

3
Vision

*In 25 years, 50% fewer women and girls will experience abusive relationships in Santa Clara County.*

**Critical success factors:**
- Community partnerships and collaboration
- Communities that desire to address relationship abuse
- A shift in Next Door Solutions agency culture to focus on long-term client relationships, increasing self-determination and self-sufficiency options for survivors
- Effective Policy development and Advocacy
- Skills sets and staffing capacity to achieve the goals of the strategic plan
- Software and evaluation tools to ensure adequate record keeping, impact measurement and evaluation

**Identified Barriers to Success:**
- Inadequate capacity, staffing, data driven software
- Attaining and maintaining long-term collaborative partnerships
- High cost of living in Santa Clara County for both staff and clients, making it difficult to attract and retain staff and ensuring that clients have long-term, stable housing, adequate food and access to health services
- Affordable housing options
- Gender inequity and racism that contribute to violence against women, fewer self-determination and self- sufficiency options for women and girls, especially for women and girls of color and/or who are immigrants

**Strategies**

In order to be successful, the agency must address victims of relationship abuse with intervention strategies, work with local neighborhoods and communities to educate and involve them in the intervention/prevention of relationship abuse and include policy and advocacy to increase options for women in employment, income, housing, health access, education, food and wellness.

1. **Survivor-Defined Intervention and Advocacy Programming** that focuses on increasing self-determination and safety with women and girls who have been in abusive relationships
   a. **Issue:** Women and girls who experience relationship abuse have limited options for self-determination and enabling safety in their lives.
   b. **Intended Impact:** Among women and girls who have experienced relationship abuse 50% of them report that they no longer experience relationship abuse.

2. **Community Prevention Programming** focused on social mobilization
   a. **Issue:** Cultural norms allow using one’s power over someone he/she is in a relationship with.
   b. **Intended Impact:** In targeted neighborhoods/communities, 50% fewer women and girls will experience abusive relationships
3. Targeted Policy Initiatives and System and Community Advocacy

a. **Issue:** Embedded in the work are policy and advocacy opportunities for the agency to ensure the well-being and safety of survivors and their families as well as maintaining accountability for perpetrators.

b. **Intended Impact:** Successful passage and/or implementation of legislation or administrative rules that target increased funding and resources, reduce inefficiencies and increase access to services for survivors and their families, and/or increase the safety of survivors and their families while maintaining accountability for perpetrators.

V. **Operational Priorities for FY 2019-2020:**

By June 30, 2019, Next Door Solutions executive staff will develop an Operational Plan that:

1. Articulates incremental 3-year measurable goals and objectives to equal the 25 year goal
2. Finalizes an organizational structure that fully supports the Theory of Change, putting in place services and practices to attain identified critical success factors and overcome barriers to success.
3. Expands Intervention Services that will benefit the whole family through a focus on safety, self-determination and self-sufficiency for survivors and their families.
4. Designs Prevention programming focused on children and youth, health, and engagement of men and boys in ending domestic violence
5. Designs Policy and Advocacy initiatives for FY 2020
6. Develops an evaluation tool of all current services against the Theory of Change and identifies technology and data collection needs
7. Establishes Operational Agreements with current partners
8. Develops a Sustainability Report with the following:
   a. Projects staffing and non-personnel expenses for the next 3-5 year
   b. Projects sustainable revenues sources for next 3-5 years
   c. Development Trends and Strategies
   d. Programmatic Trends and Priorities
9. Develops Communications Plan to raise the profile of NDS and ensure transparency with all stakeholders

VI. **Strategic Plan Oversight**

The Board of Director’s will appoint a Strategic Plan Task Force that will regularly review progress toward implementation and impact goal attainment. It is further recommended that bi-monthly board meeting agendas include a strategic planning item for reporting by the Executive Director.
VII. Guiding Documents

1. Theory of Change (Attachment A):
The Theory of Change articulates and defines client and community services for the agency and is the basis for designing services and holding Next Door Solutions responsible for impactful change among direct service clients and the community. It is not a static document, but rather it is meant to be a dynamic guide to be used, evaluated regularly and adapted as increased knowledge is attained and the community changes. As Next Door Solutions becomes data driven, it will have the information needed to assess progress toward or impediments in the way of attaining its vision. The Theory of Change addresses intended client and community impact only and not the administration, operations or financial resources needed to support services.

2. Strategy Screen (Attachment B):
Next Door Solutions’ reputation and proposed future create opportunities for growth. At the same time, challenges or threats may present themselves to the organization. To make informed decisions and to contribute to a thorough due diligence process before deciding on whether and how to move forward when presented with growth opportunities or organizational challenges, the Board has developed a “strategy screen” which includes criteria that must be considered before a decision is finalized.