



Strategic Plan: Side By Side

Strategic Plan Vision:

In 3 years, Vera House will grow into a \$6M organization that is a leading voice in the prevention of domestic violence and sexual assault nationally and that champions allyship and advocacy for the greater benefit of the victims and survivors within Onondaga County. Intentionally developing infrastructure through the culture of planning, learning and performance will position three programs/services for launch beyond local delivery leveraging an additional revenue of \$35,000/annually. This will be achieved with a committed and vocal board of directors, staff and volunteers through strategic partnerships, high impact outreach and engagement that leverages the organizational diversity.

Organization Vision: *World free of violence and abuse*

Organization Mission: *Prevents, responds and partners to end domestic, sexual violence and other forms of abuse*

Priority Area	Strategies	Objectives	Action Plan
<i>Voice of Vera</i>	Increase and deepen stakeholder, donor and partner engagement by the intentional transfer of relationships and mission stories of the work	Determine brand and relaunch locally, regionally and nationally	✓ Create and implement a targeted, rebranding plan
<i>Culture of Planning, Learning and Performance</i>	Increase program opportunities and participants within the area of sheltering and perpetrator intervention and support Increase effectiveness of evaluation and measurement for impact	Provide 2-3 enhanced, culturally humble and critical programs and services for those in shelter and for those identified as causing harm Analyze 25% of current program data to mine for racial disparities, service competence and efficiency	✓ Develop and implement plan related to client process, service and program efficiency and efficacy ✓ Develop and implement teaming strategies across the organization
<i>Investment in Infrastructure for Growth and Renewal</i>	Increase the promotion of for fee services with development of curricula and consultation expertise Increase knowledge management and effectiveness through engagement, onboarding, training, development and self-care of staff and volunteers	Develop 2 training/facilitator programs and secure 8 sites to implement Increase revenue from major donors and estate planning by 10% respectively	✓ Develop and implement an income plan focused on fee for service ✓ Develop a fund development plan that is initiated and promoted through the Foundation ✓ Develop and implement a full volunteer recruitment and management plan



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		<p>Achieve 90% participation rate for staff and volunteers in development of conflict resolution, allyship, self-care and resilience building</p> <p>Increase knowledge, skill and abilities to fill identified gaps in staffing by 30%</p>	<ul style="list-style-type: none"> ✓ Implement and enhance full utilization of new technology ✓ Dismantle the white supremacist and racist foundations and systems of the organization to enable Board, Foundation, staff, Interns, volunteers and victim/survivors full engagement*
<p>Allyship & Advocacy</p>	<p>Increase attention and action related to policy and protocol in the response to victims and survivors of dv/sa</p> <p>Increase BOD and staff ability to be strong ambassadors</p>	<p>Identify and engage in dismantling and rebuilding policy and protocol related to victim/survivor of colors needs</p> <p>Incorporate antiracism and anti-oppression exercises specifically related to DV/SA into 90% of BOD meetings</p>	<ul style="list-style-type: none"> ✓ Evaluate equity in program, policy, process and participation ✓ Implementation of changes identified through evaluation ✓ Develop a board development plan for the training, understanding, decision making and leadership through the lens of anti-racism and anti-oppression specifically addressing the intersection of dv/sa

**We know that some people may have a strong reaction to talking about "dismantling racism and white supremacist foundations". We chose this language intentionally, not because we believe Vera House is or has been purposefully racist or aligned with extremist white supremacist organizations. White supremacy and racism exist on a continuum, and most of our systems and institutions are built on values that prioritized the needs of white people (white supremacy) and minimized or denied the needs of people of color. We chose this language because we are committed to recognizing how these historic foundations have impaired our ability to best serve people of color and doing everything in our power to change them.*