



**Increasing Impact:
Casa Myrna Strategic Plan, FY15-FY18**

March 2015



**Increasing Impact:
Strategic and Implementation Planning Process, FY15-FY18**

January 20, 2015

Vision Statement

Casa Myrna began to develop a new Vision Statement in April 2014. This statement was refined over the course of the next several months during strategic planning, staff and stakeholder meetings, and through a series of conversations. The Strategic Planning Committee reviewed and agreed to adopt it at the June 2014 Board/Staff Strategic Planning Retreat.

This statement is Casa Myrna's vision for what we aspire to be.

Casa Myrna is the leading domestic and dating violence program in Boston.

- We are a nationally recognized leader for developing and delivering results-driven programs to end domestic violence.
- We offer comprehensive and inclusive programs, actively identifying trends and developing innovative ways of addressing the challenges and changing face of domestic violence.
- We create programs that are influenced by survivors' experiences and based on the principals of social justice – empowering individuals to reach safety and self-sufficiency.
- We serve as a “go-to” resource for policy makers, government, education, other non-profits and the media – because we have the data, experience, and programs in place to successfully address these issues.
- We serve as a catalyst with other domestic violence organizations across the country to seed and develop initiatives to end domestic violence.

We strive to put ourselves out of business as we work towards making certain domestic violence is no longer an issue in our society.

Staffing Recommendations

Goal	Position	Description	Timeline
1: Social justice	n/a	Recommends survivor leadership initiatives, similar to responsibilities designed for "Engagement Specialist" in Goal 2	
2: Education, prevention, outreach	Prevention and Outreach Specialist	Primary prevention, education, awareness activities and social media	FY15
	Prevention and Outreach Specialist	Primary prevention, education, awareness activities and social media	FY16
	Prevention and Outreach Specialist	Primary prevention, education, awareness activities and social media	FY17-18
	Director, Outreach and Prevention	Oversee the newly created Outreach and Prevention (or Education and Awareness)	FY15-16
	Engagement Specialist	(PT) Manage the survivor speaker bureau and leadership council	FY16
	Teen Specialist	Outreach and education for and with teens, and provide community based services to teens	FY16
	Teen Specialist	Outreach and education for and with teens, and provide community based services to teens	FY17-18
3: Community based and residential services	Staff related to:	Emergency shelter expansion	
		Expanded services for children	
		Rapid rehousing program, stabilization services and shortened shelter stays, including the development of new tools and partnerships to provide supportive services to ensure survivors' successful transitions to longer term/permanent housing	
		Managing the increase in services, data collection and reporting, and staff	
		Expansion of community based services to survivors, including outreach, education and awareness with partner agencies	
		Provision of training, technical assistance and consultation to other service providers, government agencies and community based organizations	
	Exit program staffing	Staffing includes: director, shelter coordinator, relief advocates (2 FTE), 2 advocates, 2 exit specialists, 1 children's services specialist, 0.5 facilities specialist, 1 legal advocate	FY16
4: Financial resources and development	Marketing Coordinator/ Manager OR Public Affairs Coordinator/Manager OR Webmaster	In new Communications Dept, responsibilities include building communications and marketing efforts to attract and retain donors; efforts include engaging college students and young professionals, dv education, update website content, maintain a robust social media presence	one by FY17
	Corporate and Foundation Relations Manager	Expand the portfolio of foundations and corporations that support Casa Myrna through new applications/partnerships and stewardship	FY17

5: Real estate	n/a at this time		
6: Staff and organizational resources	Staff and Volunteer Engagement Associate	Coordinate opportunities for communication, development and training, unity, and improved health and self-care; and manage volunteer program and new staff/intern orientation	FY16

Goal 1: Social Justice

Goal: Create an organizational philosophy on social justice that will inform and guide Casa Myrna's institutional identity, programs, services and business model.

Committee members: Angela Brooks (Board member), Deb Collins-Gousby (Executive Director of Programs), Jenny Efimova (Outreach and Communications Manager), Melina Muñoz (Board member), Stephanie Brown (Chief Executive Officer)

Co-Chairs: Chris Logue (Supervising Attorney), Venessa Rosemond (Business Manager)

Background: Casa Myrna recognizes that we serve a wide array of people who have experienced multiple other forms of trauma and oppression and face many barriers to stability. Because domestic violence does not occur in a vacuum, Casa Myrna recognizes the underlying relationship between domestic violence and other social issues that impede the health and wellbeing of our community.

The social justice goal prioritizes the development of strategies to widen Casa Myrna's scope beyond a single-issue to one that incorporates social justice into our provision of services, prevention and awareness initiatives, community partnerships, staff and board recruitment and development, and messaging and communications.

Objective 1: Develop a framework and mission statement on social justice, through which Casa Myrna will adopt social justice policies and practices.

Strategy	Timeline
▪ Create a social justice framework and mission statement, to be approved by staff, Board and survivors.	FY15
▪ Convene meetings of Casa Myrna staff, Board and survivors to introduce our social justice framework, discuss its meaning and implications, explain our proposed plan to implement this mission, and seek feedback on all aspects.	FY15

- Coordinate conversations with and create “tips” for including social justice in their objectives for all other strategic planning committees to ensure that the social justice mission is understood and that it is infused into all of the other work that is being done concurrently. FY15

Objective 2: Identify and implement steps that move Casa Myrna towards becoming a social justice organization, including the development of policies, practices and trainings.

Strategy	Timeline
<ul style="list-style-type: none"> ▪ To ensure the social justice framework is implemented and becomes part of Casa Myrna’s organizational identity, the social justice committee will continue to meet, beyond the development of the strategic plan, and expand the group to more members from Casa Myrna’s staff and board. 	FY15-ongoing
<ul style="list-style-type: none"> ▪ Identify and implement practical ways that Casa Myrna can adopt the social justice framework, in both the short- and long-term. Examples include: <ul style="list-style-type: none"> ▫ Talk about and train all staff and board on becoming an organization actively working to undo racism; ▫ Adopt the “Circles” practice, an indigenous community governance practice used to bring people together to build community, problem solve, celebrate accomplishments and make decisions; and ▫ Examine our work with survivors in the community who want or need to maintain connections with their abuser. 	FY15-16
<ul style="list-style-type: none"> ▪ Design trainings to ensure that all volunteers, staff and board members are trained on and oriented to our social justice mission. This training and orientation should be detailed, substantive, and ongoing. 	FY16
<ul style="list-style-type: none"> ▪ On at least a yearly basis, review and update our internal policies, practices, and hierarchies to ensure that they are consistent with our social justice mission and framework. 	FY16-ongoing

Objective 3: Develop an analysis and language to explain and communicate Casa Myrna’s commitment to social justice.

Strategy	Timeline
<ul style="list-style-type: none">▪ Ensure that in our social media, messaging and policy stances we remain mindful of our social justice mission by connecting domestic violence to other forms of oppression. We can do this by naming and explaining the connections between domestic violence and other oppressions and by standing with other individuals and organizations that are focused on these social issues.	FY16-ongoing
<ul style="list-style-type: none">▪ Produce a detailed white paper and bibliography that describes how the causes of, and solutions to, domestic violence are connected to other forms of oppression. Use this analysis to develop tools (such as talking points, a vision statement, media sound bites, and training materials) for Casa Myrna staff, board and volunteers to communicate about social justice and our role in it.	FY16
<ul style="list-style-type: none">▪ To ensure that our social justice philosophy stays alive and relevant in Casa Myrna’s work, continue to discuss the philosophy at all levels of the organization, develop new partnerships, and evaluate our work with survivors.	FY15-ongoing

Objective 4: Adopt key tenets of social justice work by developing opportunities for survivor leadership, and creating and strengthening partnerships within our community.

Strategy	Timeline
<ul style="list-style-type: none">▪ Implement a survivor leadership committee, comprised of current and former participants, and staff and others who identify as survivors, to provide Casa Myrna with leadership, feedback and advice.	FY16-ongoing
<ul style="list-style-type: none">▪ Seek out and work in solidarity with other groups and movements working to achieve social justice. Share these partnerships, and what we are learning from them, within Casa Myrna and throughout the domestic violence movement.	FY16-ongoing

Social Justice Framework and Mission Statement

Casa Myrna is an organization working to end domestic and dating violence through intervention, awareness, advocacy, and prevention. Casa Myrna, in collaboration with survivors, strives to create lasting social change as an organization rooted in principles of social justice.

Domestic violence is a range of behaviors used by one intimate partner to exert control and establish power over the other. As a provider of services to survivors of domestic violence, Casa Myrna recognizes that survivors may experience psychological, emotional, verbal, sexual, financial, cultural, and physical abuse. We also recognize that our clients may experience multiple other forms of trauma and oppression, including childhood sexual abuse, sexual violence, poverty, prejudice, discrimination, incarceration, unemployment, and homelessness. In addition, many survivors who access Casa Myrna's services struggle with substance use, mental health issues, physical disabilities, limited literacy, and immigration concerns.

Casa Myrna commits to provide mindful, inclusive, and effective intervention, awareness, and prevention services. We advocate for the availability and accessibility of high quality, culturally competent, and linguistically appropriate services. We recognize the underlying relationship between domestic violence and other social issues that impede the health and well-being of our community. We believe that in order to eliminate domestic violence we must eliminate all forms of oppression and advocate for social change.

Casa Myrna advocates for the rights of all survivors to self-determination and control over their lives. In order to provide truly empowering services and advocacy, we must recognize that survivors and their communities are experts in their own lives. We endeavor to be an organization whose words and actions are informed and led by survivors. We must encourage and support survivor leadership and we must let this expertise lead us.

In order to reach our goal of being an effective social justice agency, the board, staff, and volunteers commit to create an organization that reflects the diverse attitudes, behaviors, and practices of our clients. We seek to oppose all forms of oppression, to celebrate and respect staff diversity, and to create a work environment that reflects our social justice principles. Widening our scope from a single-issue to a social justice lens requires us to incorporate our social justice mission into all aspects of our work, including: provision of services; prevention and awareness initiatives; community partnerships; recruitment and training of staff, management, board members and volunteers; and messaging and communications.

Goal 2: Education, Prevention, and Outreach

- Goal:** Increase Casa Myrna’s programmatic focus in reducing domestic violence through expanded work in prevention.
- Committee members:** Ramsey Champagne (Counseling Advocate), Jacquie De Los Santos (Housing Specialist), Camila Rojas-Pinero (Community Services Specialist), Mary Stack (Board member), Diane Tiernan (Board member), Stephanie Brown (Chief Executive Officer)
- Co-chairs:** Jenny Efimova (Outreach and Communications Manager), Terry Rice (Board Treasurer)
- Background:** To move beyond the provision of direct services to survivors and toward ending domestic violence, Casa Myrna is committed to developing a comprehensive prevention and awareness program that can be implemented across age, community, culture and gender lines. To reduce incidence of domestic violence in our community, Casa Myrna will utilize a combination of prevention, awareness, outreach and community engagement strategies.

Objective 1: Expand and develop education, outreach, and awareness efforts.

Strategy	Timeline
<ul style="list-style-type: none"> ▪ Create a new staff position of Prevention Specialist, with one to two additional Prevention and Outreach Specialist positions to be hired as funding allows. The Prevention Specialist will be responsible for primary prevention, education and awareness activities as well as some social media. 	<p>FY15</p> <p>Expansion in FY16-18 as funding allows</p>
<ul style="list-style-type: none"> ▪ Create a new Outreach and Prevention Department (or Education or Awareness) and hire a director. 	<p>FY15-16</p>
<ul style="list-style-type: none"> ▪ Increase the number of outreach and awareness activities/events and media hits by 20% each year, with a baseline at the FY15 level. 	<p>FY16-ongoing</p>
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▫ Develop a training for volunteers, staff and participants to participate in outreach and awareness activities. 	<p>FY16</p>
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▫ Identify and train volunteers, staff and participants to 	<p>FY16</p>

- represent Casa Myrna in outreach and awareness activities, beginning with community advocacy staff.
 - Create Casa Myrna original content for the website (e.g., blog, training materials, fact sheets). FY16
 - Create a comprehensive database on and relationships with members of the media. FY16
 - Develop a training and provide training for members of the media on domestic violence. FY18
- Create and implement survivor-informed outreach/awareness campaigns, building on Casa Myrna’s current initiatives (e.g., mass transit campaign, social media, media/public relations, events, and engagement with legislators and donors). FY16-ongoing
 - Staff, volunteer and participant survivors will take a leadership role in planning and implementing Casa Myrna’s outreach and awareness efforts. FY16
 - Survivors will help plan and speak at all Casa Myrna events and with the media. FY17
 - Survivors will create original content for Casa Myrna social media, mailings and website. FY17
 - Create an outreach and awareness toolkit and convene training for other domestic violence programs and partners to utilize. FY18
- Elevate the conversation about domestic violence in a way that underscores the complexity of domestic violence, trauma, and oppression as a whole by taking an intersectional and social justice approach to our work.
 - Create toolkits on understanding domestic violence and its intersection with social justice and other issues for media, educators, advocates, health care centers/hospitals, housing/management companies, social service agencies, employers and others. Post the toolkits on Casa Myrna’s website for others to utilize and promote via social media. FY16-FY18
 - Create an educational program and toolkit for the above audiences and state agencies to not only understand domestic violence but be able to recognize it and talk about it. FY17-FY18
 - Present toolkits at conferences throughout the country, share widely and provide training. FY18-FY19

- Focus on community-based solutions/approaches to domestic violence that build on the grassroots, activist and social change origins of this work.
 - Recapture and learn about Casa Myrna’s history, rooted in social activism. FY16
 - Partner with other domestic violence programs (DOVE, REACH, The Network/La Red) and other organizations doing this work to learn how to implement community based approaches. FY17
 - Implement a community based approach to preventing domestic and dating violence in three Boston neighborhoods. FY18-19

Objective 2: Implement a survivor-informed model of prevention, education, outreach and evaluation where survivors serve as “content experts.” The voices of staff, volunteers and participants who identify as survivors are vital to ensuring Casa Myrna’s messaging and programs meet the needs of survivors. The impact of these efforts will increase as more survivors actively engage the public, facilitate workshops and conversations, and work with the media, policy makers and donors.

Strategy	Timeline
▪ Create a new part time staff position of Engagement Specialist whose responsibility is to manage the survivor speaker bureau and leadership council.	FY16
▪ Implement a survivor speaker bureau and create opportunities for survivors to become educators/conversation facilitators for outreach, prevention and awareness efforts and to advise and evaluate the work of Casa Myrna. Survivor speakers may include staff, volunteers and participants.	FY15-ongoing
▪ Implement a survivor leadership council to provide direct input on Casa Myrna prevention and outreach initiatives and services. Members of the leadership council may include survivors who do not want to be speakers or educators. Casa Myrna will draw from our participants, volunteers and staff for council membership.	FY16-ongoing
▪ Provide training and ongoing support to survivors in these speaking and leadership capacities. <ul style="list-style-type: none"> ▫ Partner with other organizations who are doing similar work, within the field of domestic violence and outside, for technical 	FY16-ongoing

- Strengthen partnerships and co-locate community advocacy staff with other providers who work with teens, including after school programs, Boston Public Schools, health centers, faith communities, youth development programs and summer employment programs. FY16-ongoing

Goal 3: Community Based and Residential Services

Goal: Provide emergency shelter and support transition to permanent housing and safety for survivors, in part by strengthening and expanding our partnerships. Develop a comprehensive network of community-based supports for survivors in shelter and living in the community.

Committee members: Ramsey Champagne (Counseling Advocate), Jane Freedman (Board member), Annie Lewis O'Connor (Board member), Saritin Rizzuto (Board member), Camila Rojas-Piniero (Community Services Specialist), Joanne Schindler (Counseling Coordinator), Stephanie Brown (Chief Executive Officer)

Co-Chairs: Deb Collins-Gousby (Executive Director of Programs), Anne Giovanoni (Board Chair)

Background: Casa Myrna provides valuable services to survivors of domestic violence. In order to reach the most survivors in our community and have the greatest impact, we will build on the success of these services by: re-focusing our residential services on emergency shelter; helping survivors access permanent housing; expanding community based services; and providing technical assistance and training to stakeholders so they may effectively support survivors of domestic and dating violence.

Objective 1: Building on our expertise, re-focus Casa Myrna residential services on emergency shelter and rapid rehousing, and away from transitional housing. Consider the need for our provision of expanded emergency shelter.

Strategy

- With a goal of eliminating our own transitional housing programs, compile and review data on existing transitional units (beds/rooms/apartments) in the city of Boston in order to access those units for our program participants. Known funding streams of transitional housing to investigate include:
 - Department of Children and Families (DCF)
 - Boston Department of Neighborhood Development (DND)
 - Department of Housing and Community Development (DHCD)
 - US Department of Housing and Urban Development (HUD)
 - Others

Timeline

FY15-16

- To understand the availability of and need for emergency shelter in Boston, compile and review data on existing emergency shelter units, including units that may not be domestic violence specific. For those that are not domestic violence specific, inventory their willingness and capacity to serve domestic violence survivors. In addition, survey stakeholders on the need for emergency shelter for specific populations (e.g., teens, survivors of trafficking, individual adults). Known funding streams of emergency shelter to investigate include:
 - Department of Children and Families (DCF)
 - Boston Department of Neighborhood Development (DND)
 - Department of Housing and Community Development (DHCD)
 - US Department of Housing and Urban Development (HUD)
 - Privately funded programsFY15-16

- Develop a plan to convert the two existing transitional living programs (10 rooms/27 beds) to emergency shelter.
 - Review current funding streams to understand what the move away from transitional housing will mean for our budget.
 - Review current zoning and permits for use of our buildings.
 - Review ADA compliance requirements of emergency shelter.
 - Update the participant census chart to understand the housing needs of each participant and develop a relocation/housing plan for current transitional living families.
 - Determine the timeline and pace for closing transitional shelter programs, including converting funding.
 - Determine the additional staffing needs required for emergency shelter.FY15-16

- Develop an expanded emergency shelter program structure.
 - Document the needs of emergency shelter participants and determine if there is a need for specialized emergency shelter for a particular population (e.g., teens, , individuals).
 - Work with current and former shelter participants to review Casa Myrna’s existing structure and provide feedback on a new design.
 - Review current and identify potential funding sources for emergency shelter expansion, including DCF, DND, DHCD, HUD, the Office of Violence Against Women (OVW) and private sources.FY15-16

- Based on momentum from the City of Boston and Attorney General’s Task Force on Trafficking, explore partnership with the EVA Center to implement a comprehensive exit program for survivors of commercial sexual exploitation (trafficking/prostitution). If determined feasible, the exit program would include shelter, outreach, supportive services and community based services. FY15-17

 - Explore feasibility of acquiring the EVA Center as a program of Casa Myrna. FY15-16
 - Finalize exit program model. FY15
 - Work with the City of Boston Department of Neighborhood Development to acquire a building for an emergency shelter. FY15-16
 - Apply for funding for exit program services (staff) from the Victims of Crime Act (VOCA) grant program and other sources, private and public. FY15-16

- Utilizing existing HUD funding, develop and implement a rapid rehousing program to move adult and teen survivors from homelessness into permanent housing (thereby skipping the transitional housing step). During the pilot phase, consider issues related to bringing a rapid rehousing program to scale. FY15-16

 - Use existing rapid rehousing programs for homeless families as a model.
 - Determine how the rapid rehousing model can be successful for teens/young parents.
 - Identify rapid rehousing “levels” and create an assessment tool for determining levels. Consider five levels: zero to minimal barriers; moderate barriers; serious barriers; long term homeless; severe barriers.
 - Create prevention and stabilization services to include payment of past due rent or utilities, housing relocation assistance (first/last and furniture), landlord mediation, moving expenses, income/benefit support, job training/job search, general support.
 - Hire Rapid Rehousing and Stabilization Specialists who are culturally competent, previously homeless or have housing experience, and with extensive community networks.
 - Identify additional funding sources for rapid rehousing and relocation assistance.

- Create new staffing plan related to all Casa Myrna’s direct services, particularly as they relates to the re-design of residential services. FY15-16
 Staff needs to include:
 - Emergency shelter expansion (from transitional living and additional emergency shelter).
 - Exit program for survivors of commercial sexual exploitation.
 - Expanded services to children.
 - Rapid rehousing program, stabilization services and shortened shelter stays.
 - Management in coordinating the increase in services, data collection and reporting, and staff.
 - Development of new tools and partnerships to provide supportive services to ensure survivors’ successful transitions to longer term/permanent housing
 - Expanded community based services to survivors, including outreach, education and awareness with partner agencies.
 - Provision of training, technical assistance and consultation to other service providers, government agencies and community based organizations.

- Work to reduce the length of stay in emergency shelter from 180+ days to 60 - 90 days. FY15-17
 - Develop residential services that focus survivors on the goals of stabilization and permanent housing.
 - Train all staff to assess participants for success in the rapid rehousing program.
 - Develop partnerships with providers of long-term supportive housing for survivors for whom rapid rehousing is not feasible.

- Define the space needs for emergency shelter and rapid rehousing. FY15-16
 Consider the following:
 - One large building or multiple houses?
 - Existing locations or new?
 - If we serve distinct populations, should they be housed separately or together?
 - What are the best neighborhoods in which to operate?

- What is the proximity to public transportation and support services, including Casa Myrna’s office?
- Should the locations be confidential or not?

Objective 2: Develop our capacity to prepare survivors for and to achieve long term, permanent housing.

Strategy	Timeline
<ul style="list-style-type: none"> ▪ Build on our expertise in and develop tools and new partnership in supportive services to help ensure successful transitions for survivors to longer term/permanent housing. <ul style="list-style-type: none"> ▫ Develop new tools to assess survivors’ barriers to permanent housing, including credit, CORI, lack of rental history, substance abuse and mental health issues, and need for funding for arrearages. ▫ Review and amend survivor housing and stabilization plan template that addresses their barriers and builds on their strengths. Gather survivor feedback on the template. ▫ Train staff on how to assist survivors in obtaining permanent housing and ensure that all staff work with survivors to monitor and implement their housing and stabilization plan. ▫ Identify and reach out to existing and potential new partners that can help provide long-term support to survivors. Partnerships may include: child witness to violence, employment support, and substance abuse and mental health interventions. 	<p>FY15-16</p>
<ul style="list-style-type: none"> ▪ Design and implement a service model that promotes long term stabilization services to survivors beyond their initial stay in Casa Myrna shelter, rapid rehousing program or their work with community based advocates. <ul style="list-style-type: none"> ▫ Research best practices and design a long term stabilization support model. ▫ Define staffing needs for new model and seek funding. 	<p>FY15-16</p>
<ul style="list-style-type: none"> ▪ Identify organizations that currently provide transitional and permanent housing services and work to establish partnerships that could help to identify specific housing units as well as provide supportive services to survivors transitioning to longer term housing. 	<p>FY15-16</p>

survivors.

- Review and amend occupancy, termination and transfer policies.
- Provide on-site community based services.

Objective 3: In order to have the greatest impact, expand services for survivors living in the community by developing a comprehensive network of community-based supports.

Strategy

Timeline

- Assess services that already being provided in the community, documenting which are lacking in scope or quantity.
 - Gather information from agencies providing needed services.
 - Gather information from participants on what services are used, lacking and needed, what can we improve, as well as what would make services easier to use and changes that may be needed.
 - Determine which groups (age, gender, situations/challenges) are in need of services that are not available and the location(s) that would make services easier to use. Groups that may need special services include (undocumented) immigrants and teens.

FY15-16

- Identify the service needs of clients of different ages and whether or not Casa Myrna has or should develop the capacity to provide, or whether Casa Myrna should partner with another organization(s) to provide.
 - Adults: community advocacy, counseling, groups (healthy relationships, overcoming trauma, self-sufficiency), legal, housing, self-sufficiency, maximizing public benefits, effects of domestic violence on children, supporting survivors of domestic violence.
 - Teens: groups on healthy relationships and empowerment, counseling, and advocacy; for teens who have been in shelter, services to reintegrate them into the community and continue services.
 - Children: counseling, groups (like Child Witness to Violence groups), healthy relationship groups, and child care services for children while parent is receiving services or in group.

FY15-16

can provide groups, advocacy, and counseling.

- Homeless shelters where advocates can provide groups, counseling, and self-sufficiency.

Objective 4: In order to better support survivors within systems in which they engage, Casa Myrna will develop its capacity to provide training, technical assistance and consultation to other service providers, government agencies and community based organizations. This work will also serve to raise awareness about and ultimately prevent domestic violence.

Strategy

Timeline

- Casa Myrna will establish partnerships with the following organizations in order to strengthen our capacity to support survivors, provide awareness about and prevention of domestic violence, and to provide training and consultation regarding domestic violence and trauma-reactivity. Casa Myrna can also offer to partner with the entities named in the 2014 domestic violence legislation mandating training and collaboration with local domestic violence programs.
 - Police department(s), both police academy and police department(s)
 - Suffolk County district attorney’s office
 - Suffolk County sheriff’s office
 - Court systems, including municipal, district and family
 - Hospital emergency departments and domestic/sexual violence programs and community health centers
 - Medical and mental health training programs and licensing boards, including nursing programs, physician assistant programs, medical programs, counseling, and social work
 - Teachers, administrators and counseling/guidance staff at child care and Head Start agencies, schools, and universities
 - After-school and summer camp programs
 - Free or low cost legal-aid providers, including legal services and private firms that offer pro bono services
 - Homeless shelter providers and homelessness prevention programs, including the Boston Emergency Shelter Commission
 - Substance abuse providers

FY16-18

- Housing agencies and management companies
 - Workforce development and training programs
 - State agencies, including Department of Children and Families, Department of Housing and Community Development, and Department of Early Education and Care

- Develop a plan for delivering the training and services Casa Myrna will provide. Steps for developing the plan are listed as strategies below. FY16

Services include:

 - Training
 - introduction to domestic violence
 - red flags for screening
 - talking about and screening for domestic violence
 - immediate effects of trauma
 - referrals for survivors or their significant others for support and services
 - how to provide effective services
 - how to support staff
 - working with specific survivor populations: Latina, African American, teens, survivors of sex trafficking
 - Development of screening tools and intervention and prevention policies and procedures.
 - Consultation to provide ongoing support to agencies relating to issues and/or questions that arise regarding domestic violence, its impact, and best-practice service provision.

- Determine the timeline and order in which we could provide assistance to the (potential) partner entities (e.g., for which are we ready and which will need significant work?). FY15

- Determine staffing structure and identify staff for developing and providing this assistance, short-term and long-term. FY15

- Survey current partners about their needs for support and technical assistance on domestic violence and the best way to present our “services.” FY16

- Develop comprehensive list of and identify contacts at (potential) partner entities. FY16

- Develop materials describing technical assistance supports for FY16-17

potential partners, including why they should care about and address domestic violence.

- Develop training curricula and materials for each entity. FY16-17
- Develop screening tools and policies and procedures for different partners. FY17-18
- Identify funding sources for staff, materials development and other activities associated with the provision of technical assistance. FY15-ongoing
 - Determine if we should charge for this service. If yes, determine how much based on research on other services similar in scope. FY16

Goal 4: Strengthening our Financial Resources and Development

Goal: Determine and implement a plan to increase Casa Myrna’s ability to strengthen its financial resources and raise additional money to support its work.

Committee members: Candice Cantelli-Meklis (Board member), Juanita Allen Kingsley (Board Vice President), Saritin Rizzuto (Board member), Paola Rosario-Mateo (Executive and Projects Associate), Stephanie Brown (Chief Executive Officer)

Chair: Raquel Rosenblatt (Director of Development)

Background: To implement the goals of this strategic plan, Casa Myrna will have to grow our ability to communicate about our work and our financial resources. To that end, this goal emphasizes strengthening Board members’ philanthropic engagement, stewardship of current and new donors, defining our communications and marketing efforts, and expansion of staffing.

Objective 1: Work with the Board Development Committee to design a three-year plan to increase the amount of funding from individuals, corporations and foundations.

Strategy	Timeline
▪ Align annual fundraising goals with new programmatic priorities.	FY16-FY18
▪ Ensure that board members review lists of current and lapsed donors to assess their ability to reach out to them, help in solicitation and participate in cultivation and stewardship with the Development Director and CEO.	FY16-FY18
▪ Ensure that all board members contribute and/or solicit at least \$1,000 annually, gradually increasing this level to \$2,500 in the next three years.	FY16-FY18
▪ Promote the opportunity for donors to create gift schedules to break up their annual commitment into monthly or other payments.	FY16 and ongoing
▪ Develop ways to solicit and steward lower level donors.	FY16
▪ Engage at least one major Boston sports team to provide philanthropic support, develop ways to educate players and help promote Casa Myrna.	FY16-FY18

- Create a Casa Myrna giving society: for all donors who give at least \$1,000/year or further segmented. Develop “benefits” for membership, such as a cocktail party with the CEO and Board leaders; special tours and visits; and gifts that brand Casa Myrna. This could stimulate giving in some donors, while stewarding donors in these categories. FY16
- Develop a philanthropic education event, hosted by the board, to teach and encourage the next generation of philanthropists about giving and Casa Myrna. FY16

Objective 2: Build communications and marketing areas specifically designed to attract and retain donors.

Strategy	Timeline
▪ Create new staff positions: Marketing Coordinator/Manager, Public Affairs Coordinator/Manager, and/or Webmaster.	One new position created by FY17
▪ Separate the departments of Development and Communications placing the above positions in Communications.	FY17
▪ Transition Development communications activities to staff in the newly created Communications department.	FY17
▪ Develop new ways to mobilize and engage college students and young professionals to learn about the issue and support Casa Myrna.	FY16
▪ To educate and raise awareness and funds, continuously update the content of the website to ensure that it is timely and user-friendly for our community.	FY16-FY18
▪ Strengthen and maintain a robust social media presence to broaden our reach, educate the community and generate financial support.	FY16-18

Objective 3: Review current role and potential of all funding opportunities: individuals, corporations, foundations, events, Boston Marathon, other.

Strategy	Timeline
▪ Create a new Development position of Corporate and Foundation Relations Manager.	FY17

- Grow the pipeline of individual donors with capacity to make gifts of \$10,000 to \$100,000. FY18
- Review current portfolio of active and lapsed donors to assess their capacity to increase their giving. Develop individualized cultivation and solicitation plans. FY16-FY18
- STRETCH GOAL: Cultivate, solicit and close a gift of \$50,000 from an individual donor. FY17
- STRETCH GOAL: Cultivate, solicit and close a gift of \$100,000 from an individual. FY18
- Expand the portfolio of foundations and corporations that support Casa Myrna. FY18
- Receive a \$100,000 grant from a corporation or foundation. FY17
- Create an annual fundraising event that raises at least \$100,000. FY16
- Increase the minimal fundraising requirement for Team Casa Myrna to \$10,000 per runner. FY18
- Ensure that Board members review lists of current donors at certain levels (\$1,000+) to determine connections and ways to assist in increasing giving to higher levels, including stretch goals of \$50,000 and \$100,000. FY16 and ongoing

Objective 4: Increase the number of board and staff members with fundraising acumen and include a fundraising component to the Casa Myrna Leadership Council (in development).

Strategy	Timeline
▪ Ensure that all board members contribute at least \$1,000 annually.	FY16
▪ Engage board members to support annual signature fundraising event (breakfast or gala) by soliciting sponsorships, purchasing tables and tickets and bringing guests who will make gifts.	FY16-20
▪ Recruit at least two new board members each year with capacity to give at least \$2,500 annually and commitment to solicit a network of high wealth individuals or businesses capable of similar or higher annual commitment.	FY17-FY20
▪ Increase the expectation of annual philanthropic commitments of board members while creating a category of giving that does not exclude potential members, particularly survivors and young professionals.	FY16-17
▪ For conventional board members:	

- Increase the annual philanthropic commitment (give and get) to \$2,500. FY17
- Increase the annual philanthropic commitment (give and get) to \$5,000. FY20

Goal 5: Real Estate

Goal: Determine and implement the most effective use of real estate assets to support Casa Myrna's ability to deliver services in conjunction with organizational programmatic priorities as outlined in the strategic plan.

Committee members: Lennox Chase (Board member), Ron Mason (Director of Operations), Paola Rosario-Mateo (Executive and Projects Associate), Stephanie Brown (Chief Executive Officer)

Co-Chairs: Cas Groblewski (Board member)

Background: Casa Myrna owns three parcels of real estate in different neighborhoods of Boston. Each parcel is improved with a residential property that is utilized for a specific program or service. Casa Myrna also rents office space in Boston's South End from a private landlord for its headquarters and for the operation of community based services and SafeLink, with that lease expiring the end of June, 2016.

Two of the parcels that Casa Myrna owns are unencumbered by any debt, and the third is used as security for a long term, low interest mortgage from the City of Boston, with a balance of \$203,000. Thus Casa Myrna has strong equity positions in its properties. These properties are all exempt from the payment of real estate taxes. They are in good condition but are not ideally suited for their current uses (e.g. accessibility and location).

Because of the evolution of Casa Myrna's services in response to this strategic plan and to regulatory and funding requirements (e.g. from transitional shelter to rapid rehousing) Casa Myrna's real estate needs will change in the next 12-24 months. Consequently Casa Myrna needs to decide the optimal way it can utilize any real estate and then adopt and carry out the necessary changes as quickly as possible. It must decide what real estate to keep and maintain and what parcels, if any, should be sold, or, alternatively, if it should relocate shelter operations to more suitable properties.

Considerations for real estate decisions include cost, affordability, security, location, and supply, as well as plans for long term (5-10 years) staffing and services to be provided. Decisions regarding the expansion of services to include, for example, a shelter for survivors of commercial sexual exploitation also must be considered.

Objective 1: Provide a long term solution to Casa Myrna’s office space needs that will offer staff and visitors the most efficient, technologically up-to-date, safe and comfortable surroundings so as to optimize delivery of services.

Strategy	Timeline
<ul style="list-style-type: none"> ▪ Define the location that will ensure Casa Myrna becomes a public presence in the community and that will allow staff to carry out their mission. The location should include heavy foot traffic, favorable road and public transit access, and affordable parking. 	CY15
<ul style="list-style-type: none"> ▪ Locate a building that has adequate space availability, that may include limited residential facilities, that is in the area or neighborhood that has been determined to be most suitable (see previous strategy), and that is affordable. This can be either a purchase or a long term lease. This should be done with assistance from a licensed and knowledgeable real estate broker. 	FY15-16
<ul style="list-style-type: none"> ▪ Working with a space planner/architect and contractor, determine the cost and timing for any renovations. Carry out those renovations. 	FY15-early 17
<ul style="list-style-type: none"> ▪ Negotiate a short term (one year) extension through June 2017 with the current Landlord, with flexibility to vacate sooner when new space is ready for occupancy. 	CY15

Objective 2: Provide a long term solution to Casa Myrna’s goal of providing emergency shelter in the most comfortable, secure, efficient and cost effective manner possible.

Strategy	Timeline
<ul style="list-style-type: none"> ▪ Define the location(s) that will meet the needs of Casa Myrna’s diverse client base while observing best practices and staff needs. Optimally, shelter locations will be in close proximity to each other and to the administrative office to promote community building and efficient operations. 	FY15
<ul style="list-style-type: none"> ▪ Prepare for sale and then sell the Casa Myrna Transitional Living Program property. This property is the least efficient and accessible of the Casa Myrna properties, and is not well located. 	FY15-16
<ul style="list-style-type: none"> ▪ Prepare for sale (but do not yet market) of the Mary Foreman emergency shelter. This property should be sold once the next 	FY15-16

strategy is successfully realized.

- Initiate the search for a more efficient, accessible and better located building(s) that will serve as the emergency shelter(s) and allow for growth. FY15-16

- As part of this search Casa Myrna should review the financial resources available to it and explore additional ways to finance the purchase and renovation of any potential properties. These resources should include endowment funds, government funds, capital campaigns and mortgages, as well as potential joint ventures with other non-profits, government and/or developers. FY15-16

- In the short term, maintain and continue to improve the Casa Myrna Teen Parenting Program property, which will continue to be utilized for the teen shelter. Once the emergency shelter(s) and office spaces are finalized, consider moving the Teen Parenting Program to be closer to those locations. FY15-18

Objective 3: The City of Boston has committed to providing funding to purchase a building for an emergency shelter for survivors of commercial sexual exploitation. The City has indicated it would like to work with Casa Myrna to develop and manage this new shelter. **Casa Myrna will explore the feasibility of this proposal and develop a plan and timeline for its potential implementation.**

Strategy	Timeline
<ul style="list-style-type: none"> Engage legal representation and the City of Boston’s Department of Neighborhood Development (DND) to understand the terms of the shelter funding and determine its feasibility for Casa Myrna. 	FY15
<ul style="list-style-type: none"> If Casa Myrna decides to move forward, create a detailed plan for the identification, acquisition and renovation of the property and begin the process. 	FY15
<ul style="list-style-type: none"> Acquire the property and renovate with the goal of occupancy within one year of the decision to move forward. 	FY15-16

Goal 6: Staff and Organizational Resources

- Goal:** Invest in staff and organizational resources.
- Committee members:** Paula Grace O’Connell (Human Resources Manager), Paola Rosario-Mateo (Executive and Projects Associate), Cesia Sanchez (Teen Parenting Program Coordinator)
- Co-Chairs:** Camila Rojas-Piniero (Community Services Specialist), Stephanie Brown (Chief Executive Officer)
- Background:** Staff and interns are a key element in the success and value of Casa Myrna. Therefore, it is vital that Casa Myrna invest in its staff and organizational resources. With this investment, Casa Myrna will be an organization with a culture that promotes excellence and for which passionate, highly motivated and talented people want to work and stay.

Objective 1: Shift Casa Myrna’s organizational culture so that it is one that operates from a social justice lens, develops leaders, promotes unity, and encourages a healthy work/life balance.

Strategy	Timeline
<ul style="list-style-type: none"> ▪ With staff, define Casa Myrna’s organizational culture. Once defined, promote that culture. Our culture should include how we value staff, treat each other and support survivors. Elements of the culture and of its promotion include: <ul style="list-style-type: none"> ▫ Staff should be encouraged to participate, be creative, to try new things and not be afraid to fail. ▫ Supervisors should mirror, support and promote the organizational culture. ▫ Supervisors and staff should have goals related to organization culture, and be evaluated on them. ▫ Shift organizational culture towards the new vision through staff meetings and training, new hire orientation, supervision, opportunities for leadership and professional development, and action. 	FY15

forms of oppression.

- Train staff and hold ongoing discussions about social justice. Include this messaging and these discussions as part of new staff, intern and volunteer orientation.
- Prioritize the hiring of a staff diverse in race/ethnicity, experience, language and abilities.
- Consider implementing a pay differential for staff who speak and provide services in multiple languages.

Justice Cmte
timeline)

Objective 2: Define and implement expectations of the organization and of staff regarding leadership development, supervision, and communication.

Strategy

Timeline

- Create a statement and shared language, developed by staff and interns, about who Casa Myrna is, what we do and why, how we do it, and how each individual is a part of that. FY15
- Define and implement clear, measurable expectations of supervisors and staff. For example: FY16
 - Staff should be encouraged to ask questions, make suggestions, and to take initiative.
 - Staff should be free to communicate with others throughout the organization, including colleagues in other departments/programs and higher and lower on the hierarchy.
 - Supervisors should meet regularly with their staff as a team.
 - Supervisors should communicate with staff what they learn at management meetings.
 - Supervisors should notify staff about training and growth opportunities, encourage staff to participate, and facilitate their participation.
- Work with staff and interns to define ways to ensure they are aware of all that Casa Myrna does (e.g., our services and initiatives, partnerships, numbers and statistics, budget and finances), and engaged in participating in Casa Myrna’s development and governance. FY16-
ongoing
- Ensure that relief staff (part time staff who may work only weekend or night shifts) and interns are well integrated into the organization, share FY16-
ongoing

our common language, and can articulate their contribution to our work. Examples of how this may happen include:

- Coordinators meet with each staff person individually at least quarterly, including relief who may work nights and/or weekends.
- CEO convene meetings with relief staff and interns, without supervisors, at least quarterly.
- Provide trainings for relief staff at times convenient for them.
- Provide opportunities for relief staff and interns to be involved in our work outside of their job function (e.g., trainings, events).
- Move planning meetings and other gatherings to evening hours when more relief staff may be available to participate.

- Strengthen communication among staff and interns.
 - Convene a meeting with representatives from staff and interns to plan for methods of useful communications (e.g., monthly newsletter for staff about Casa Myrna, regular emails from CEO or other senior staff, meetings). FY15-ongoing
 - Create and keep current a staff and intern photo directory on the intranet. FY16
 - Announce new staff and intern hires and exits to all staff. FY15-ongoing
 - Invest in video conferencing so that staff can participate in meetings from off-site. FY16

- Welcome new staff and interns to the organization, ensuring they feel valued, understand Casa Myrna’s organizational culture and their role in the organization, and have the tools to perform their role expertly and professionally.
 - Hold a welcome event for new staff and interns with refreshments on their first day. FY15-ongoing
 - Implement a “buddy system” where seasoned staff serve as a buddy to new staff and interns. The buddy would take the new person out for lunch on their first day, introduce them to colleagues, and answer any questions they may have about Casa Myrna. FY15-ongoing
 - Create an orientation manual for supervisors to ensure implementation of consistent orientation standards, expectations and tools. FY16

- Implement a staff leadership council to the CEO, made up of staff representatives from all levels and departments of the organization, to provide her with feedback and advice. FY16

Objective 3: Develop growth opportunities for staff and interns including opportunities for training, personal and professional goal setting, and broader involvement at Casa Myrna.

Strategy	Timeline
<ul style="list-style-type: none"> ▪ Develop and implement tools to assess staff’s skills, strengths and weaknesses, promoting development of strengths and understanding of weaknesses. Include goals that address both strengths and weaknesses in staff annual evaluations. 	FY16-FY17
<ul style="list-style-type: none"> ▪ Work with staff and interns to identify their professional and personal goals, assisting in their development when possible. <ul style="list-style-type: none"> ▫ Implement a job shadowing program for staff that may want to explore other positions at Casa Myrna. ▫ Provide staff and interns with the opportunity to design and develop Casa Myrna workshops. ▫ Regardless of their position, provide opportunities, including training, for staff and interns to facilitate workshops or trainings on domestic violence. ▫ Create an expectation that annually, all full time staff will participate in at least three public education or development events (e.g., facilitating a community training on domestic violence, manning a table at an educational event, serving as greeter at the Casa Myrna breakfast or other event). Relief staff are also encouraged to participate, and will be compensated for participation. 	FY16-ongoing
<ul style="list-style-type: none"> ▪ Ensure staff and interns are well trained in their job and cross-trained in others. <ul style="list-style-type: none"> ▫ Implement a staff training institute, led by staff and interns. ▫ Provide in-service trainings to all staff and interns on issues related to domestic violence and service provision. ▫ Create an expectation that full time direct service staff will work one shift each quarter in another program. ▫ Promote staff participation in trainings outside Casa Myrna or enrollment in school. When possible, allow for flexibility with work schedules to allow staff to attend school or external 	FY16-ongoing

trainings.

- Consider creating “senior” and “assistant” positions to allow for promotion (e.g., senior advocate, assistant coordinator). FY16
- Provide and promote opportunities for leadership. (See staff leadership council, job shadowing, and participation on committees and in discussions.)

Creative Development Strategies

Casa Myrna

**Increasing Impact
Strategic Planning Process Report
August 2014**

FY15-FY18

EXECUTIVE SUMMARY

Casa Myrna's current strategic planning process began in March and continued through July 2014. The goal of this plan was to identify the strategies that needed to be prioritized and developed to serve as a guide for Casa Myrna over the next 12-18 months. We began by gathering information and planning for the scope of the strategic plan with key leadership and staff and officially launched our work at the April 8th Board Meeting.

During the process, we held several meetings with individuals and small work groups of staff and Board members, as well as the full Board/Staff Planning committee. On June 6th, we held a full day retreat for the Board and members of the Staff Strategic Planning Committee. Findings were presented at the Board meeting on July 17th. This report reflects the key outcomes from that work; a Vision Statement; plan development stages and questions, and the strategic goals/objectives.

While we did not directly interview or engage clients, the staff that participated in this process did their best to represent the clients' perspectives in our discussions. It was the intent of the leadership to refine their own thinking about the future of Casa Myrna before seeking input more broadly.

The next phase of the strategic planning process is critical in outlining and defining the steps necessary to achieve these goals. At the September 2014 Board Meeting, the work teams will be announced, along with the dates by which the completed work will be presented to the Board for approval.

Any success of this strategic planning process is owed to the hard work and commitment of the committee members who gave of their time and energy with good humor, trust and a level of commitment and thoughtfulness that was inspirational. In particular I want to thank Megan Gates, Casa Myrna's Board Chair, and Stephanie Brown, Chief Executive Officer at Casa Myrna. Their leadership, patience and savvy helped to ensure a quality process that should lead to great results for the future growth and stability of Casa Myrna.

Vision Statement

We began to develop a new Vision Statement for Casa Myrna in April 2014. This statement was refined over the course of the next three months at various meetings and through a series of conversations. The Strategic Planning Committee reviewed and agreed to adopt it at the June Board Retreat.

Casa Myrna is the leading domestic and dating violence program in Boston.

- We are a nationally recognized leader for developing and delivering results-driven programs to end domestic violence.
- We offer comprehensive and inclusive programs, actively identifying trends and developing innovative ways of addressing the challenges and changing face of domestic violence.
- We create programs that are influenced by survivors' experiences and based on the principals of social justice – empowering individuals to reach safety and self-sufficiency.
- We serve as a “go-to” resource for policy makers, government, education, other non-profits and the media – because we have the data, experience, and programs in place to successfully address these issues.
- We serve as a catalyst with other domestic violence organizations across the country to seed and develop initiatives to end domestic violence.

We strive to put ourselves out of business as we work towards making certain domestic violence is no longer an issue in our society.

DEVELOPING THE PLAN

Questions that Guided the Strategic Planning Process:

- What should the focus of Casa Myrna’s work be over the next three years?
- How will Casa Myrna develop programs in order to support its refined focus?
- How will Casa Myrna measure its success?

Assumptions that Informed the Strategic Planning Process:

- Total revenues will stay relatively flat – initially it will be about re-allocating resources rather than adding additional dollars to meet the strategic objectives.
- Contracts will continue to be honored – the organization may look for different/creative ways of meeting the requirements of the contracts.
- Programs will continue to focus on an empowerment model (for survivors and for prevention programs).
- Investment in marketing & communications to support those seeking services and to the donor/general public will be a priority.
- Revenue generating opportunities within the organization will be explored.
- Additional issues identified through this process will be considered at a later date.

Strategic Planning Stages:

- Phase 1: Creating the strategic plan (key strategies, establishing working groups)
March through July 2014
- Phase 2: Creating the goals/outline for the strategies
September 2014 through February 2015
- Phase 3: Creating and implementing actions/initiatives to achieve the goals
2014 through 2017 (FY18)

STRATEGIC PLANNING GOALS/OBJECTIVES

Goal 1

Create an organizational philosophy statement around social justice that will inform and guide Casa Myrna's institutional identity, programs, services and business model.

Goal 2

Increase Casa Myrna's programmatic focus in reducing domestic violence through expanded work in prevention.

Goal 3

Provide emergency shelter and support transition to long-term (ideally permanent) housing and safety for clients by working with our partners. Develop an expanded network of community-based supports for survivors not living in shelter but who continue to be in need of services.

Goal 4

Determine and implement a plan to increase Casa Myrna's ability to strengthen its financial resources and raise additional money to support its work.

Goal 5

Determine and implement the most effective use of real estate assets to support Casa Myrna's ability to deliver services in conjunction with organizational programmatic priorities as outlined in the strategic plan.

Goal 6

Invest in staff and organizational resources.

GOAL DEVELOPMENT

Develop working groups for each strategy.

- By the September Board meeting, recruit chairs and committee members for each goal as appropriate.
- Late September/early October schedule a meeting with all the working group chairs to review assignment/expected deliverables.
- Each group to present its recommendations to the Board over the next 3 to 6 months.
- Specific deliverables and timeframes for the recommendations will be included in the report from each of the working groups.

Goal #1: Social Justice

Create an organizational philosophy statement around social justice that will inform and guide Casa Myrna's institutional identity, programs, services and business model.

Action: Staff Committee will develop a one-page statement to be brought to the Board for a vote.

- Once approved, this document will be incorporated into the Board and staff handbooks and used as a guide for all aspects of Casa Myrna internal and external operations.

Goal #2: Prevention

Increase Casa Myrna's programmatic focus in reducing domestic violence through expanded work in prevention.

Action: Create a committee of staff and Board to develop a 3-year plan to identify and develop programming around prevention.

Action: Conduct a review to see what is currently being offered and what new "value added" programs and services Casa Myrna could offer the community.

Action: Provide specific benchmarks and goals so that as resources are identified and secured to fund these programs, Casa Myrna is ready to implement.

Action: Look to partner with schools, Boys and Girls Clubs, the Y, other community and civic partners, to maximize impact and reduce costs.

Action: Explore expanding work to teens and pre-teens (possibly even the elementary school level).

Sub-action: Look to recruiting teens themselves (boys and girls) to serve as mentor/role models.

Action: Engage potential partners in the prevention work as the plan is developed.

Goal #3 Emergency Shelter & Community Based Supports

Provide emergency shelter and support transition to long-term (ideally permanent) housing and safety for clients by working with our partners. Develop an expanded network of community-based supports for survivors not living in shelter but who continue to be in need of services.

Action: Conduct a thorough review of current shelters, including usage, cost and need.

Action: Determine the best use for each of the buildings currently owned by Casa Myrna.

Action: Develop a plan for managing the transition or stabilization of existing shelter resources.

Action: Look for potential partners (e.g. who else in the community can we work with that can partner with us on developing shelter).

Action: Focus on short-term emergency shelter, moving out of the long-term housing area. (Board and Staff continue to recognize that this remains a critical area, the decision is ***not*** to remain in the housing business).

Action: Focus Casa Myrna's energy on the prevention and supportive services side of the work (this necessitates a realignment of resources to support this revised vision).

Sub-action: Include clients/users of Casa Myrna services as part of the development of any programs.

Action: Expand community-based support services independently and in partner with other non-profits working in the community.

Goal #4: Fundraising/Resource Development

Determine and implement a plan to increase Casa Myrna's ability to strengthen its financial resources and raise additional money to support its work.

Action: Work with the Development Committee to design a 3-year plan to increase the amount of funding from individuals, corporations and foundations.

Action: Build the communications/marketing areas specifically designed to attract and retain donors.

Action: Review current role and potential of events, major gifts development, direct mail and other funding opportunities.

Action: Increase the number of Board members with fundraising acumen and determine if Casa Myrna wants to build a Board of Overseers/Advisors or a Leadership Council (a group of volunteers that would assist in fundraising but not have the same fiduciary responsibilities of Board Members).

Goal #5: Real Estate Assets

Determine and implement the most effective use of real estate assets to support Casa Myrna's ability to deliver services in conjunction with organizational programmatic priorities as outlined in the strategic plan.

Action: In conjunction with the committee for Goal #3, review the value/ potential value to Casa Myrna from both a shelter perspective and as an organizational asset.

Action: Determine if other options (including renting, co-managing, sub-letting, or other means) can provide emergency shelter while freeing the assets to provide additional revenue or resources for the organization.

Action: Determine the real estate needs for office space and create a plan for new offices.

Goal #6: Staff and Organizational Resources

Invest in staff and organizational resources. (Staff has been recognized as a key element in the success and value of Casa Myrna.)

Action: Create a committee (this may need to be a staff-only committee to start) to identify concerns and develop strategies for addressing each, as appropriate.

Action: Identify specific infrastructure, staffing and support that need to be revised and/or added to maximize the commitment to staff.

Action: Create staff development opportunities such as ongoing education, career path and other opportunities.

Action: Determine if there are opportunities to provide consulting services that could bring additional revenue to Casa Myrna from the expertise of staff (e.g. legal, social work, other).

Action: Apply the social justice statement to all aspects of staff and organizational development.

Action: (once a plan is in place) Create a standing committee of the Board to oversee the implementation and ongoing review of staff and organizational resource needs.

CONCLUSION

Casa Myrna's strategic planning process highlighted the fact that the discussion around domestic violence must change. We must reframe the issue so that the larger community sees and understands it for what it is -- a public health crisis. Many factors contribute to domestic violence: economic, mental health, cultural and societal views. But just like the community has been able to reshape the conversation around AIDS (from a "gay" issue to a public health issue), so too must we change the dialogue around domestic violence.

At Casa Myrna, the majority of resources (financial, staff and energy) have been focused on shelter. While the organization is committed to continuing to provide "access to shelter," the Board recognizes that if the situational dynamics are to change, we must re-focus our organizational energy, moving from being reactive (providing safety and shelter after the fact) to being pro-active (providing educational and empowerment resources to reduce the incidence of domestic violence).

Realistically, Casa Myrna will likely not have the necessary resources to shift its focus. Instead, we must work smarter, For example:

- Looking for flexibility within funding streams.
- Expanding our investments in fundraising and marketing to increase revenue for prevention.
- Expanding our Board to provide connections to funders and thought leaders.
- Working with our partners to put pressure on government and other large funding sources to redeploy resources towards ending the problem, not just mitigating it.
- Looking at our real estate resources in new ways to help build the organization's endowment.
- Finding other ways to leverage our assets that would allow Casa Myrna to redirect its focus to prevention work.

This strategic plan has clarified the need to continue to both provide access to shelter and support those who are actively facing domestic violence issues and to build prevention

resources that will allow us to empower our society to no longer accept domestic violence as a "status quo" issue.

APPENDIX 1: Future Goal Development Areas

These items emerged as “Parking Lot” issues during the Board working sessions. They remain important, and should be integrated into the implementation plan during the 5-year Strategic Plan timeline as some of the year-1 and year-2 tasks and initiatives are completed and the organization is ready to take them on.

- ❖ Board engagement beyond fundraising (strengthening the nominating process, board meetings, regular retreats, leadership development/succession planning)
- ❖ Name change (do you keep Casa Myrna — does it reflect what they are actually doing? does it limit the potential attraction for fundraising and clients)
- ❖ Branding/marketing of Casa Myrna (see name change above) but overall investment in marketing and the re-envisioning of Casa Myrna
- ❖ Public relations and community relations
- ❖ Partnership (a holistic look at who the strategic partners should be and how best to engage them)
- ❖ Revenue Generating Programs within Casa Myrna (touched on in this strategic plan but needs to be more fully explored)
- ❖ Expansion of your work to new client areas (LBGTQ, men — especially around prevention)
- ❖ Expansion of your work as a statewide and ultimately national model (how to impact change in DV on a much larger/broader scale)

APPENDIX 2: Presenting questions for working groups

These presenting questions and the ensuing discussions led to the development of the six strategic goals for the 2014-2018 Plan timeline.

Goal #1 Social Justice

Presenting Question: How can we concretize and integrate a commitment to social justice into all aspects of Casa Myrna?

Guide:

Staff to work with ED to create a document that will be used as a reference for all existing and new programs, work with staff and as a guide for all of the other goals outlined in the strategic plan.

Goal #2 Prevention

Presenting Question: How can we develop a comprehensive domestic violence prevention program that can be implemented across age, community, culture and gender lines to decrease the incidence of domestic violence? Develop ways to identify and integrate positive male role models in our prevention work.

Guide:

- Identify/train a group of survivors that are managed by Casa Myrna staff – have them go into the schools and be mentors to educate youth on domestic violence issues (what it looks like, how to prevent it, what skills they need to develop to not fall into domestic/dating violence patterns)
- Develop programs to work with children of all ages – starting as early as pre-K

Possible Partners:

- Educational systems
- Working with: Boston Public Library, local community colleges (Roxbury and Bunker Hill Community Colleges), UMass Boston
- After school programs, YMCA/YWCA, and Boys and Girls Clubs

Expansion of our networks within the community:

- Healthcare: Creation of a checklist for health providers (hospitals, community health centers, doctors) around domestic violence prevention as well as domestic violence support
- Hair salons (materials in bathrooms)
- Faith based organizations: Volunteer opportunities, education and prevention within the congregates

Goal #3 Emergency and Community Based Supports

Emergency and Community Based Support Presenting Questions: Identify what exists, what is working well and what needs to change as well as what needs are currently not being met to support those in emergency domestic violence situations and those impacted by domestic violence who have decided to remain living in their homes/communities.

Guide:

- Strengthen existing programs that are working and develop specific programs and opportunities to support those impacted by domestic violence.
- Identify program models that are succeeding and determine if they can be incorporated into Casa Myrna's work.
- Get input from clients and former clients to develop the programs and services that are responsive to what they need.
- End programs that aren't working and test new ways of delivering services that reflect the changes in domestic violence.

Goal #4 Fundraising/Resource Development

Presenting Question: Do we have the right infrastructure to meet or exceed our fundraising goals and have the most effective development entity/department?

Guide:

- How can we better cultivate and steward prospects and donors to ideally increase giving levels and at least sustain them?
- How can we continue to strengthen the Board's role and continue to increase their level of commitment to meet fundraising goals?
- How can we best train and support staff and Board to be ambassadors for Casa Myrna to always maximize the opportunity to cultivate potential donors?
- What corporate opportunities/ relationships can be established?
 - Casa Myrna information on grocery bags (at Shaw's, Wegmans, Trader Joe's?)
 - Partnering to help create space for families moving into housing (TJ Maxx, Marshalls, Jordan's Furniture?)
 - Meetings with banks to identify private foundations, other sources of potential support for Casa Myrna

Goal #5 Real Estate

Real Estate Presenting Question: Determine the best use of our real estate assets and develop means to support the short-term emergency care needs of our clients AND partner with other providers to support long term housing needs.

Guide:

- Review current real estate assessment and determine if any additional research needs to be conducted.
- Identify specific requirements in current contracts.
- Explore with developers, other real estate professionals and develop options for moving forward.

Goal #6 Staff and Organizational Resources

Presenting Question: How can we build a staff that will allow us to provide the highest quality of services to the community?

Guide:

- Identified issues:
 - Funding: greatest expense
 - Recruitment: problems because of low salaries, no job growth can't attract or pay for "top" talent
 - Flexibility: needs to develop a flexible frameworks of using staff across programs
 - Culture: We need to build a culture that promotes excellence
- Opportunities:
 - College/interns: expand our relationships with colleges; look to having them help with research
 - Training: design and develop Casa Myrna workshops
 - Mentoring: experienced with new staff
 - Diversity: continue to expand/language/ethnic/social economic
 - Professional development; development programs
 - Accountability: board, CEO, managers, supervisors, staff; develop transparency around job descriptions and social justice