



The Beauty and the Challenge:

MODERN OPERATIONS IN A 1912 FACILITY

he Marjaree Mason Center administration building is housed in the historic Einstein Home, designed by Edward T. Foulkes and built by Fresno builder Hans Hansen in 1912. The building, a Fresno County Point of Historical Interest, is beautiful, but upkeep is a challenge.

To retain the historical integrity of the property, maintenance and operating costs are high. The very things that make it a unique and beautiful place for adults and their children to seek refuge are also costly when it comes to repairs. If a door slams too hard, a windowpane might break. The electric bill can be staggering in winter and summer months.

The Marjaree Mason Center is the only recognized domestic violence agency that provides services and shelter in Fresno County. Often our supporters give to specific programs, which is needed; however, funding is required for the day-to-day operations, maintenance, emergency items for clients, and overhead costs. Although we appreciate every dollar we receive, so much more is possible when unrestricted giving allows us to use discretion to direct the funds where they're most needed. Our agency prides

itself in utilizing **85¢ of every dollar** for direct client services. Please consider giving to our general fund.

Marjaree Mason Center

Annual Report

he Marjaree Mason Center has a long history of addressing domestic violence, serving those impacted by it, and providing education and resources to the community. We've come a long way since our founding in 1979. Even with an operating budget of more than \$4.3 million, we're still a work in progress, and our work is far from done. These are our

accomplishments through 2015, which we're proud of, but in them you'll also be able to see just how much more work there is to end domestic violence in Fresno County.

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BOARD OF DIRECTORS

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Rich Alves

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Todd Cook Cook Land Company

Richard Cummins Community Medical Centers Director, Technology Services Group

Jerry Dyer Fresno Police Department *Chief of Police*

Cesar Granda New Breed Logistics *Lean Process Engineer*

D. Casey Gray, MD Kaiser Permanente *Chief of Pediatrics*

Bonnie Her, MD Community Medical Providers Medical Doctor Margaret Mims Fresno County Sheriff's Office Sheriff

Doug Morgan BOARD TREASURER Morgan and Company *CEO*

Rene Ramirez, MD Community Medical Centers, Department of Emergency Medicine *Physician*

Mike Rolph BOARD SECRETARY MJR Creative Group President/CEO

Lisa Sondergaard Smittcamp Fresno County District Attorney's Office District Attorney

S. Brett Sutton Sutton Hague Law Corporation *Owner/Attorney*

Lynnette Zelezny Fresno State Provost and Vice President for Academic Affairs

EX OFFICIO Genelle Taylor Kumpe Marjaree Mason Center *Executive Director*

Marcus Martin Marjaree Mason Center *Director of Finance*

BOARD OF DIRECTORS EMERITUS Marcia Ross Sagaser, Watkins & Wieland PC Attorney at Law



SERVICE AREA

CITY	PERCENTAGE
Fresno	47.17%
Rural Fresno County	5.09%
Clovis	4.74%
Reedley	2.15%
Sanger	1.71%
Selma	1.66%
Outside Fresno Coun	ty 4.96 %
Not Disclosed	32.52%



SAFE HOUSES

The Marjaree Mason Center (MMC) operates three confidentially located safe houses—with more than 200 beds—in the urban, suburban, and rural areas of Fresno County. These safe houses shelter women and children who are victims of domestic violence.

LEGAL ASSISTANCE

MMC provides a variety of legal advocacy and services to victims of domestic violence. Assistance ranges from education of the legal system to attorney representation in court.

COUNSELING

The Marjaree Mason Center offers individual and group therapy for adults and children affected by domestic violence. Services are offered at the Marjaree Mason Center Administration Building, or you can contact our administration office at (559) 237-4706.

CRISIS SUPPORT

Victims of domestic violence seeking safe housing and/ or services can drop by the Marjaree Mason Center's Administration Building at 1600 M Street, or contact our 24-hour crisis hotline at (559) 233-HELP (4357).

EDUCATION & TRAINING

As our vision is to live in a community free of domestic violence, prevention is crucial. Increasing education to our community partners and our youth will bring us closer to ending the generational cycle of abuse. The Marjaree Mason Center offers a variety of education and customized training opportunities for the community at large or for those who have experienced domestic violence. State mandated 40-Hour Training is also provided for those seeking the certification necessary to work or volunteer providing direct services to victims of domestic violence. Marjaree Mason Center's youth education component focuses on teaching students about healthy relationships and indicators of adolescent dating violence.

The Legacy of Marjaree Mason

n 1978, Marjaree Mason seemed to have it all: a job she enjoyed with the National Economic Development Association, an approaching graduation from Fresno State University, and an independent life blessed by supportive friends and family. At age 36, Marjaree

was looking forward to starting an exciting new chapter in her life—a season of joy, fulfillment, and purpose.

But in November of that year, Marjaree's joy was overshadowed by the return of her ex-boyfriend, a Fresno County sheriff's deputy named Robert Tillman. A 230-pound bodybuilder and Karate black belt ten years her junior, Tillman was an imposing presence who refused to go away despite Marjaree's insistence that he leave her alone. Her continued rejection fueled Tillman's rage, which exploded in violence one night as he kidnapped, beat, and raped Marjaree before releasing her the next day.

Frightened and confused, Marjaree didn't know where to turn and feared retaliation if she were to report the crime. Convinced by friends to seek medical treatment, Marjaree shared details of her ordeal with hospital personnel, who reported the incident to the Sheriff's Department. But before an investigation was launched, Tillman once again kidnapped and assaulted Marjaree, ultimately fatally shooting her before turning the gun on himself.

MARJAREE'S LEGACY

Marjaree Mason's tragic death gained national attention, shining a spotlight on domestic violence and galvanizing the Fresno community into taking action to ensure that no one would suffer the same fate.

In 1979, the Marjaree Mason Center was born, and has since worked tirelessly to provide a safe, supportive environment for those exposed to family violence.









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LONG-TERM GOALS

STRATEGIC GOALS

PROVIDE EVIDENCE-BASED SERVICES THAT EFFECTIVELY MEET THE COMPREHENSIVE NEEDS OF CLIENTS NECESSARY FOR THEM TO ACHIEVE PERMANENT SAFETY AND SELF-SUFFICIENCY.

ORGANIZATIONAL QUALITY AND IMPACT:

THE MARJAREE MASON CENTER IS A HIGH-IMPACT AND EFFECTIVE LEADER IN THE FIELD OF DOMESTIC VIOLENCE. CREATE INTEGRATED ALIGNMENT THROUGHOUT THE AGENCY WITH ITS MISSION, GOALS, AND STRATEGIES.

ESTABLISH THE HUMAN AND TECHNOLOGICAL INFRASTRUCTURE NECESSARY TO FACILITATE THE HIGHEST EFFICIENCY AND PRODUCTIVITY OF THE AGENCY.

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ESTABLISH AN ORGANIZATIONAL CULTURE OF SHARED PURPOSE AND ACCOUNTABILITY THAT IS PROFESSIONALLY AND PERSONALLY REWARDING TO, AND VALUES, ITS EMPLOYEES.

COMMUNITY AWARENESS AND EDUCATION:

UNDERSTANDS DOMESTIC VIOLENCE AND KNOWS AND VALUES THE **ROLES MARJAREE MASON CENTER** PLAYS IN ADDRESSING IT.

THE ENTIRE COMMUNITY

MAINTAIN EXISTING AND ESTABLISH NEW STRATEGIC PARTNERSHIPS WITH EXTERNAL AGENCIES CRITICAL TO THE SUCCESSFUL ACCOMPLISHMENT OF THE MARJAREE MASON CENTER MISSION.

POSSESS AN INFORMED COMMUNITY REGARDING THE EFFECTS OF DOMESTIC VIOLENCE AND THE MARJAREE MASON CENTER'S ROLE.

FINANCIAL HEALTH AND STABILITY:

THE MARJAREE MASON CENTER IS FINANCIALLY STABLE AND ABLE TO EXECUTE ITS MISSION SUCCESSFULLY OVER THE LONG TERM.

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DEVELOP AND EXECUTE A LONG-TERM FINANCIAL PLAN THAT SUPPORTS THE MARJAREE MASON CENTER'S ABILITY TO MEET ITS MISSION SUCCESSFULLY.

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PROVIDE EVIDENCE-BASED SERVICES THAT EFFECTIVELY MEET THE COMPREHENSIVE NEEDS OF CLIENTS NECESSARY FOR THEM TO ACHIEVE PERMANENT SAFETY AND SELF-SUFFICIENCY.

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Review and adopt best practice models of domestic violence assistance programs.



Collaborate with other community-based organizations implementing quality interventions needed to meet service gaps.

If efficiency was a yardstick to measure success, 2015 was a year that measured up. Our staff undertook the task of in-depth review and adoption of best practices from multiple agencies and domestic violence programs. Among programs examined were:

- HUD forms and procedures for case management
- First 5 longitudinal study
- Trauma Informed Care
- Motivational Interviewing
- Safety Planning Risk Assessment

Best practices were established through initiatives to train staff to the adopted model, as well as providing permanent housing and engaging professional expertise and training.

We implemented best practices from the Trauma Informed Care model, which entailed modifying our shelter operations manual and crisis intake sheet. This has reduced redundancy in client intake procedures. Beds aren't always easy to come by in our emergency shelter; in 2015 we increased our organizational capacity to serve our clients who are homeless domestic violence victims through implementation of a permanent housing program and Rapid Re-housing.

Collaboration was key in bringing all of these best practice elements together, in addition to strengthening our existing programs that foster self-sufficiency. In total we worked with more than 40 community-based organizations and private-sector businesses ranging from Child Protective Services to Meathead Movers.

Our clients are our focus, and we continuously evaluate and measure the impact of our programs and services to them.

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COMMUNICATION IS ESSENTIAL TO ANY ORGANIZATION, BUT IN THE CASE OF THE MARJAREE MASON CENTER IT IS AN ESSENTIAL ELEMENT TO THE HEALTH AND WELLBEING OF OUR CLIENTS.

> Build effective internal communications and coordination protocols.



Increase staff familiarity with strategic plan/implementation plan and programs agency-wide.

- Upgraded staff communication by swapping out the monthly internal newsletter for real-time agency intranet; The Dandelion
- Implemented internal Safe House newsletter filled with client-related information to be shared internally
- Consistently scheduled all-staff, department, and case conference meetings
- Held inter-departmental in-service meetings and in-service meetings from other agencies
- Created a new employee orientation that reinforces the agency's culture, including:
 - Organization history
 - Vision
 - Compelling stories of lives powerfully touched by our services
 - Tour of departments
 - Introductions to staff
- Established a standard for outreach to be reviewed and approved by our Communications Department to stay on message

In order to consistently hit our mark and increase staff familiarity with the Strategic Plan, we implemented a new communications plan and programs agency-wide.

- Conduct employee and volunteer orientations that reinforce Marjaree Mason Center's culture
- Make decisions based on Strategic Plan
- Display posters of Strategic Plan at all locations
- Share goals and accomplishments in all communications



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ESTABLISH THE HUMAN AND TECHNOLOGICAL INFRASTRUCTURE NECESSARY TO FACILITATE THE HIGHEST EFFICIENCY AND PRODUCTIVITY OF THE AGENCY.

Assess and update agency technological infrastructure.



Technology has given us the ability to increase our efficiency and provide greater service to the community. We started by updating our telephone system to connect all Marjaree Mason Center locations to the main server. We also have adopted a new intake system that is pending implementation in mid-2016. Other improvements to our technology include:

- New payroll system
- New process and protocol for online work order system
- HR system to track employee goals and accomplishments as set in their evaluations/performance reviews
- Staff presence on Fresno Madera Continuum of Care committees to ensure proper reporting and data collection

All of the software, gadgets, and apps in the world can't replace a well-trained, knowledgeable staff. We established a professional development plan to include identification of, and training on core competencies for all staff as well as role-specific competencies to make sure that we function at peak capability.





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ESTABLISH AN ORGANIZATIONAL CULTURE OF SHARED PURPOSE AND ACCOUNTABILITY THAT IS PROFESSIONALLY AND PERSONALLY REWARDING TO, AND VALUES, ITS EMPLOYEES.

Align leadership team around a common vision and required behaviors.

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Manage drivers of culture and encourage management to lead by example.

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Communicate and celebrate results internally and externally.

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Establish a system for valuing creative thinking that fosters staff's development of unique solutions and new ideas.

A happy staff is an effective staff. We're proud of the culture at Marjaree Mason Center and want our staff to echo that sentiment. We approached this from three angles.

Align the Board of Directors, management and staff around a common vision and required behaviors.

- Identify and define the key behaviors that produce the required change
- Regularly hold directors meetings focused on results in comparison to vision and goals
- Implementation of 360 degree evaluations

Manage the drivers of culture and encouragemanagement to lead by example.

- Daily and weekly clarification of roles and accountability for key jobs
- Replacing non-performers where necessary
- Adding performance metrics or incentives
- Changing the performance management and recruiting processes
- Holding middle management accountable for performance measurement, allowing for independent decision-making that will enhance the agency
- Implementation of regular coaching to adjust employee behaviors and better align them with values and business goals

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- Communicate and celebrate
- results internally and externally.
- Implementation of employee recognition system that is results and client focused
 - i. Potluck lunches
 - ii. Staff meeting treats
 - iii. Employee outings to sporting events
 - iv. Drawings for company merchandise and/or gift cards
 - v. Employee of the month program
- Continuation of all-staff meetings and distribution of internal and external newsletters
- Check presentations, media, and social media recognition
- Cultivate creative thinking, unique solutions, and new ideas
- Provide training, education, and access to books, webinars, conferences and workshops to stimulate new thinking and enhance professional development

This isn't just lip service. We surveyed our staff and found there was an increase after implementing the above measures, in employee satisfaction, a decrease in staff stress level, and that our staff is confident in the leadership, management, and direction of the agency.

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MAINTAIN EXISTING AND ESTABLISH NEW STRATEGIC PARTNERSHIPS WITH EXTERNAL AGENCIES CRITICAL TO THE SUCCESSFUL ACCOMPLISHMENT OF THE MARJAREE MASON CENTER MISSION.



Establish alliances with additional organizations that are beyond Marjaree Mason Center's competencies.



Increase personnel's ability to influence partner agencies decision-making regarding Marjaree Mason Center's work.

We do great things on our own, but we're stronger when we combine skills, know-how, and resources with other agencies.

This year we worked to establish alliances with additional organizations with focuses outside of Marjaree Mason Center's competencies through memorandums of understanding and partnership agreements with agencies like the Fresno Housing Authority, Workforce Investment Board, UCSF, and more.

Marjaree Mason Center has a role on the Commercial Sexual Exploitation of Children (CSEC) steering committee and multi-disciplinary team and we have developed a Domestic Violence Round Table with regular meetings.

The ability to influence decision-making among our partner agencies increased as part of a concentrated effort to identify those core partnerships that are critical to achieving client outcomes.

- Marjaree Mason Center participation on state and local community organizational boards and committees
- Regular meetings with state legislature to inform them of our work, domestic violence needs, and laws and policies needing to be changed and/or implemented
- Further educational in-service meetings with community agencies about the importance of Marjaree Mason Center's work
- Strategic media partnerships for public awareness
- Innovative partnerships with the business community to close service gaps and decrease agency operational overhead







Goal 6

POSSESS AN INFORMED COMMUNITY REGARDING THE EFFECTS OF DOMESTIC VIOLENCE AND THE MARJAREE MASON CENTER'S ROLE.

Inform the community about domestic violence and Marjaree Mason Center services.



Establish a marketing and communications department.



Engage and develop the Board of Directors and Staff as agency evangelists.

We know how much we do. Just a quick look at any of our daily schedules tells that story. But do *you* know what we've been up to? How did you hear? In 2015 we strengthened our communications to inform and educate the community.

- Developed Marketing/Communications Department with a director, four staff members, and numerous interns and volunteers
- Graphic design staff to implement cohesive branding
- Collaborate with outside agencies to further our marketing reach and brand presence

The best way to share a message is for it to spread organically. We engage the Board of Directors, staff, and volunteers as agency evangelists, equipping them with the talking points regarding our agency, domestic violence effects, and statistics. Out of this effort, the Men's Leadership Council was developed.

MEN'S LEADERSHIP COUNCIL

Additionally, we developed and implemented a marketing plan and campaign to brand the Marjaree Mason Center as the premier domestic violence support agency in the state. This was done in a variety of ways:

- Refreshing the look and functionality of our website
- Producing TV spots
- Event promotions
- Participating in state and national challenges/events regarding domestic violence
- Increasing volunteer database to have a larger presence community—and statewide



In fall of 2015, the Men's Leadership Council was established. This volunteer council brings men together from a broad range of professions in our community to educate and advocate for the issue of domestic violence. As concerned fathers, brothers, husbands, partners, and sons, the Men's Leadership Council seeks to make a lasting impact on our community and beyond, and to increase the conversations about domestic abuse amongst the male population.

Our brand is nothing if we don't reach the people who need our message the most—those affected by domestic violence. The next step was to develop and implement a marketing plan that brings to light domestic violence and the effects on individuals and their children. Our goal is to be a resource for the community and state regarding domestic violence and the effects on children.

Goal (6

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- Hosting community events for children
- Outreach into universities, schools, and districts furthering education about domestic violence
- Bringing keynote speakers to our annual Top Ten event
- National media exposure
- The California Partnership to End Domestic Violence listed us as a model marketing example
- 57% of our rural clients have shown an increase in domestic violence awareness in 2015 according to our own survey conducted after Marjaree Mason Center Domestic Violence workshops

SOCIAL MEDIA SUCCESSES:



WHY SOCIAL MEDIA OUTREACH MATTERS



Top Lider, Aguilas Cuanticas is a leadership training and coaching group from the Bay Area that raises funds every year and then picks an organization to donate to. Domestic violence is a cause that has organizations all over the country rallying against it.

They were compelled to choose Marjaree Mason Center over all other domestic volence agencies because of our beautiful new website and brand.

They adopted a room in our Fresno Safe House and drove to Fresno to present the check. Their gift of more than \$7,000 was a powerful reminder that we have the potential to reach people even beyond our regional sphere of influence.

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DEVELOP AND EXECUTE A LONG-TERM FINANCIAL PLAN THAT SUPPORTS THE MARJAREE MASON CENTER'S ABILITY TO MEET ITS MISSION SUCCESSFULLY.



Create a monitoring unit to maintain good business standards.

Ultimately, each of the previous goals increases our financial stability. When our organization is thriving, staff time is well managed, client intake procedures are more effective, and our message reaches far and wide, our fiscal health improves.



Attendance at Top Ten and Marjaree's Birthday Bash increased by 33% for 2014/2015 Net revenue for Marjaree's Mardi Gras Birthday Soiree increased by 240% in 2014 and 50% in 2015 Additionally, we created a monitoring unit to establish good business standards. Our financial committee continued to operate, and an audit committee was implemented to analyze agency funding sources.

The California Partnership to End Domestic Violence points to us as an example and requests information to replicate our marketing, communications, and funding models.



Overall contributions increased by a combined 169% over fiscal year 2014/2015 and 2013/2014 2013/2014 2014/2015

End of year contributions increased by a combined 210% over fiscal year 2014/2015 and 2013/2014

Obtained more than 345 new donors

"Our passion and mission are our drivers, but we must be able to obtain the necessary resources to continue our work. I have learned that in order to succeed in raising funds as a nonprofit organization, we must think and act like a business. What makes us different is that our bottom line is not just generating dollars, but more resources and, ultimately, more opportunities to break the cycle of domestic violence."

- Genelle Taylor Kumpe, Executive Director of Marjaree Mason Center



s an agency, we're always looking for ways to extend our services. We've made great strides in 2015 toward efficiency, transparent communication, and improved client impact. We strive to do even better next year.

Looking forward, we need to increase services to clients and incorporate additional services to include nonresidential clients equipping them to become self-sufficient and live free of abuse.

Added focus on the greater structure of the Education and Training Center needs to take place in order to deliver comprehensive and cohesive messaging internally and externally about the Marjaree Mason Center as a whole, and the various aspects and effects of domestic violence.

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We will increase staff productivity and agency efficiencies by implementing a paperless system and new intake and statistical programs.

Motivate and improve staff performance and morale and adopt wellness and other employee self-care type programs to run on a consistent basis.

Continue to demonstrate innovative approaches and partnerships in order to increase resources provided to MMC over last fiscal year; both in-kind and monetarily to reduce overhead and operating costs.

FAMILY STABILIZATION PROGRAM: SELF-SUFFICIENCY IN ACTION

The Santos family first came to Marjaree Mason Center in 2014 seeking emergency shelter services as they were fleeing their abuser. Undocumented and with limited housing options, they were left with little choice but to reside with their abuser's family. Our legal department was able to obtain a restraining order to protect their family from future harm.

The family became connected with the Family Stabilization Program* in August 2015. Unfortunately, the status of their U-Visa application disqualified them for services.

Even so, the Family Stabilization staff continued to work with the Santos family doing outside case management, regularly following up on their U-Visa status in hopes

OUR WORK EXTENDS BEYOND **OUR RESIDENTIAL** CLIENTS, TO FAMILIES JUST LIKE

that they'd become eligible. In September, the family was accepted into the program, which opened numerous doors for them to become self-sufficient and recover from years of THE SANTOS FAMILY. relentless domestic violence.

When our client received the news that she qualified for the Rapid Re-Housing Program^{**}, she was filled with relief, her eyes on the brink of tears. After two years of residing with their abuser's family, the Santos family was able to move into a home of their own on December 2, 2015.

At Christmastime, the family was "adopted" and provided with a \$500 Walmart gift card. Overwhelmed with gratitude, she expressed her appreciation to the program—she had never been able to provide her family with a real Christmas before.

*A partnership between the Marjaree Mason Center and the Department of Social Services CalWorks/Welfare to Work program

A program that assists families with funds for rental assistance and security

ouldn't it be wonderful to one day say, "Our work is no longer needed in Fresno County?" Be part of the solution, start the conversation about domestic violence. Be the voice for victims, speak out, inform, and report abuse when you see it. Domestic violence isn't someone else's problem, it affects people you know, and it could be your daughter, your colleague, your mother, or your sister. The effects overflow into our community, violence leading to more violence as new generations learn to interact this way.

To get to the root of abuse and break the cycle, education needs to begin early. Youth are a strong catalyst for change; empowering them with the information and support to stop domestic violence is vital.

• Statistics show that 1 in 4 teens is harassed or abused through technology

• 52% of teens who experience digital abuse are also physically abused

- Teens who are physically or sexually abused have 6 times the risk for pregnancy and are twice as likely to contract STIs
- 1 in 10 high school students has been purposefully hit, slapped, or physically hurt by a boyfriend or girlfriend
- Only 9% of abused teens seek help, and rarely from a parent or teacher

Statistics from Urban Institute http://thatsnotcool.com/







"People are afraid to talk about domestic violence. That's what gives it such power... it's our silence."

 Genelle Taylor Kumpe, Executive Director of Marjaree Mason Center

We have a long way to go, but through partnerships with the community and your voice we believe we will get there.

How will you speak out to put an end to domestic violence in 2016?

