



We're strengthening communities, empowering people, and making a difference through support, advocacy, and education.

2011 Strategic Plan
revised December 9, 2010

Our Mission and Vision

Dear Friend of The James House –

This document is the result of several years of work, which included an extensive planning process with the staff and Board of Directors of The James House over much of 2010. The original planning document, completed in November of 2009, provided clear direction for our organization as we went about the work of supporting, educating and advocating for people in the Tri-Cities and surrounding counties affected by sexual and domestic violence.

Over the past several months, our Board has worked closely with our consulting partners at Floricane LLC to update our strategic plan with revisions reflecting our progress over the past 12 months – and integrating changes in our structure and the external environment.

As the accredited sexual and domestic violence service provider in the Tri-Cities, The James House has a critical role to play in our community. It is a responsibility we take seriously – our staff, our Board and our volunteers are committed to our work, and are proud of the positive impact we have on the lives of so many residents in the communities we serve.

We will continue to revise and update our planning documents to reflect both our changing culture as an organization and the growth and change across the Tri-Cities area.

Thank you for your continued support,

Chana Ramsey, Chief Executive Officer
Gay Cutchin, Chairperson, Board of Directors
The James House

Our Mission and Vision

Our Mission

Founded in 1989 on the belief that all people deserve a life free from interpersonal violence, The James House provides support, advocacy and education for people in the Tri-Cities area of Virginia affected by sexual violence, domestic violence and stalking, to empower them to become healthy, safe, and self-sufficient.

Our Vision

The James House organization aspires:

To be recognized and respected by our peers and within the community as the leader in non-profit operation, having impeccable integrity at all levels, a sound financial foundation and a reputation for excellence.

To serve those affected by sexual and domestic violence in the Tri-Cities area, delivering hope, optimism, empowerment, sustainable change and ultimately a peace of mind with the absence of fear through caring and coaching and the provision of temporary, safe shelter, transitional housing, and transportation.

To inspire a call within the community to volunteer and engage in the act of caring for those in need of relief from domestic and sexual violence.

To be fully staffed at all levels by qualified, knowledgeable, engaged advocates, taking full ownership of their roles and responsibilities.

Our Guiding Principles

Be prepared by anticipating and dealing with change and growth in the communities we serve.

Attract, develop and retain a highly competent and motivated staff.

Build an organizational culture that nurtures the individual and develops a sense of self-esteem as an integral part of society.

Provide an innovative environment that promotes the development of new methods or practices to achieve our vision.

Provide safe, positive, attractive and clean community based facilities.

Seek to develop constructive and synergistic collaborations with other organizations.

Continually improve through research, communications and evaluation.

Board of Directors

Our Focus: We will continue to strengthen the existing Board of Directors; ensure that all Board members have a firm grasp on The James House operations, the role of non-profit boards, and their responsibilities with The James House; and create a foundation for future Board growth and development.

2011 Board Orientation and Development

1. All Board members should go through The James House's formal orientation process, and attend a Nonprofit Board Orientation training session during 2011:
 - a. New Board members should complete the formal Board orientation process within 90 days of joining the Board. New Board members who joined the Board of Directors after July 1, 2010, and have not completed the orientation process should do so by March 1, 2011.
 - b. Board members who joined the Board prior to July 1, 2010, should go through a condensed orientation session that includes a complete overview of The James House's financials, programs and services by the CEO or a senior staff member. These sessions should be held by June 30, 2011.
 - c. All Board members should be encouraged to attend a Nonprofit Board Orientation training conducted by Southside Community Partners or VCU's Nonprofit Learning Point during 2011.
2. Beginning January, 2011, each regular Board session should include a 5-minute, staff-led case study presentation, training or discussion that expands the Board's understanding of the work of The James House, or of issues related to domestic and sexual violence.
3. Each March and September, the Board of Directors will hold extended sessions that include development workshops/training events on fundraising/development, governance or strategic planning.
4. The CEO and at least one member of the Governance Committee will have a formal discussion with each member of the Board of Directors at the beginning of each fiscal year (between June and August). The discussion should help each Board member identify specific opportunities to contribute to the mission, vision and strategic direction of The James House, including participation in fund development activities; outreach; and advocacy.

2011 Committee Structure and Focus

1. The Board of Directors will continue to move forward with its new committee structure with four standing committees – governance, finance, development and programs/services.
 - a. Each committee is expected to make informed decisions based on current accreditation standards, best practices, grant requirements and

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- fiscal impact. A senior staff member will be assigned to each committee to provide expertise and perspective, where needed.
- b. Each committee will deliver a summary of its activities at each regular Board meeting, including any requests for action on the part of the Board.
 - c. Each committee will identify competent individuals in the community as potential non-Board committee members, and make recommendations to the full Board of Directors before recruiting as many as three (3) non-Board members to their committee.
2. The Finance Committee will work with an external consultant to strengthen The James House's financial management and reporting system/process:
 - a. Purchase and install QuickBooks software. Populate the new software with data, as available. Train appropriate staff and committee members on the use of the new software, especially the reporting capabilities.
 - b. Identify and develop a simple set of financial reports designed to keep key staff and the full Board of Directors appropriately informed about the financial state of the organization.
 - c. Coordinate and deliver additional financial training for the Board of Directors, as necessary.
 3. The Finance Committee will work with an external consultant, the CEO and appropriate staff to develop and review a proposed budget for The James House for FY11/12, and will deliver a proposed budget to the full Board of Directors for approval each May.
 4. The Development Committee will work with an external consultant to develop a long-term fundraising and development strategy that allows The James House to expand its programs and services, and creates a more appropriate balance between restricted and unrestricted funding.
 5. The Development Committee will work with an external consultant and the CEO to actively engage the full Board of Directors in fundraising and development activities in 2011 and 2012:
 - a. Coordinate and deliver ongoing training to the Board of Directors, as necessary.
 - b. Update the Board of Directors regularly on fund development successes and pending opportunities.
 6. To strengthen alignment and role clarity, the Governance Committee will focus its activities on the following priority areas:
 - a. Support and manage the CEO.
 - b. Lead and support implementation of the Strategic Plan.
 - c. Provide leadership for and ensure accountability in the committees.
 - d. Focus and manage the flow of information between the organization and the Board of Directors.
 7. The Programs and Services Committee will work closely with staff and the Board to educate and inform the Board of Directors on key activities and opportunities

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related to The James House's program activity, including:

- a. The creation of an informed and easily managed summary report of The James House's activity and services.
- b. The coordination and delivery of appropriate training to the Board of Directors, including a session in 2011 that provides the Board with a comprehensive, educational overview of The James House's programs, services, activities and service area.
- c. Recommendations on opportunities – and proposed funding sources – to strengthen and/or expand The James House programs, services and activities in 2012 and 2013.

2012 Board Composition and Growth

1. The Governance Committee will manage the anticipated transition of existing Board members, including the Chairperson, Vice Chairperson and Treasurer by:
 - a. Identifying existing Board members who are leadership candidates, or actively recruiting and orienting competent individuals to succeed the existing Board leadership.
2. By January 2012, the Governance Committee will develop a three-year recruitment plan for the Board of Directors that:
 - a. Identifies the desired size and composition of the Board of Directors;
 - b. Identifies specific individuals in the Tri-Cities region to be recruited as potential new members of the Board of Directors or non-Board committee members;
 - c. Tasks individual Board members with the targeted recruitment of specific, potential new members to the Board of Directors for 2012, 2013 and 2014; and
 - d. Tasks individual committee chairs with the direct recruitment of specific, non-Board committee members whose skills and experiences will benefit the work of the committee, and who are likely future candidates for the Board of Directors.

Fund Development

***Our Focus:** We will continue the development of a comprehensive, long-term funding strategy that allows The James House to expand its programs and services. Our goal is to create a more appropriate balance between restricted and unrestricted funding, and to provide a secure foundation for future activities in support of The James House Mission and Vision.*

2011 Development Consulting and Support

1. Hire a part-time development consultant, reporting to the CEO of The James House, to build a fund development strategy and to review and make recommendations to strengthen the organization's ability to raise appropriate funds.
2. The CEO and Development Committee will identify and secure future funding to continue support of the part-time development consultant position when funds from The Community Foundation end in October of 2011.
3. The CEO and key staff will orient the new development consultant to The James House and the Tri-Cities community during the winter of 2010-11.
4. In addition to developing a strategy, the fund development consultant will provide ongoing support and coaching to the Development Committee and CEO of The James House to strengthen their competencies in the area of fundraising and fund development.

2011-13 Expansion of Fund Development Activities

1. Develop and execute on a long-term plan to increase individual donors and board giving. This includes the launch of an Annual Fund for The James House.
2. Develop and execute a long-term plan to emphasize a consistent offering of special events to build goodwill, raise awareness and generate revenue for The James House.
3. Develop and execute a long-term plan to grow the pool of corporate, foundation and community groups who provide funding to The James House.
4. Continue to pursue existing and emerging restricted funding sources, such as federal, state and foundation grants.

2011-12 Strengthen the Board's Development Capacity

1. The CEO and fund development consultant will support the organization of a new Development Committee, whose primary responsibility will be to support the fund development activities of The James House.

Fund Development

2. The Development Committee will work with the Governance Committee to recruit new Board members who demonstrate a strong commitment to and competency around fund development.
3. The Development Committee and fund development consultant will coordinate and deliver ongoing training to the Board of Directors, as necessary.
4. The Development Committee and fund development consultant will work closely to identify funding opportunities, match the CEO and individual Board members with appropriate opportunities, and provide necessary information, coaching and support to successfully pursue those opportunities.

2011-12 Bolstering Community Profile

1. The James House facilitates, supports and attends events – locally and statewide – that strengthens its position in the community, and should continue to dedicate a staff member to build community awareness. Staff will develop and execute a long-term engagement plan to increase consistent staff and Board participation in targeted community events within targeted service areas.
2. Staff will develop and execute a long-term marketing and communications plan that supports both The James House’s Mission and Vision and the fund development strategy.

Programs and Services

Our Focus: We will continue our commitment to building quality programs and services that help us better serve our Mission and Vision; to review and evaluate the effectiveness of our work in the community; and to adapt our approach to meet the needs of our clients.

2011 Evaluate Success of Transitional Housing Program

1. Create a working team consisting of at least one senior staff member and one Board member (representing the Programs and Services committee) to evaluate the success of The James House's Rapid Rehousing Program, and to make specific recommendations to the CEO and Board of Directors to strengthen that program by August 2011. The evaluation should include:
 - a. Identification of additional opportunities for pass through funding.
 - b. An evaluation of outcomes experienced by participating clients.
 - c. Recommendations to modify or strengthen the program.

2012-13 Explore the Opportunity for a Regional Shelter

1. Create a working team consisting of at least one senior staff member, one Board member (representing the Programs and Services Committee) and one community stakeholder to evaluate the need and opportunity for the development of a regional shelter serving the Tri-Cities and surrounding communities:
 - a. Establish team no later than January 1, 2012, to conduct a needs assessment for a regional shelter.
 - b. Meet with or talk to representatives from other shelters in Central Virginia, and elsewhere, to better understand best practices, challenges and varying approaches.
 - c. Meet with representatives from a wide range of regional organizations to gauge political and financial support for a regional shelter initiative.
 - d. Deliver a report by December 1, 2012, to the Board of Directors clarifying the need, the opportunity and the most appropriate approach for The James House to approach the creation of a regional shelter. The report should include a proposed timeline, and identify potential sites, community partners and funding sources.

2012-13 Plan the Strategic Growth of Programs/Services

1. Based on initial recommendations from the Programs and Services Committee, in FY 2012-13 staff should provide the Board with a specific plan to strategically grow The James House's services. The plan should include financial and staffing recommendations for the Board, and be delivered to the Board by January of 2012 (for consideration in the FY2012-13 budget cycle). The plan should include:

Programs and Services

- a. Recommendations for increased, ongoing and consistent involvement with schools and churches throughout the community to increase education and awareness.
- b. Recommendations for more frequent support groups serving a broader service area.
- c. Recommendations of opportunities to strengthen community relationships to provide continued referrals to support resources for clients that include legal advocacy, financial management and counseling, additional children's services, and other professional resources in the community.
- d. Recommendations that increase The James House's ability to provide increased court and hospital accompaniment.

2013 Strengthen Transportation Solutions for Clients

1. Based on the funded recommendations in FY2012-13 to strategically grow The James House's services, actively explore ways to strengthen transportation options for clients, which may include:
 - a. New or modified agreements with third-party transportation services in the region, such as the Petersburg Area Transit bus system, local cab/taxi companies, etc.
 - b. Funding and hiring a transportation specialist for The James House, whose responsibilities would include driving staff and clients, and negotiating broader transportation solutions.

2012 Redesign Volunteer Program

1. Identify and secure funding, and hire a consultant with experience in designing, identifying funding for, and supporting the implementation of a comprehensive volunteer program for nonprofit organizations. Contract for a formal report to be delivered to the CEO and Board of Directors by the end of 2012. Recommendations should explore:
 - a. The overall program scope and structure
 - b. Staffing of a newly designed volunteer program
 - c. Recruitment, selection, orientation and recognition of volunteers
 - d. Volunteer training (ongoing, after orientation)
 - e. Role of volunteers as facilitators, 24-hour hotline support, community engagement and education, etc.