



STATE OF THE AGENCY

LOOK BACK & REFLECT



**STRONG
START**

- Strategic Plan Implementation
- Organizational Change
- Anti-Racism Work
- 2021 Goals



STRATEGIC PLAN IMPLEMENTATION

WHERE WE HAVE BEEN

WHAT WE HAVE BEEN DOING

WHAT WE HAVE ACCOMPLISHED



Vision:

A world free of violence and abuse

Mission:

Prevent, respond to and partner to end domestic, sexual violence and other forms of abuse

Strategic Direction:

Position Vera House as an expert locally and nationally in the prevention of and response to domestic violence, sexual assault and other forms of abuse with a focus on underrepresented populations.

INTERMEDIATE STRATEGIC VISION

In **3 years**, Vera House will grow into a **\$6M** organization that is a **leading voice** in the prevention of domestic and sexual assault nationally and that champions **allyship** and **advocacy** for greater benefit of the **victims and survivors** within Onondaga County.

Intentionally developing infrastructure through the **culture of planning, learning and performance** will *position three programs/services* for launch beyond local delivery leveraging an additional **\$35k/annually**. This will be achieved with a **committed** and **vocal board of directors, staff** and **volunteers** through *strategic partnerships*, high impact *outreach and engagement* that leverages the **organizational diversity**.

STRATEGIC PLAN IMPLEMENTATION

Voice of Vera

Culture of
Planning,
Learning &
Performance

Investment in
Infrastructure for
Growth and
Renewal

Allyship &
Advocacy



ORGANIZATIONAL CHANGE

OUR COMMITMENT TO ONE
ANOTHER AND THOSE WE SERVE

VOICE OF VERA

- Director of Marketing and Communication
- Hire an Events Coordinator
- MARCOM Workgroup
- Branding and Name Investigation
- Website Launch
- Social Media Platforms
- Statements and Positions



CULTURE OF
PLANNING,
LEARNING &
PERFORMANCE

- Leadership & Emerging Leaders Program
- Department Strategic Plan Creation
- Move of Volunteer Coordination to the Development Department
- For Fee Planning and Launch of Workplace Sexual Harassment Training, 12 Men & Expert Witness
- Development Opportunities to include Vicarious Trauma Prevention and Trauma Stewardship
- Onboarding and Orientation Development and Implementation

INVESTMENT IN
INFRASTRUCTURE
FOR GROWTH &
RENEWAL

- Began Upgrade to Office 365
- New Software Platforms in Finance, Development and Prevention Education
- Human Resources Work Plan Implementation and Focus
- Leadership Team Restructure: Diffuse leadership across the organization (Shared Leadership Model began)
- Enhanced Staffing Structure
- Began Integration of Programs and Departments (Legal, Elder Abuse & Alternatives)

ALLYSHIP & ADVOCACY

- Child Victims Act Support for Victims & Attorneys
- Hosted, designed and facilitated Community Accountability Forum with Black Lives Matter to address community harm
- Trauma Informed Journalism Event
- Advocacy Days and Discussions with Elected Officials and Candidates
- Move of CNY Pride Parade from Juneteenth as effort of the Pride Coalition
- Ensuring Deaf Accessibility for Blood Donations
- Hosted and Centered Voices of Queer and Transgender People for the creation of the Transgender Policing Policy with SPD
- Merged the Advocacy Workgroup into the Collective to ensure the addressing of Anti Racism within our Advocacy
- Format Change of the Report to the Community to center underrepresented experiences and voices of victim/survivors
- March for Black Lives Matter



COVID 19 RESPONSE

- Remote work
- Chat
- Telehealth
- Virtual/Hybrid Classes & Small Groups
- Protocol & Policy Changes
- Heal & Reclaim replaces DV Ed Classes
- Challenges
- Silverlinings



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ANTI-RACISM COMMITMENT & WORK

IDENTIFYING AND DISMANTLING THE RACIST FOUNDATIONS
OF THE MOVEMENT AND OUR ORGANIZATION

- Lack of retention of Black & Brown Staff
- Board & Foundation Journey to Align
- Clients Service Impediments Identified
- Active Harm and Oppression
- Casualties of the Dominant Culture Narrative

BRUTAL TRUTH & PAIN POINTS

REVEALINGS & ACTION

- Staff Meeting Introduction
- Reading of White Fragility
- Staff Development
- Introduction and Discussion of the Elements of White Dominant Culture
- Caucus of Color, Collective and White Caucus Implementation
- Moment of Truth
- Policy and Process Changes
- Culture of Accountability, Healing and Advocacy

DEVELOPMENT & DONORSHIP

- **Appeals 2020 - \$164,191**
 - Increase of \$36,973
- **Community & Foundation Grants:**
\$184,800
 - Many related to COVID
- **Monthly Donors:** 48 donors,
\$14,695
 - Increase of 50%
- **Unsolicited:** 193,974
 - Increase of \$106,615
- **Total: \$784,906**
 - Increase of \$372,451

DEVELOPMENT & DONORSHIP

Effects of Anti-Racism Effort

Losses:

- 1 monthly donor (\$120 annually)
- 10 donors asked to be removed from mail list
- 3 corporate event sponsors (\$15,000 annual support)
- 7 trustees - personal donations, anticipated loss of estate gifts, and \$15,000 outstanding pledge

Gains:

- Over \$25,000 in donations from 35+ donors with notes specifically referencing this work
- 2 new monthly donors (November)
- 211 new donors to VH (Nov/Dec)
- 7 new Foundation Trustees committed to the strategic direction



LOOK AHEAD

TODAY FOR TOMORROW

2021 GOALS



OUR INVESTMENTS PRODUCE HEALING

2021 GOALS & OBJECTIVES

- **Voice of Vera**

- *Determine brand and relaunch locally, regionally and nationally*
- *Increase reach and engagement into Black & Brown Communities*

- **Culture of Planning, Learning & Performance**

- *Provide 2-3 enhanced, culturally humble and critical programs and services for those in shelter and for those identified as causing harm*
- *Analyze 25% of current program data to mine for racial disparities, service competence and efficiency*

2021 GOALS & OBJECTIVES

- **Investment in Infrastructure for Growth & Renewal**

- Develop 2 training/facilitator programs and secure 8 sites to implement
- Increase revenue from major donors and estate planning commitments by 10% respectively
- Achieve 90% participation rate for staff and volunteers in development of conflict resolution, allyship, self-care and resilience building
- Increase knowledge, skill and abilities to fill identified gaps in staffing by 30%

- **Allyship & Advocacy**

- Identify and engage in dismantling and rebuilding policy and protocol related to victims/survivors of color's needs
- Incorporate antiracism and anti-oppression exercises specifically related to DV/SA into 90% of BOD meetings

2021 ACTIONS

**Create and
Implement**

Create and implement a targeted, rebranding plan

**Develop and
Implement**

Develop and implement plan related to client process, service and program efficiency and efficacy

**Develop and
Implement**

Develop and implement teaming strategies across the organization

**Develop and
Implement**

Develop and implement an income plan focused on fee for service

Develop

Develop a fund development plan that is initiated and promoted through the Foundation

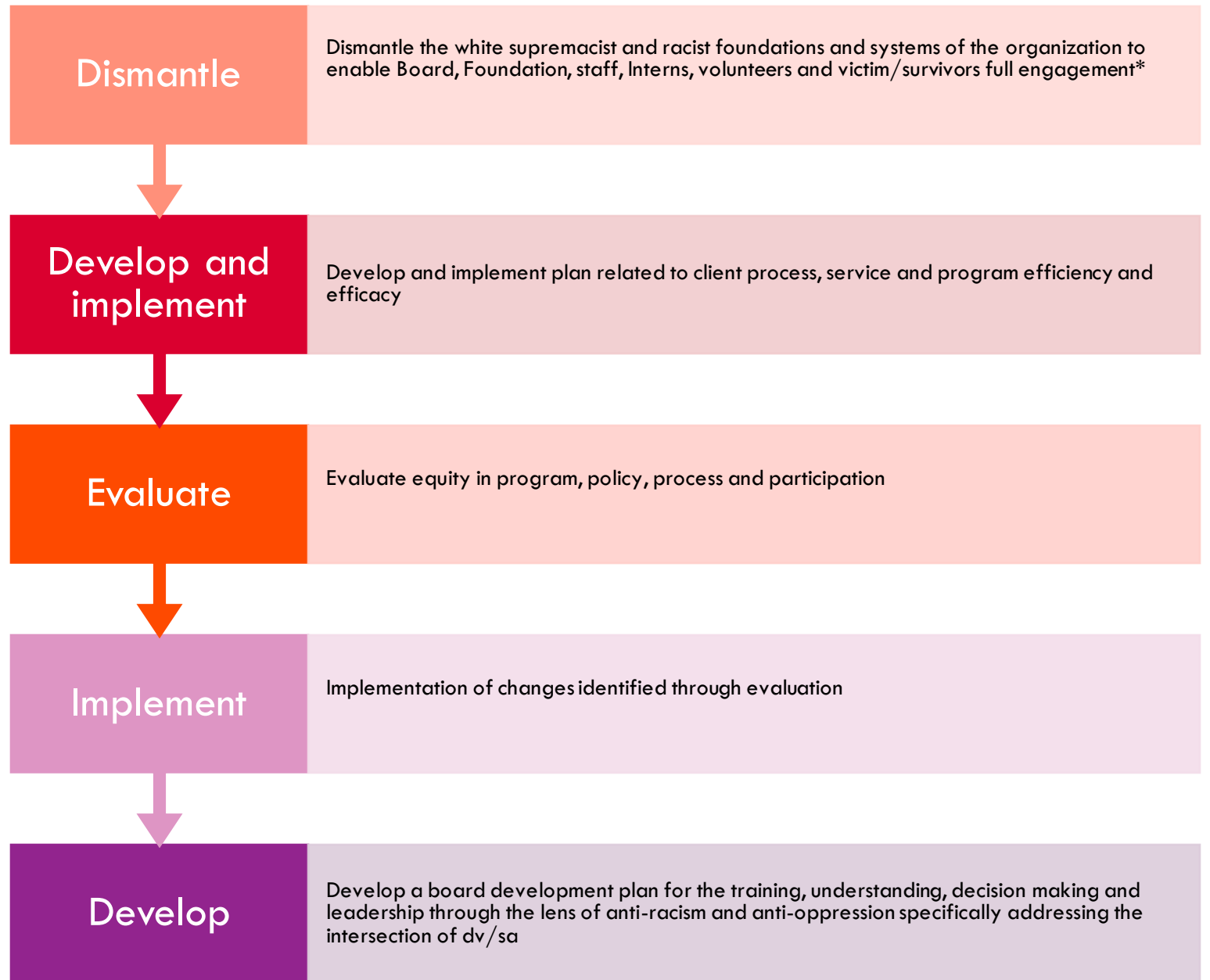
**Develop and
Implement**

Develop and implement a full volunteer recruitment and management plan

**Implement and
Enhance**

Implement and enhance full utilization of new technology

2021 ACTIONS



- ✓ Commitment to Learn & Grow
- ✓ Commitment to Healthy Relationships
- ✓ Commitment to Partner with Leaders in order to:
 - ✓ **Care for Self**
 - ✓ **Build Resiliency**
 - ✓ **Prevent Burnout & Vicarious Trauma**
- ✓ Promote safety, healing and healthy relationships with fellow staff, volunteers, interns, clients and partners to interrupt and prevent violence

2021
INVESTMENTS