



## Strategic Plan

December 2006

### Introduction

This strategic plan is a reflection of input by Casa de Esperanza's Board of Directors and staff. The strategic planning process was led by a core team, comprising Board of Directors and staff leadership, that met regularly to reaffirm and further develop the organization's mission, vision, values, strategic outcomes, and operating principles for the future. Their ideas and suggestions were further clarified and refined by the larger Board and staff. The Board of Directors and staff embrace this strategic plan.

The Board of Directors has approved the following areas of focus for the strategic plan:

- ✓ **SCOPE OF WORK:** Casa de Esperanza desires to expand its national/transnational work, while continuing to provide direct services locally. The blend of national/transnational work and local initiatives not only grounds Casa de Esperanza, but also differentiates it from other national organizations.
- ✓ **FINANCIAL RESOURCES:** Casa de Esperanza seeks to increase its financial stability through product sales; charging for indirect services; charging for assistance to other organizations; and increased fundraising efforts from individuals, foundations and corporations. An important component is expanding the development, marketing, and sales of Casa de Esperanza products and services; and continued implementation of the organization's marketing plan.
- ✓ **STAFF AND CULTURE:** Casa de Esperanza seeks to develop future leadership by creating a staff culture that is steeped in the organization's mission and entrepreneurial spirit. The organization will implement a transitional leadership structure to ensure the organization's stability and continuing staff development. Key staff positions will be added to expand capacity in the national and transnational work.
- ✓ **BOARD RELATIONS:** Casa de Esperanza seeks to develop a clear plan with measurable objectives to educate and engage the Board of Directors in fundraising, increasing recognition, and other support for the organization. Part of this plan is to consider adding national-level board members.

It is clear that Casa de Esperanza is nationally known and respected for leadership and innovation that fundamentally shifts the social condition in relation to its approach to domestic violence, community building, and organizational development. It is also clear that the three senior staff—Lupe Serrano, Patti Tototzintle, and Amy Sanchez—are recognized and sought-after as experts on building social capital, domestic violence, Latino culture, and resource development.

## **Mission**

Casa de Esperanza mobilizes Latinas and Latino communities to end domestic violence.

## **Vision**

Latinas, their families, and communities throughout the world recognize domestic violence and act to end it by creating communities rooted in honor and respect.

## **Core Values**

Casa de Esperanza's core values are the foundation for the organization's work:

Latina Leadership  
Entrepreneurship  
Organizational Excellence  
Living Free of Violence  
Community-Driven Solutions.

## **Operational Vision**

Casa de Esperanza is a local, regional, and transnational leader in ending domestic violence and building social capital by:

- Shaping the national and transnational conversation about domestic violence.
- Extending the organization's philosophy, practice, and products to regional, national, and international audiences.
- Inspiring its leadership to ensure staff accountability, development, and sustained integration of the mission, values, and vision.
- Establishing an organizational infrastructure, based in Latino values, that assures organizational sustainability and a continued entrepreneurial culture.

## **Strategic Areas of Focus, Strategic Outcomes and Strategies**

### **Strategic Area of Focus One**

Research, Practice, and Products

### **Strategic Outcome One**

Casa de Esperanza broadens the impact of its mission and builds social capital.

### **Strategies**

- Expand research, outcome-based products, and initiatives driven by the voice of Latinas and Latino communities.
- Influence policy through regional, national, and transnational leadership and presentations.
- Design and deliver innovative and effective responses based on new learnings, ongoing research and "best practices."
- Evaluate practice to ensure effectiveness and results.

## **Strategic Area of Focus Two**

### Marketing/Communications

#### **Strategic Outcome Two**

Casa de Esperanza is recognized as a leader in ending domestic violence and promoting social justice.

#### **Strategies**

- Enhance communications to ensure consistent messaging and branding throughout the organization.
- Explore the feasibility of developing new products and related services for new markets and customers.
- Determine the feasibility of expanding current products and related services to new markets and customers.
- Publish and distribute data and materials to inform and strengthen domestic violence service provision and policy.

## **Strategic Area of Focus Three**

### Organizational Capacity

#### **Strategic Outcome Three**

Casa de Esperanza has an effective, nimble organizational structure that supports its mission, values, and vision.

#### **Strategies**

- Increase staff capacity to accomplish the strategic organizational outcomes.
- Ensure accountability and effectiveness by attracting staff talent through competitive compensation and incentives.
- Ensure development of leadership throughout the organization by grounding staff in organizational mission, vision, and values.
- Seek and secure strategic partnerships.

## **Strategic Area of Focus Four**

### Board Leadership and Development

#### **Strategic Outcome Four**

Casa de Esperanza's Board of Directors provides visionary leadership that enhances organizational credibility, visibility, and sustainability.

#### **Strategies**

The Board of Directors will:

- Actively engage in resource development and marketing.
- Promote the brand through strategic communications and developing key internal and external relationships.
- Develop a governance structure that includes national and international leaders.
- Commit to its own ongoing learning and development.

## **Strategic Area of Focus Five**

### Resource Development

### **Strategic Outcome Five**

Casa de Esperanza has diversified funding that ensures long-term organizational viability and sustainability.

### **Strategies**

- Increase earned income to \$75,000 per year by 2009.
- Ensure profitability of products and services.
- Increase annual giving and donors to achieve \$100,000 goal by 2008.
- Establish an operating reserve.
- Explore and determine the feasibility of a planned giving program and an endowment.

## **Board Implications and Conclusions**

The Casa de Esperanza Board of Directors commits itself to actively supporting the implementation of this Strategic Plan through its governance activities.

Casa de Esperanza Board Members will actively engage in resource development through strategic fundraising and the 25<sup>th</sup> anniversary campaign in 2007. As organizational ambassadors Board Members will build and maintain relationships with constituents and stimulate and initiate new relationships to enhance visibility and increase organizational resources. To be effective leaders and ambassadors, the Board will stay abreast of internal and external issues and trends that affect and influence the organization.

The Casa de Esperanza Board will align its structure and composition to support the organization's mission, vision, and outcomes, including effective and engaged Board committees. The Board will increase its membership and recruit national leaders that share a commitment to Casa de Esperanza's mission. In addition, the Board will enhance its governance by pursuing ongoing opportunities for learning and development.

A positive and empowering relationship between the Casa de Esperanza Board of Directors and the leadership staff is essential to successfully advance the mission and vision of the organization. The Board of Directors commits to effective communication and decision-making as the organization makes this transition into the next stage of its development. The Board and staff will explore technology and other creative alternatives to be nimble in addressing critical issues and making informed decisions throughout the transition.

The Board will monitor the organization's progress in accomplishing the Strategic Plan outcomes and will mark and celebrate Board and organizational progress in successful implementation of the Strategic Plan.

The Casa de Esperanza Board of Directors looks to the future with excitement and renewed energy. There is enormous opportunity to broaden and deepen the relationships, innovation, and leadership that constitute the foundation of Casa de Esperanza. The vision of ending domestic violence and building social capital is within our reach.

## Background Information

### **How Does Casa de Esperanza Accomplish its Mission?**

Casa de Esperanza's essence is its Latina identity. An entrepreneurial organization, Casa de Esperanza mobilizes Latino communities to end domestic violence by building social capital.

Casa de Esperanza:

- Infuses information, resources, knowledge, and connections into Latino communities.
- Produces quality outcomes for Latino communities by enhancing the effectiveness of mainstream organizations.
- Maximizes the natural support systems of Latinas and their families.
- Responds to communities with flexibility and innovation.

Casa de Esperanza accomplishes its mission through three **core initiatives**.

**1. *Fuerza Unida*--a community engagement process:** *Centros de Información y Recursos*; community action planning and implementation; leadership development

**2. Family Advocacy:** advocacy with battered Latinas and their children; legal and court advocacy; crisis line, co-advocacy with other local shelters

**3. Training and Technical Assistance:** consultation and training for Latino and mainstream domestic violence organizations throughout the country; peer education initiatives for adult Latinas and Latino youth; and development and sale of products and tools for Latino and mainstream organizations, community groups, and individuals.

Casa de Esperanza's organizational competencies are:

1. Community Engagement
2. Latina Advocacy
3. Latino Realities: Acculturation, Diversity, and Values
4. Organizational Development

### Definition of Social Capital

*Social Capital* refers to the collective value of all "social networks" (who people know) and the inclinations that arise from these networks to do things for each other ("norms of reciprocity"). The research of Robert Putnam shows that violence is reduced in a community when people experience high levels of social capital. Casa de Esperanza believes that domestic violence is a symptom of diminished social capital.

Social capital theory is particularly applicable to Latino cultures, where *familia*, community, and interconnectedness are vital. We know that many Latinos who are new to this country experience isolation, little connection to support systems, racism, and acculturation stress. Enhanced social capital—such as associations within community, personal support, or resources—can change a family's life and decrease the stressors that may lead to domestic violence.