

# **Connecticut Housing Coalition**

## **Moving into the Future**

### **Strategic Plan for the Fiscal Years 2004, 2005, and 2006**

**(January 1 – December 31)**

**Adopted by the Steering Committee on  
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**Under contract with Joyaux Associates, Simone P. Joyaux, ACFRE, Rhode Island**

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# Overview of the Strategic Planning Process

*“It is said that there is nothing firm, nothing balanced, nothing durable in all the universe – that nothing remains in its original state, that each day, each hour, each moment, there is change.”* [Dune: House Harkonnen, B. Herbert and K. Anderson]

Good planning is all about learning and change. We ask the right questions, question our assumptions, talk and listen. Planning means choosing. We will choose carefully, knowing that we choose between one consequence and another.

To produce the optimum outcomes, the Coalition must be sufficiently flexible to know what is happening in the environment and to act on that information with appropriate responses. But no matter how much we *know*, there will be much that we do not know. As British author Samuel Butler notes, we have to “draw sufficient conclusions from insufficient data.”

The Coalition recognized that effective strategic planning depends upon an open and engaging process and quality information. With this in mind, the Coalition designed a process that engaged its key constituencies and utilized market research as a key component for securing quality information.

The Coalition’s planning process and this plan addresses both program and infrastructure. Infrastructure refers to governance, management, marketing, fund development and any other supporting systems that allow the Coalition to carry out its programs and services.

The planning process included multiple work sessions that engaged the Steering Committee (the Coalition’s governing body) and staff in dialogue. Market research included the following activities: focus groups with members of the Coalition; personal interviews with funders, public officials and other key informants; and a self-administered anonymous written survey for attendees at the annual conference. The executive director and associate director prepared background papers. The planning consultant compiled all the information into a *Findings Report* that formed the basis for the strategic planning decision-making retreat.

# Why the Coalition Exists and What It Stands For

## Our Mission

The Connecticut Housing Coalition works to expand housing opportunity and to increase the quantity and quality of affordable housing available to people with low and moderate incomes throughout Connecticut through advocacy, education and collaboration.

## Our Vision: Affordable housing for everyone in all communities, regardless of income, abilities or backgrounds

In our vision, everyone has housing – and a true choice in selecting that housing. To achieve this vision, communities must take an integrated and comprehensive approach because housing is linked to other basic human needs such as economic well-being, education and healthcare. Furthermore, the whole community must protect the most vulnerable, those who cannot succeed without some form of help.

The community of our vision is vibrant and safe. Those who were once marginalized and disempowered are now a vital part of the civil society. The economy is strong and sustainable and there is a fair distribution of wealth. Together, individuals, government and institutions create economically, politically and socially just communities.

There are adequate services for those in need, readily accessible and coordinated. Comprehensive local, regional and statewide approaches produce integrated solutions to community issues, including reliable systems to create affordable housing, both for purchase and rental.

## Our Principles: These serve as the basis for our work.

The Coalition encourages the development of healthy communities. In a healthy community, basic human rights – including food, housing, clothing, education, healthcare, and safety – are available for all. There is social justice in all spheres of personal and community life including economic, cultural, educational, social and political.

A healthy community is comprised of three sectors – government, market (for-profit) and the independent or nonprofit sector. These three sectors must work together to balance the inequitable distribution of resources and the demands of the individual within the overarching desire for a civil society.

A healthy community measures its success by how well it cares for those who are least able to care for themselves. Every individual has both the right to and responsibility for creating a healthy community. Moreover, a healthy community assures that no sector, no individual and no institution does harm to the community.

Creation of a healthy community cannot be left to any single sector alone. Only through the coordinated efforts of all three sectors can individuals and institutions together create a healthy community.

A healthy community effectively engages its population and institutions, improving their capacity to care for themselves and contribute to a civil society. A healthy community demonstrates strong civic capacity –

the ability of all three sectors to work together and identify community opportunities and challenges, and address them for the good of the community.

In a healthy community, the government sector defends the core values of freedom and social justice. Government assures appropriate public policy, systems and resources to meet the basic human needs of its population, and to provide all with equal access to the benefits of a healthy community.

In a healthy community, the market sector creates financial resources and services with social equity. And the independent sector serves as a catalyst for questioning the status quo, devising new solutions, and promoting change.

## **Our Special Role**

The Connecticut Housing Coalition emerged to fill a void: to bring together diverse housing constituencies, on a statewide basis, to address the lack of adequate housing resources and policies.

Motivated by social justice, the Connecticut Housing Coalition seeks to assure housing opportunity and the availability of safe, decent and affordable housing across our state. The Coalition acts as an agent of social change. The Coalition enhances the capacity of its members and promotes the ability of people to care for themselves and their communities.

The Coalition operates effectively and efficiently, and strives to be creative and innovative. The Coalition relies upon its members, philanthropy, and other institutions and individuals who value the Coalition's work and can be supportive partners of its mission and direction.

The Coalition draws its strength and vitality from its membership. The membership of the Connecticut Housing Coalition is comprised of:

- Nonprofit organizations that produce affordable housing – building, rehabilitating and operating housing.
- Nonprofit organizations that help people with housing needs – providing housing assistance, services, and advocacy.
- Organizations of residents who are living in or seeking affordable housing.
- Other entities and individuals in both the public and private sector – including government agencies, financial institutions, consultants, and other businesses – that share the Coalition's values.

The nature of a membership coalition fundamentally shapes the work of the Connecticut Housing Coalition.

- The Coalition's internal governance structure is democratic, in which the Coalition's members elect the Steering Committee, its board of directors.
- The Coalition's positions and priorities are responsive and accountable to its members.
- The vibrancy of the Coalition's activities and the power of the Coalition to achieve change are rooted in its membership.
- The Coalition appreciates the diversity of its members, and serves to promote mutual understanding among them, provide forums to reconcile differences that may arise, and unite its members around their shared values.

The Coalition helps its member organizations and resident groups to speak for themselves, by providing information and skills training so that their voices will be strong and effective. The Coalition adds its voice to reinforce theirs. When necessary, the Coalition advocates for those who cannot represent themselves – because they lack the skills, resources or confidence, or because they face restrictions or threats that constrain them. As appropriate, the Coalition seeks to expand the dialogue, press decision-makers, and “push the envelope” for the benefit of those it serves.

The way the Coalition does its work is as important as the work itself. The Coalition respects its diverse constituencies, including members, volunteers, employees, and donors.

- The Coalition listens carefully and respects the ideas of all its constituents.
- The Coalition is a productive organization, well prepared and organized, so as to maximize the time given by its constituents.
- The Coalition provides resources and a supportive atmosphere that foster and nurture the growth and development of all its constituents.
- The Coalition communicates clearly and honestly with all its constituents.

# **The Environment in Which the Coalition Operates**

As the Coalition works to achieve its vision of healthy communities, we must do our work within an ever-changing and challenging environment. Political and economic trends are now impeding the cause of affordable housing in Connecticut. At the same time, there are opportunities ahead for the Coalition to sharpen its unique role in meeting these challenges and better serve the diverse constituencies concerned about affordable housing in the state. Described below are the factors that we believe will have the most influence on our work in the next three years, and we design our work to be most effective and successful given this context.

## **The Political Environment**

In recent years, the political environment surrounding the issues of affordable housing has become more challenging. The complex web of political forces continues to shift, although these changes may bring new openings for forward progress.

There is continuing pressure on government budgets at all levels – local, state and federal. While there is increased awareness of the need for housing, there is often insufficient political and public will to do what is necessary to adequately meet that need. Our democratic institutions have become less inclusive and less responsive to grassroots activism.

Not-in-my-backyard (NIMBY) syndrome remains a threat to increased housing opportunities across Connecticut. NIMBY response in suburban communities continues to hinder affordable housing development and reinforce patterns of residential segregation. Increasingly, NIMBY now also infects the largest cities, which claim that they have already done their share, threatening nonprofit developers' ability to continue production of quality affordable housing in areas of high need.

Nevertheless, there are trends that offer hope and guidance for the future. Coalition members have achieved real successes, developing affordable housing in numerous communities, winning support from local officials and neighbors. The media has helped focus attention on housing needs across the state. This past year brought victory in protecting housing resources in the state budget. The breadth of support among legislators and allies offers an opportunity to build an expanded political coalition to advance the affordable housing agenda.

To succeed in the current political environment, the Coalition must broaden alliances as well as encourage usual supporters to become more active and effective.

It is critical that both the public and policymakers understand that housing is linked to economic growth and employment, education, healthcare, transportation, civil rights, and an inclusive democracy. Alliances across these linked issues are critical to make change.

## **Funding for Housing**

Neither the public nor private sector is making sufficient resources available to meet Connecticut's housing needs. The current economic downturn has intensified the demand for affordable housing while constricting the financing to develop new units. The political and public will to make the choices necessary to solve our housing problems has been missing.

In the 2003 state legislative session, housing constituencies successfully defended against budget threats to housing development programs. Nonprofit developers have expanded their capacity, yet the funding for their work, particularly from state sources, remains inadequate.

The threats to public housing are particularly dire. Many municipalities are aggressively seeking to reduce or eliminate public housing – and its residents. The HUD budget is severely underfunding public housing operating expenses and capital needs. There is a genuine crisis in state financed public housing, where family developments are both financially and physically distressed.

Rental assistance and housing services are chronically underfunded, with the demand for help far exceeding available resources. There have been threatened and real cuts for programs including rent subsidies, homeless shelters, homelessness prevention, housing counseling, and fair housing.

## **Organizational Funding**

The funding environment for the Coalition itself has become challenging as well. The sluggish economy has strained philanthropy, which is faced with diminished resources and greater demand. The Coalition's mission around capacity building and advocacy in a statewide arena do not fit most funders' interests, typically focused on either national initiatives or local, direct services. Funders are also reluctant to provide ongoing operating support. At the same time, government contracts are less reliable, as the strains on public sector budgets intensify. These trends compel the Coalition to find new ways to engage current supporters while also seeking to diversify its funding base.

## **Members and Partners**

Faced with wide-ranging challenges, members new and old have increased their participation in the Connecticut Housing Coalition. Our members are taking part in Coalition programs and utilizing Coalition services in ever greater numbers. They have responded to public policy and budgetary threats with reinvigorated grassroots advocacy.

The Coalition has enhanced its scope of services, particularly through the Nonprofit Developers Network and the Public Housing Resident Network. As a result, new members have joined and old members have appreciated the increased value of the Coalition, responding with greater support and involvement. However, member organizations that provide housing services, when compared to developers and resident groups, have not received a comparable level of support – which points to an opportunity for the Coalition to expand program.

Stakeholders in the affordable housing field have relied on the Coalition to bring together their breadth of interests. The Coalition has been able to facilitate communication, promote cross-pollination, and broker partnerships among housing entities.

Where perspectives and interests among affordable housing organizations have conflicted, the Coalition has succeeded in bridging differences and crafting resolutions. The Coalition will continue to play this role whenever these tensions arise.

Institutional allies – including state and local officials and members of the financial community – increasingly recognize the need for collaborations to develop affordable housing and deliver housing services. The Coalition will have growing opportunities to foster and assist these essential but often complicated partnerships.

The expansion of the Partnership for Strong Communities and the launching of the Lyceum Institute by the Melville Charitable Trust will bring needed new resources to the cause of affordable housing. The critical roles of these trusted partners will allow the Connecticut Housing Coalition to refocus its own resources to areas of greatest demand, building upon our core competencies and unique value added.

The Coalition recognizes that housing is part of an inter-connected web of issues that impact the lives of those we seek to serve. Housing advocates should not compete with those working on other causes of social and economic justice. On the contrary, during this period of harsh political and budgetary pressures, our best hope to win more resources for housing is through common effort across issue lines. The Connecticut Housing Coalition will value and participate in multi-issue alliances, such as One Connecticut and other appropriate venues.

# Programmatic Goals of the Coalition

## Overarching Strategies for 2004 - 2006

Three core methodologies, described below, extend across our five programmatic goals outlined on pages 11-13. These methodologies emerge from the unique role and special strengths of the Connecticut Housing Coalition in the affordable housing field. At the same time, the Coalition will work closely with partners and allies to coordinate our activities, avoid duplication of effort, and assure best use of available resources.

### 1. Convening

People need to come together to make change. The Coalition is the premier convener for housing issues in the state, bringing together the full diversity of voices that can effect change. Through its diverse membership and community connections, the Coalition:

- Identifies issues and puts them on the table.
- Brings people together for dialogue and problem-solving.
- Provides networking opportunities for mutual support, information sharing, and fostering new ideas.

### 2. Education, training and technical assistance

Housing organizations and constituencies require skills and internal capacity to be effective. To support affordable housing groups, the Coalition:

- Assesses and identifies training and technical assistance needs among housing groups.
- Provides reliable sources of information that assists and improves their work.
- Offers training and technical assistance that builds capacity and increases effectiveness.
- Supports the building and development of organizations – including housing production, services and resident groups – where needed.
- Identifies, documents and disseminates best practices.
- Conducts selective research and provides results.

### 3. Fostering support for housing

The Coalition recognizes the need to create informed policymakers, activists and communities in order to improve housing programs and policies, both public and private. To foster support and leadership for affordable housing, the Coalition:

- Works with people to identify issues and define positions.
- Communicates relevant messages to key audiences, thus building their understanding to support well-informed decision-making and action.
- Organizes people and empowers them to advocate on their own behalf through grassroots activism.
- Advocates directly on these issues and promotes them through our partnerships and networks.
- Lobbies on matters of public policy, in coordination with our advocacy partners, and to the extent allowed by our legal status.
- Identifies, cultivates and supports public leaders who share and further our goals.
- Promotes electoral participation skills, on a non-partisan basis, among housing activists.

## Programmatic Goals for 2004 - 2006

## **1. Strengthen the capacity of the housing industry to develop and manage affordable housing.**

### **Strategies:**

1. Analyze current education, training and technical assistance programs and adjust in response to available data, participant responses and Strategic Plan. Consider such issues as value-added, cost/benefit, match with levels of experience and expertise, reaching desired audiences.
2. Analyze development capacity across Connecticut and, as appropriate, foster the development of new organizations and the expansion of existing organizations to meet the need.
3. Promote expanded financial resources for development capacity, and help devise and implement a more streamlined process for accessing the dollars.
4. Investigate and evaluate the potential roles of the Connecticut Housing Coalition and Coalition members with respect to more comprehensive community economic development strategies. Implement new program activities to support community economic development, as appropriate.

## **2. Promote effective housing assistance and services.**

### **Strategies:**

1. Assess the range of resident subsidies and services available in Connecticut. Identify the gaps in services, model programs and innovative approaches.
2. Identify training and technical assistance needs of housing service providers and the potential for the Coalition to fulfill those needs. Implement new program activities to support housing service providers, as appropriate.
3. Develop mechanisms for housing service providers to network, exchange information and share best practices.
4. Promote expanded resources for rent subsidy programs and housing services (these may include, but are not limited to, homelessness prevention, housing search assistance, tenant counseling, homeownership counseling, and fair housing).

## **3. Advocate for strong housing policies that insure housing affordability and maximize choice.**

### **Strategies:**

1. Protect and expand resources for housing development, rent subsidies and housing services. Identify and advocate for specific initiatives at the federal, state or local level, or within the private sector, as appropriate.
2. Promote strategies that preserve existing affordable housing stock, including public housing and governmentally assisted, privately owned housing.
3. Promote land use and planning policies that are conducive to affordable housing development.
4. Promote policies that further housing opportunity and stability, in areas including fair housing and landlord-tenant relations.

#### **4. Maximize opportunities for participation and self-determination by residents of low and moderate income housing.**

**Strategies:**

1. Analyze current education, training and technical assistance programs for public housing residents. Adjust in response to available data, participant responses and Strategic Plan.
2. Strengthen services to public housing residents by increasing bi-lingual capacity and expanding electronic communications, including a dedicated website.
3. Promote public policies that preserve public housing and assure its residents a genuine, effective voice in decisions about its management and revitalization.
4. Build the self-governing capacity of the Public Housing Resident Network (PHRN). Create a new statewide PHRN project board. Develop a plan to increase the independence and self-sufficiency of PHRN, and assess the potential of separate incorporation.
5. Assess the needs of other resident constituencies, including residents of nonprofit-sponsored housing and private market housing. Identify strategies and opportunities to assist these resident constituencies, and implement new program activities, as appropriate.

#### **5. Influence positive change by fostering dialogue, education and strategic partnerships that further the development of healthy communities.**

**Strategies:**

1. Identify target audiences for education, including Coalition members, other housing constituencies, policy makers, and local communities.
2. Identify key messages and methods of communication (see Marketing and Communications, page 17).
3. Catalog relevant alliances, collaborations and partnerships to assure coordination of roles, avoid duplication of effort, and identify gaps in services (see Alliances, Collaborations and Partnerships, page 15).
4. Empower member organizations, residents, allies and local activists to speak out and take action.
5. Recruit and involve new allies, including expanded outreach to the business community.
6. Assure that housing is a consideration in broader policy discussions; and build on the inter-relationships between housing and other issues.
7. On a strictly non-partisan basis, promote voter education and participation among housing constituencies.

# Operational Goals of the Coalition

The Coalition will enhance its own infrastructure to assure that the organization can effectively carry out its scope of work and successfully achieve its programmatic goals.

Infrastructure refers to the following components:

- Membership
- Alliances, collaborations and partnerships
- Governance
- Management
- Financial sustainability
- Marketing and communications

## 1. Membership

The Coalition will maintain a diverse membership, reaching out to the various organizations and individuals that work in the housing arena. While the Coalition has many different constituencies among its membership, nonprofit organizations represent the Coalition's core membership, and the Coalition allocates resources accordingly. The Coalition will maintain a major commitment to nonprofit housing developers, resident organizations, and housing service organizations. The Coalition also values the participation and support of others in the public and private sectors who share our commitment to affordable housing, and welcomes them as members as well.

### Strategies:

1. Analyze the membership program including value added, cost/benefit, competition, and pricing. Investigate membership programs in comparable organizations around the country. Revise the membership program to enhance benefits, clearly define value added, and increase revenue.
2. Develop and implement an aggressive, comprehensive outreach program to increase the number of members and membership income, and member engagement as volunteers. Monitor progress and adjust as necessary.
3. Design and implement an ongoing program to monitor customer satisfaction. Monitor and adjust as necessary.
4. Provide networking opportunities for mutual support, information sharing, dialogue and problem solving, and the creation of new strategies and programs.
5. Develop and implement a plan to engage members more actively in Coalition committees, working groups, advocacy activities, and membership recruitment. Monitor and adjust as necessary.

## 2. Alliances, collaborations and partnerships

The Coalition will maintain strong alliances, clearly defining return on investment and making adjustments as necessary. The Coalition will work to assure coordination and non-duplication of activities, and to create new partnerships as appropriate.

### **Strategies:**

1. Devise a set of criteria that defines the continuum of relationships. Articulate criteria for developing these relationships based on the Coalition's vision, principles, mission, and scope of work. Consider such criteria as: productivity and outcomes, match with Coalition's principles, value-added to the Coalition and its vision and scope of work, and adequacy of systems to support the work.
2. Conduct an inventory of current relationships. Analyze these relationships according to the criteria developed. Make recommendations about maintaining, enhancing or reducing the relationships.
3. Initiate the appropriate new relationships to advance the appropriate Coalition goals.
4. Broaden and diversify alliances to more appropriately include for-profit and public sectors, including stronger relationships with those who may not have been customary supporters of affordable housing but where common interests can be identified.

## **3. Governance**

The Coalition will assess – and as appropriate modify – its governance structures, systems, and operations to enhance effectiveness of the Steering Committee and assure continuity and stability for the agency and adherence to its mission. Assessment will include a review of best practice standards in governance, consideration of membership diversity, integrity of mission and key directions, and best use of volunteer time and resources.

### **Strategies:**

1. Review the body of knowledge and best practice in governance, the legal and ethical obligations of a governing board, and the scope of work set forth in this Strategic Plan. Articulate standards for the Steering Committee and its individual members. Consider structure, roles and limits of authority, current practices, and relationships to staff. Outline and implement changes as needed.
2. Determine the composite of skills and characteristics required within the Steering Committee. Recruit new Steering Committee members accordingly.
3. Review the scope of work set forth in this Strategic Plan and determine the appropriate board committees and working groups to help do the work. Determine the committee and working group roles, relationship with the Steering Committee, and limits of authority.
4. Monitor and evaluate progress under the Strategic Plan and Annual Workplans, as set forth beginning on page 18.
5. Articulate performance expectations for members of the Steering Committee. Secure commitment prior to nomination, and enforce consequences for non-performance.
6. Devise an ongoing orientation and development program for the Steering Committee and its committees and working groups.

## **4. Management**

As necessary, staffing needs will be assessed, staff will be organized, and job descriptions will be modified to reflect the mission, goals and scope of work established through the planning process. The Coalition will assure that it is a good employer, providing adequate compensation and resources (e.g., space and technology) to do the work expected.

**Strategies:**

1. Evaluate current functioning of management based on this Strategic Plan. Make adjustments as necessary.
2. Regularly review marketplace compensation information to assure that the Coalition is able to acquire and maintain top quality personnel.
3. Enhance professional development opportunities of staff by creating a plan of opportunities and allocating finances to support the plan.

**5. Financial sustainability**

Government, foundation and corporate funding sources continue to change their priorities. Some may impose restrictions that limit the ability of the Coalition to effectively carry out its program. Therefore, the Coalition must further diversify its funding base and reduce its reliance on any single funding source. The Coalition will continue seeking general operating support and project / program support. Membership dues and fees for service will produce a larger portion of the Coalition's income.

**Strategies:**

1. Review dues structure and assess the potential and impact of increasing dues rates. Also increase dues revenue through membership growth. (See Membership, page 14.)
2. Review conference registration fees and sponsorship rates and assess the potential and impact of increasing them. Also increase conference revenue through growth in attendance and number of sponsors.
3. Strengthen current and introduce new fees for service and other appropriate earned-income strategies.
4. Continually monitor availability of and apply for appropriate new and increased government contracts.
5. Enhance charitable contributions by seeking best practice in fund development. Solicit charitable gifts from individual and corporate members. Particularly examine fundraising opportunities with bank giving programs.
6. Continually monitor availability of and apply for appropriate new and increased foundation grants to support the Coalition. Particularly examine fundraising opportunities with national foundations and religious philanthropies.
7. Assure that all Steering Committee members are paid individual members or personal donors.

**6. Marketing and communications**

With its Strategic Plan in hand, the Coalition will position itself as an exceptional convener, trusted educator and vigorous advocate for affordable housing. The Coalition will enhance its marketing and communications, and its collateral materials will communicate the Coalition's unique marketplace niche and relationship to other organizations. The Coalition will also enhance its messaging strategies.

**Strategies:**

1. Annually develop and implement a Marketing and Communications Plan that clearly articulates measurable goals, target audiences, and cost-effective strategies. Monitor progress and adjust as necessary.

2. Craft relevant messages to key audiences, building their understanding to support well-informed decision-making and action.
3. Analyze and articulate the Coalition's strategy for electronic communications, including website, e-mail and listservs, and make improvements as necessary.

# Strategic Plan Implementation, Progress and Evaluation

The Steering Committee, which serves as the governing body of the Coalition, is legally and ethically accountable for the health and effectiveness of the organization. The Steering Committee cannot delegate this authority to any other entity or individual.

The Executive Director of the Coalition serves as chief executive officer of the corporation, and is responsible for management and day-to-day operations of the Coalition.

The partnership of the Steering Committee and Executive Director assures that the Coalition strives to fulfill its mission, behaves in accordance with its principles, and carries out its Strategic Plan.

The Strategic Plan will be incorporated into all areas of governance and management work.

**First:** The Steering Committee will provide an executive summary of the Strategic Plan to its members, funding sources, and participants in the strategic planning process.

**Second:** Staff and working committees will use the Strategic Plan to direct their efforts on an annual basis.

**Third:** One of the principal criteria for evaluating the annual performance of the Coalition's Executive Director is the degree to which he helps assure implementation of the Strategic Plan. Implementation of the Strategic Plan also will be part of performance evaluation for the rest of the staff. And finally, assistance with implementation of the Strategic Plan must be one of the criteria for the annual assessment of the Steering Committee's work, and the participation of its individual members.

**Upon adoption of the Strategic Plan,** the Executive Director, in consultation with the Executive Committee (comprised of the board officers), will prepare an Annual Workplan for the coming year in conformance with the Strategic Plan. The Annual Workplan will be presented to the Steering Committee at its December meeting for approval or modification.

**On a quarterly basis,** the Executive Director will present an update on the Annual Workplan at a Steering Committee meeting. The Steering Committee will discuss progress, and determine interventions as necessary.

**Annually** – prior to drafting the budget – the Steering Committee and staff will gather together to set priorities for the new fiscal year (which, for the Coalition, is the calendar year). This priority setting will use the multi-year Strategic Plan and progress reports as the basis for dialogue.

In general, this dialogue will focus on the following:

- What is the progress to date on the multi-year Strategic Plan?
- What are the changes in the environment that must be considered to establish priorities for the new fiscal year?
- What are the changes within the Coalition that must be considered to establish priorities for the new fiscal year?
- Does the Strategic Plan need major adjustments and if so, what?
- What are the Coalition's priorities for the new fiscal year?

The Executive Director, in consultation with the Executive Committee, will prepare an Annual Workplan for the new year based upon this discussion and priority setting. The Annual Workplan will be presented to the Steering Committee for approval or modification.

**Within six months of the end of the Strategic Plan timeframe**, the Steering Committee will establish an ad-hoc Planning Committee to address extending the Plan. This Committee will consider such issues as market research, changes in the environment, and evolution of our vision.