

**Erie County Coalition Against Family Violence  
Strategic Plan 2005**

**Table of Contents**

Welcome ..... 2

Strategic Plan Overview ..... 3

Strategic Planning Team Members ..... 4

A Brief History of the Coalition’s Early Years ..... 5

Coalition Mission and Vision ..... 9

Coalition Core Values..... 9

Organizational Strengths and Weaknesses ..... 10

External Environment Opportunities and Challenges ..... 11

Critical Issues ..... 12

Organizational Goals ..... 12

Goal: Outreach ..... 13

Goal: Training and Education – Internal ..... 14

Goal: Training and Education – External ..... 15

Goal: Governance ..... 16



## Welcome

Greetings!

January of 2005 saw an exciting new turn for the Erie County Coalition Against Family Violence (ECCAFV). Responding to recent survey results that identified significant frustration within the ECCAFV regarding purpose and direction, members gathered to lend their passions, experience and hopes to the ECCAFV Strategic Planning Process.

Those that gathered cited several key motivations for their participation; creating a process that ensured inclusivity for all of those affected by violence, realigning the organization to its mission through clarifying the ECCAFV's values, and re-energizing the membership with focused direction and goals. Whatever the motivation, it was clear that those in attendance were enthusiastically dedicated to making the ECCAFV a stronger and more positive organization while reclaiming the ECCAFV's role within the community as a respected leadership entity.

Under the expert facilitation of Lorien Castelle from the New York State Coalition Against Domestic Violence, each strategic planning session over the three month period brought to light ample challenges. Each member grappled with their own experience and definition of violence at the personal level, while also struggling with how they played out within the organizations they represented and the institutions that affected their clients. Following a consensus model, these challenges intensified as each member worked to mesh their ideas with those of the group into a focused and working document that clearly identified the "who" and "what" of the ECCAFV.

This was not an easy charge! Yes, as with any worthwhile endeavor, the amount of pain and sweat involved in the process was only surpassed by the level of satisfaction with the result. The theoretical and experiential discussions led to a deeper understanding of what we hope to achieve as a community, the elimination of violence in any form within our relationships.

Those that participated in this Strategic Planning Process present with pride to you, the reader, the 2005 ECCAFV Strategic Plan. Through careful and thoughtful practice, our team grew in our understanding of the issues that contribute to family violence. This document identifies our collective hopes and specific strategies as to how the ECCAFV can best work toward our goals.

Respectfully Submitted,

*ECCAFV Strategic Planning Team*

## **Strategic Plan Overview**

In the spring of 2004, the Erie County Coalition Against Family Violence (ECCAFV) launched an organizational evaluation via a survey distributed to members and friends. The purpose of the assessment was to better understand member views on the organization as well as their needs and future desires. The results of the undertaking were compiled by an ad hoc committee representing the diverse Coalition membership.

What emerged from the evaluation was a portrait of an organization in disarray. Members were unclear about the primary mission and vision of the group and were dissatisfied in a number of key areas including leadership and organizational action. Moreover, respondents indicated a high level of frustration and confusion related to the Coalition's position within the larger community. Problems with organizational structure and committee functioning were also identified.

Recognizing a clear need for change, members of the ad hoc committee strongly recommended that the Coalition engage in a strategic planning process. Such a process would enable the organization to revisit its mission, vision, and values while identifying goals and strategies for activity. The organization elected to use a model of strategic planning that called for participation from a wide range of constituencies. The protocol also focuses on identifying and addressing critical issues facing the organization – both internally and externally.

The Coalition's Strategic Planning Process was facilitated by Ms. Lorien Castelle from the New York State Coalition Against Domestic Violence. A skilled facilitator, Castelle has engaged in coalition-building in communities across the state including, most recently, involvement with the DELTA Project. The Coalition's Executive Committee took point on organizing sessions and provided regular updates to the membership.

Prior to the start of the Strategic Planning Process, members of the Coalition's Executive Committee engaged in outreach to over 300 individuals and organizations in the Buffalo and Erie County area. Coalition members and friends were strongly encouraged to participate and targeted outreach was conducted to increase the diversity of participants with regard to race, ethnicity, sexual orientation, profession, and area of specialization. Concerned citizens and survivors of domestic violence were also players in the planning process.

Recognizing the difficulty of attending multiple strategic planning sessions, a website was created so that anyone could weigh in on the strategic planning process by answering questions relevant to the following session. This effort was especially helpful to ensuring an inclusive process as service providers who represent marginalized communities typically do not have the ability and resources necessary to attend frequent meetings outside of the office.

Beginning in January 2005, the process took place over a three month period. Sessions began with an overview of the Coalition's history and continued with lengthy discussions around mission, vision, and values. Planning participants also engaged in discussion on key organizational strengths and weaknesses as well as opportunities and challenges within the external environment. Throughout the process, the group generated a list of critical issues to be addressed by the larger Coalition membership. The group also developed a list of goals including strategies and actions steps to be implemented over the next three years.

Following the planning process, members met to draft the plan offered in the pages that follow. This document provides an overview of the journey undertaken by the group and includes key materials to be used as the Coalition moves forward.

### **Strategic Planning Team Members**

The Erie County Coalition Against Family Violence gratefully acknowledges the following people and organizations for their commitment and contributions to the development of this plan.

- Diane Bessel – Homeless Alliance of Western New York
- Michael Chase – Erie County Medical Center, Immunodeficiency Services
- Karen Colquhoun – Erie County Department of Social Services
- Mitch Cummings – Journey’s End Refugee Services
- Brenda David – Child and Family Services Family Violence Intervention Program
- Susan Davidson – Erie County Coordinating Council on Children and Families
- Jen Ehlinger – Child and Adolescent Treatment Services
- Amy Fleischauer – Diocesan Service Corps.
- Sara Forniff – Womanfocus/Preventionfocus
- Moira Gallagher Schorr – CASA/Professional Nurses Association
- Joanne Goldman – St. John’s Grace Episcopal Church
- Donna Grace – WNY United, SICA Coalition
- Andrea Grom – Child and Adolescent Treatment Services
- Bridget Hallock – Child & Family Services Haven House
- Lorraine Jones – Action for Mental Health
- Katey Joyce – Child & Family Services Haven House
- Nicole Juzdowski – United Way of Buffalo and Erie County
- Ruth May Kane – Baker Victory Services
- Elaine Korthals – Bethany/Insight Counseling Services
- Kristin Luppino – Hopevale, Inc.
- Diane Martin – University at Buffalo Health Education and Human Services
- Remla Parthasarathy – University at Buffalo Law School
- Mary Partridge – Gay and Lesbian Youth Services
- Donna Possenti – Jewish Family Services
- Lisa Rodwin – Erie County District Attorney’s Office
- Luanne Santiago – American Red Cross
- Mark Scrivani – Catholic Charities of Western New York
- May Shogan – International Institute
- Rachel Storm-Heasley – Community Services for Developmentally Disabled
- Sheila Schwanekamp – 8<sup>th</sup> Judicial District
- Suzanne Tomkins – University at Buffalo Law School
- Jerome Warren – Catholic Charities of Western New York
- Melissa Williams – Buffalo City Court, Domestic Violence Part
- Gregory White – Catholic Charities of Western New York
- William Zelazny – Erie County Department of Senior Services

## **A Brief History of the Coalition's Early Years 1978 - 1983**

In 1978, NYS Legislature passed laws that made it possible to open shelters in New York State. On January 25<sup>th</sup>, 1978, Child and Family Services, The Salvation Army, Junior League, and Catholic Charities met for the first time to discuss the need for developing a shelter for victims of domestic violence in Erie County, and to brainstorm ways to generate funding for this project. Attendees at these first planning meetings, who comprised the initial advisory group to the Coalition, included Bob Janes of Child & Family Services, Bob Bennett of the United Way, Nancy Pliszka of the National Organization of Women, Penny Wolfgang of Legal Aid, and Major Gordon Spicer of The Salvation Army.

The first priorities of the advisory group were to develop Coalition by-laws, develop a proposal outlining the need for and implementation plan to open a shelter for victims of domestic violence, and determine possible grant applicants on behalf of this project. Initially, the United Way convened the Coalition. Further, the decision was made that Child & Family Services would be the grant applicant on behalf of the project. The Salvation Army and Catholic Charities were also considered. In addition, this advisory group decided another priority needed to be finding a location for the shelter as soon as possible. As an aside, an additional task of the group was to determine, by way of majority vote, who should be invited to join the Coalition.

At the February 16<sup>th</sup>, 1978 meeting, this advisory group elected officers to serve in an executive committee capacity. Those first officers were: Major Gordon Spicer, The Salvation Army, Chair; Bob Janes, Child & Family Services, Vice Chair; and Bob Bennett, United Way, Acting Secretary.

This early Coalition was very much a Board of Directors for Haven House. The original name of the coalition, ratified at the April 7<sup>th</sup>, 1978 meeting, was the Erie County Coalition for Victims of Domestic Violence. The number one priority of the Coalition was always the safety of victims and their children. To that end, the search for a safe and confidential location for the shelter was begun in earnest after the May 12<sup>th</sup>, 1978 Coalition meeting. At the same time the Coalition was doing its important work, Erie County formed a task force: "Victims and Witnesses of Crime," and was beginning to look for a way to computerize orders of protection. Clearly, momentum for more protections for victims of domestic violence was coming from all parts of the community.

A grant proposal was submitted to the New York State Department of Social Services in July of 1978 for \$94,668 to open Erie County's shelter for battered women, \$50,000 of which was awarded to the Coalition. In September of 1978, the executive committee of the Coalition traveled to Washington DC to meet with the Commissioner of Children and Family Programs at the Department of Health, Education and Welfare regarding the need for dedicated funding for battered women's programs. At the same time, the Coalition membership determined a need for a staff person to attend all Coalition meetings, analyze relevant legislation, coordinate public information about the Coalition and progress of the shelter, and stay abreast of the latest domestic violence information. Deborah Wagner was hired as this coordinator, working 20 hours a week. Deborah was actually a Child & Family Services employee, hired as the family advocate for the agency.

The bulk of the October 13<sup>th</sup>, 1978 meeting was spent discussing possible locations for the shelter. A number of options were discussed with the field being narrowed at this meeting. Members made a motion, which was accepted, to begin negotiations with one site in particular.

Members toured this site on November 3<sup>rd</sup>, 1978, and agreed enthusiastically to continue negotiations with this site. This site eventually became the home of the shelter for 25 years.

The Coalition began serious discussion at the December 8<sup>th</sup>, 1978 meeting about the hiring of a director for the shelter. Members discussed necessary qualifications, such as a Master of Social Work degree. Smaller details, such as automobile liability insurance, were also tackled by this group. Indeed, the Coalition tackled many issues, small and large, about opening the shelter. For example, the group discussed the security needs at the new shelter, the need for a fire detection system, and the need for printing Coalition stationary.

The following organizations were selected by majority vote to join the Coalition during the year 1978: Erie County Department of Social Services, Medaille College, Neighborhood Housing Association, YWCA, Simple Gifts, Buffalo Police Academy, Legal Aid, CAO, W.I.T., Junior League, Assemblymember William Hoyt, B.U.I.L.D., Senator Jacob Javits, Neighborhood Legal Services, The Puerto Rican-Chicano Committee (later known as Hispanics United of Buffalo), Erie County Medical Center, and Build Area Council on Alcoholism, among others.

It was decided at the January 12<sup>th</sup>, 1979 meeting that the name for the new shelter would be Haven House. The group decided to begin the process of acquiring a telephone number for the hotline. The hotline number was decided to be 884-6000, which stands for Victims of Violence Help (VVH-6000). The hotline began service on April 16<sup>th</sup>, 1979. Coalition records indicate that over 1,000 hotline calls were fielded in 1979 alone!

The group decided at the March 9<sup>th</sup>, 1979 meeting to hire Dorothy Brown as the director of Haven House, and gave her the title of *Director of the Erie County Coalition for Victims of Domestic Violence*. At this same meeting, Deborah Wagner began development on a pamphlet to describe the position and philosophy of the Coalition. Serious discussion occurred at this meeting about possible duplicate efforts in the Community. It was decided that the Coalition and Haven House were to be the entities planning and providing services for victims of domestic violence. This decision was made to conserve resources and discourage identical programming efforts. To that end, the Coalition decided it would not support any adversarial efforts.

The first funding allocation from the State in the amount of \$12,500 was received in April of 1979. The group was, therefore, able to designate a grand opening date for Haven House: May 14<sup>th</sup>, 1979. The shelter was full within one week! By June 1<sup>st</sup>, Haven House had served 47 women and children, with 5 women and two children on a waiting list.

It was determined at the June 1<sup>st</sup>, 1979 Coalition meeting that the Coalition would meet in the future on the second Friday of each month, a practice that continues to this day!

Soon after opening the shelter, it became clear that other services needed to be put in place. Specific services identified as a priority were a need for furniture and moving services, and a need to coordinate with alcohol treatment programs. Human service organizations needed to be tapped into more to provide ancillary services. For example, Salvation Army and Catholic Charities provided offender services including batterer programming while others offered advocacy services in the courts and police departments. In addition, the need for recreational outlets for staff was noted because of low staff morale. Clearly, Haven House experienced many growing pains in the beginning, but, due to the quick efforts of staff and the Coalition, problems were addressed and resolved quickly.

The issues and challenges faced by the Coalition and Haven House were not unique to our community. It was at this time that domestic violence coalitions were forming around the country, and that communities all over were beginning the work to open a shelter. Coalition leadership and shelter staff met to discuss these issues and challenges in the spring of 1980 at the 1<sup>st</sup> Annual National Coalition Against Domestic Violence Conference, with Haven House's own Dorothy Brown included as a conference attendee.

In the beginning, the Coalition was almost exclusively comprised of human service organizations. Two to three years later, police were recruited to join the Coalition, primarily due to the work of Detective/Sergeant Pat Siracuse from the Erie County Sheriff's Office. Indeed, the Coalition actually had as one of its three goals for the year 1981-1982 to create a closer working relationship with law enforcement officials. Gradually, the Coalition expanded to include other players in the domestic violence community. Additionally, the Coalition played a role in the development of domestic violence services within other disciplines. For example, a letter was sent by the Coalition to the two District Attorney candidates in October of 1981 asking that both candidates state in their campaign platform that they will designate a separate domestic violence unit within the District Attorney's office if elected.

In September of 1980, the Coalition and Child & Family Services signed an agreement to formalize and legalize the fiscal relationship between the two entities, as Child & Family Services had been serving as a pass through organization for the Coalition and Haven House since their inception. In April of 1983, the decision was made to fold Haven House under Child & Family Services, thereby making the Coalition its own stand-alone body. Meanwhile, the Coalition was recognized as a leadership entity in the community for its ability to effectively bring needed services to the community. To be sure, members left their agency hats at the door. The organization was truly collaborative and there was never any question about shared goals, shared vision, and shared mission. In fact, members wondered what other agencies could and should do to support the work of the Coalition.

Coalition membership and Haven House staff needed to learn from and listen to victims to find out what they needed, what worked, and what did not work. The residents taught staff and Coalition members a lot about safety and self-determination, a concept that was very difficult for staff to understand, especially when victims decided to go back to their abusers. Staff learned how to help victims plan for their safety so that victims could manage and survive the danger from their abusers.

The Coalition also did a fair amount of advocacy work, such as legislative work, funding issues, need for services, and the Hoyt Trust Fund. The Coalition played the role of expert, providing feedback and information to lawmakers and others. Indeed, early Coalition minutes reflect the Coalition's leadership role as lawmakers regularly sought out the advice and expertise of the Coalition. Additionally, the Coalition continued to reach out to other systems, inviting people to join the group, such as law enforcement and the District Attorneys Office. The Coalition also provided trainings to the police academy and engaged in statewide coalition work (around mandatory arrest, etc).

The Coalition also engaged in a fair amount of fundraising, grantwriting, and legislative advocacy to financially support Haven House. Early coalition records indicate the group held garage sales, bake sales, luncheons, and other events to generate funds. In addition, donations by individuals and organization in the community helped to sustain Haven House and the Coalition in the early years. Finally, the Coalition engaged in significant advocacy to, first, ensure there would be a per diem rate of reimbursement to all domestic violence shelters for

each victim and child it served, second, to ensure that the per diem rate reflected accurately the actual cost of providing all the services clients needed, and, third, to identify additional funding sources that could be mandated into law. For example, in the fall of 1981, the Coalition encouraged law makers to create legislation that would add a surcharge onto marriage licenses, the proceeds of which would fund domestic violence programs.

The Coalition was always a combination of professionals and grassroots activists. Nationally, the institutionalization of the Domestic Violence Movement happened quickly, enabling shelter staff and Coalition leadership to learn from each other and share successes. After many shelter programs started across the country and a need for dedicated funding became essential, the dependence on government financial support led to the professionalization of domestic violence services, which changed the course of the domestic violence movement and created some tension with early shelter movement organizers. Within Erie County, this tension never seemed to materialize, as professionals and grassroots activists had been working together in harmony and unity from the beginning. Indeed, even today, different groups continue to participate in the Coalition and bring their different perspectives with them, but the membership has worked hard to stay true to the core purpose of the Coalition: victim safety and self-determination.

## **Coalition Mission and Vision**

The Erie County Coalition Against Family Violence is a member-driven organization which engages in social change activism to dismantle the root causes of domestic violence at the individual, organizational, and institutional level. Our goal is to end domestic violence.

## **Coalition Core Values**

Domestic Violence is a manifestation of sexism, racism and other oppressions, inherent in the social, historical and political context of the United States of America. Those who benefit from oppression systematically silence those with less power. Therefore, with the goal of establishing and maintaining power and control, any act of domestic violence is a violation of basic human rights.

We believe:

- All persons should be free from fear and intimidation and that exerting power and control over another is unacceptable.
- Victim's safety must be paramount in all domestic violence efforts.
- Victim empowerment and self-determination is essential in all domestic violence efforts.
- Perpetrators of domestic violence use coercive tactics to gain and maintain power and control regardless of their gender or type of intimate relationship.
- Our culture must hold offenders accountable for their acts of domestic violence.
- Systems responsibility is necessary to all domestic violence coordination efforts.

To eradicate domestic violence, we must

- Take our leadership and be accountable to those who are battered and oppressed.
- Build our change strategies based on their experiences and needs.
- Challenge ourselves to reflect on and apply their reality and truths to our understanding of oppressions and how they intersect.
- Embrace efforts to alter the culture of oppression found within the United States of America in order to realize comprehensive social change.

## **Organizational Strengths and Weaknesses**

### **Strengths**

- Ability to grow and change in recognition of the problem
- Ability/willingness to dialogue
- Willingness to discuss and initiate change
- Long history
- Large membership
- Variety and level of expertise; knowledge and skill
- Welcoming/hospitable
- Training component
- Networking possibilities
- Commitment of members; members are passionate and dedicated
- Strong unity within
- Shared mission and goals; overall common goals
- Hearts in the right places
- Progress with system response
- Achieved major successes (Haven House/ IDV Court)
- Ability to assess itself
- Enhances collaboration; cooperation
- Information-sharing; presentations
- Advocacy
- Focused subcommittees
- Issue awareness
- General tolerance of minority views; willingness to accommodate diverse opinions
- Relationships with NYS legislators

### **Weaknesses**

- Lack of individual dedication; lack of individual/agency ability to commit
- Does not embrace diversity of thought/paradigms
- Non-systemic thinking/devolution/stagnation
- Individual personalities; special interests tend to get in the way
- Not well-known/recognized as leaders; not a constant visible presence
- Not as focused in terms of our mission, vision, and activities
- Lack of diversity in membership
- Provincial nature of agencies (mistrust)
- Lack of action; too little action
- Lack of shared analysis; no unified voice
- Can seem impersonal; not hospitable
- Does not use media effectively to publicize events
- Family Justice Center vs. Coalition Executive Committee
- Large multidisciplinary membership makes it difficult/awkward to do systems advocacy
- Those representing minority of victims (men) may not feel included in Coalition
- Decision making equal instead of giving greater weight to community victim advocates
- Lack of victim's voice

## **External Environment Opportunities and Challenges**

### **Opportunities**

- Money; grants
- Availability of new member recruits
- Government support, understanding, backing
- Funding crisis is a motivating factor for individuals and organizations to get involved
- Family Justice Center
- No lack of domestic violence in the community
- State and national domestic violence organizations to serve as models
- Women with money, status, power
- Social change successes to follow (e.g., MADD, tobacco cessation)
- Social change softens public perception of domestic violence victims and reduce stigma
- Good relationship with NYSCADV and NYSOPDV
- Potential for societal change/shifting (i.e., “better” society)
- Data collection – improvement with advances with computer technologies
- System and public desire for change
- Collaborative Community; Coordinated Community Response
- Increased diversity and partnership with other groups
- Legislation/ community leader involvement
- Deepening/ formalizing relationships with child abuse and elder abuse coalitions

### **Challenges**

- Erie County crisis
- Money; grants; decreased funding opportunities
- Funding cut to programs results in loss of membership expertise
- Domestic violence isn’t “sexy” politically- not as much \$ & legislative initiatives
- Lack of understanding of problem in the community
- Attitudes that condone/perpetuate domestic violence and therefore promote it
- Political influences that may not coincide with mission
- Diversity of communities/demographics in Erie county
- Stigmatization of victims and it’s impact on policy changes
- Societal unwillingness to regularly recognize domestic violence across spectrum
- Entrenched patriarchal society; “isms”
- New funding opportunities take us away from focus of addressing root causes
- National Administration (funding cuts)

## **Critical Issues**

Below is a list of critical issues that emerged through the strategic planning process. Given the seriousness of these issues, the Strategic Planning Committee decided not to simply embed them within the Strategic Plan. Rather, the group asked the Executive Committee to facilitate dialogue and debate during general membership meetings on these topics over the next several months. When necessary, ad hoc committees or study groups should be formed and assigned to grapple with concerns.

- Defining Domestic Violence and Family Violence
- Understanding Domestic Violence as a Manifestation of Sexism and Racism
- Determining Need for Organizational Name Change
- Conversations about Organizational Decision-Making
- Conversations about Organizational Structure and Capacity Building
- Conversations Regarding Collaboration with Other Family Violence Coalitions
- Resolving Issues Related to the Family Justice Center
- Decide on Coalition's Role/Responsibility related to "Coordinated Community Response"
- Ensuring Programs Serving Men/Other Victim Groups Are Not Excluded From Discourse
- Examining Women's Use of Violence
- Incorporating the Voice of Survivors
- Evaluation of the Strategic Planning Process and Implementation

## **Organizational Goals**

- 1.) Outreach – Challenge the status quo which perpetuates domestic violence and oppression by building awareness, disseminating information, and encouraging community dialogue.
- 2.) Training and Education – Internal - Create opportunities for members to learn about our Coalition's shared history and present circumstances – both locally and nationally – in order to end domestic violence.
- 3.) Training and Education – External – Promote awareness and understanding of domestic violence and its root causes using appropriate media, community organizing, awareness, and training activities.
- 4.) Governance - Increase the overall health of the organization by improving structure, developing leadership, increasing revenue and funding streams, and developing greater overall accountability.

*Goal: Outreach - Challenge the status quo which perpetuates domestic violence and oppression by building awareness, disseminating information, and encouraging community dialogue.*

<i>Activity Type</i>	<i>Responsible</i>	<i>Objective/Outcome</i>	<i>3-6 Months</i>	<i>6-12 Months</i>	<i>1-3 Years</i>
Brochure	Membership Committee	Develop a new brochure that is inviting and incorporates new mission and strategic plan; have brochure proofed by professional agency	X		
Website	Website Coordinator	Incorporate new mission and strategic plan; create a position (outside Executive Committee) for Website Coordinator; update site		X	
Member Orientation - Training Packet - Orientation Session	Membership Committee	Develop materials for training packet including responsibilities of membership; legislative agenda; committee opportunities		X	
Position Statements	Executive Committee	Development and distribution of Coalition Position Statements on areas of concern		X	X
Media Outreach	Media Committee	Talking points; media process and contacts; better inform media; quick media response to specific events in community; media spokespersons; media training; relationship-building with press persons		X	X
Inclusion of Survivors	Domestic Violence Community Coordinator	Survivor Advisory Board; Survivor Spokespersons following CAPC and Family Justice Center – San Diego models; survivors who may be in support groups and are interested in advocacy work; identified through advocates; outside of support group activities; payment or gifts for participation		X	
Non-Traditional Community-Based Organizations	Membership Committee	Identifying who they are; develop outreach materials; engage in outreach activities; relationship-building		X (Identify)	X (Outreach)
Legislative Breakfasts	Advocacy Committee	Contact list; Relationship building with town, village, city, county, state legislators;	X (Contacts)	X	X (Relations)

*Goal: Training and Education – Internal - Create opportunities for members to learn about our Coalition’s shared history and present circumstances – both locally and nationally – in order to end domestic violence.*

<i>Activity Type</i>	<i>Responsible</i>	<i>Objective/Outcome</i>	<i>3-6 Months</i>	<i>6-12 Months</i>	<i>1-3 Years</i>
Moment of Remembrance	Executive Committee	Identify who we are, what we believe in, why we are here	X		
Strategic Plan Orientation	Executive Committee; Luncheon Planning Team	Launch plan to coincide with luncheon; strategic planning orientation; mission, vision, values tag boards	X (Launch)	X (Education)	
Member Presentations	Membership Committee; Diane and Bridget	Mechanism for networking and information sharing; “Show and Tell” trainings; part of strategic planning launch and collaboration with the MDCC and CTFCAN	X	X	X
Emerging Issues	Executive Committee; Committee Chairs; Others	On-going schedule around Coalition history, philosophy and current issues; controversial issues – study groups and think tanks; organizing and action planning around specific issues of interest to the general membership	X	X	X
Local Research	Domestic Violence Community Coordinator; UB Law - Domestic Violence Clinic	Mechanism for gathering local domestic violence information for media, membership, accountability for community – Report Card; State of the County; work with UB to figure out what will be collected and how			X
Case Studies	Create new committee	Every other month; case examinations – victim-blaming; critical thinking around root causes; services; gaps; self-analysis		X	
Committee Chair Leadership Training	Executive Committee; Committee chairs	Help committee chairs better understand their role within the larger organization; instruction/assistance with meeting planning; activity planning; improve collaborations between committees		X	X

*Goal: Training and Education – External - Promote awareness and understanding of domestic violence and its root causes using appropriate media, community organizing, awareness, and training activities.*

<i>Activity Type</i>	<i>Responsible</i>	<i>Objective/Outcome</i>	<i>3-6 Months</i>	<i>6-12 Months</i>	<i>1-3 Years</i>
Media Awareness	Media Committee	Swift media response plan to provide correct information following local instances/tragedies; greater general education about issue of domestic violence on community access and regular programming spots		X	X
Teaching About Oppression and its Relationship to Domestic Violence within the Community	Training Committee; Amy Fleischauer	Community engagement; collaboration; The People's Institute, Racial Justice Institute; Train the Trainer model		X	X
Community Awareness Campaign	Media Committee; DVAM	Prepare materials for news events involving domestic violence; general education campaign – billboards	X		X
Community Education	Training Committee; Ad Hoc Committee	Increase opportunities for general audience trainings around domestic violence issues		X	X
Collaboration with Tri-County Domestic Violence Training Collaborative	Training Committee; Tri-County Domestic Violence Training Collaborative	Assess training needs in Southern areas of Erie County and assist in the development and provision of professional quality training as needed in Chautauqua and Cattaraugus Counties.		X	X
Best Practice Trainings for Service Providers	Ad Hoc Committee	Assemble team to provide information to other providers about best practices offered locally, nationally, and internationally		X	X
Best Practice Trainings around Theoretical and Analytic Developments	Ad Hoc Committee	Assemble team to provide information about best practice – theoretical and analytic models offered locally, nationally, and internationally		X	X
Targeting Training – One to One Training	Ad Hoc Committee; Legal Services Committee	Judges, Legislators, Community Leaders – use of position statements and one-on-one interactions – systems advocacy		X	X

*Goal: Governance - Increase the overall health of the organization by improving structure, developing leadership, increasing revenue and funding streams, and developing greater overall accountability.*

<i>Activity Type</i>	<i>Responsible</i>	<i>Objective/Outcome</i>	<i>3-6 Months</i>	<i>6-12 Months</i>	<i>1-3 Years</i>
Revisit By-Laws	Executive Committee; By-Laws Committee (Ad Hoc)	Organizational Name; Robert's Rules; Committee Chair Requirements; Meeting Attendance; Membership Requirements; Elections; Policy Development	X (Formation)		X
Revisit ECCAFV Committee Structure	Executive Committee; Ad Hoc Committee	Identify needed committees and provide specific charges to group; identify most effective strategies to engage Coalition members in the work of individual committees		X	X
Identification of New Organizational Leadership	Executive Committee; Committee Chairs	Effort to identify potential leaders within the Coalition membership or local community; capacity building through targeted outreach and	X	X	X
Organizational Assessment and Evaluation	Executive Committee; Ad Hoc Committee	Development of evaluation instrument for long-term use; evaluation of the Coalition (as an organization) every two years			X
Organizational Planning	Executive Committee	Evaluation of the current strategic planning process; Evaluation of strategic plan implementation and current Coalition status (1-2 years); organizational strategic planning (3-5 years)	X (Evaluate Process)	X (Evaluate Implement)	X (Revise/ Develop Plan)
Increase Revenues available through Membership Campaign	Membership Committee	Increase outreach to potential paying members of the Erie County Coalition Against Family Violence;		X	X
Increase Revenues available through Training Series	Training Committee	Increase outreach to potential training participants for the Erie County Coalition Against Family Violence Training Series.		X	X
Increase Revenues through Grant Funding	Executive Committee; Ad Hoc Committee	Location, review, and development of grant applications to local, state, and federal funders, corporations, and foundations			X