Leading for Change

Washington State Coalition Against Domestic Violence
Strategic Plan for 2007–09

September 2006

Dear Friends:

Three years ago the Washington State Coalition Against Domestic Violence (WSCADV) created a 2004–06 strategic plan based on extensive involvement and input from you, our members and allies. Since then we have made significant strides toward accomplishing our goals. For instance:

- We greatly strengthened relationships among board, staff, and members by stepping up communication, increasing caucus representation on the board of directors, and expanding geographically dispersed training and outreach opportunities.

- We integrated an economic justice analysis and created new "In Her Shoes" resources.

- We solidified our organizational infrastructure with stable staffing and adequate financial support.

The ongoing activities of the Coalition have taught us a great deal about the challenges that lie ahead in our collective efforts to support victims and survivors of domestic violence. We have incorporated what we have learned into our planning, and are excited to share with you the Coalition's 2007–09 strategic plan.

Below are our goals for the next three years. You will notice the themes of leadership and mobilization in these goals and throughout this document, as expanding and deepening our statewide movement remains a top priority.

1. **Increase the Coalition's impact on communities through its activism and leadership.**

2. **Mobilize Coalition members to advocate collectively for social justice.**

3. **Build leadership within the Coalition by amplifying constituent voices.**

4. **Strengthen shelter and advocacy programs across the state.**

5. **Ensure sustainable organizational staff, structure, and systems.**

Thank you for your involvement and commitment to ending domestic violence. We look forward to working with you as we implement our 2007–09 strategic plan.

Sincerely,

La Tanya Horace
President, Board of Directors

Nan Stoops
Executive Director

Mission

What we do…

The Washington State Coalition Against Domestic Violence is committed to ending domestic violence through advocacy and action for social change.

Vision

We do this because WSCADV envisions a society in which…

- Conditions exist that support safe, loving, and equitable relationships.
- All forms of violence and oppression are broadly rejected in every community.
- All individuals have the right to feel protected in their families and communities.
- Tolerance, secrecy, and denial of domestic violence are eliminated across all cultures.
- Survivors of domestic violence are seen as powerful, resourceful, positive people.
- Men are actively involved in the work to end domestic violence.
- Criminal justice, medical, workplace, educational, and religious institutions have policies and procedures in place to respond to domestic violence.

Principles of Unity

Our foundation strengthens our efforts…

The Washington State Coalition Against Domestic Violence affirms the right of each person to live without fear or threat of violence. We oppose the use of violence as a means of control.

We recognize that oppression—in the form of racism, sexism, classism, anti-Semitism, imperialism, ageism, heterosexism, oppression of persons with disabilities, and religious oppression—creates a climate of supremacy and ownership that enables domestic and sexual violence.

We recognize that religious beliefs and practices are matters of personal conscience and individual choice. Therefore no member shall promote or discourage a particular set of religious beliefs in the course of his/her work.

We believe that all women have the right to autonomy and self-determination regarding sexual and reproductive matters, lifestyles, finances, education, and employment.

We encourage the leadership of women in making policy and program decisions.

We are accountable to victims and survivors of domestic violence.

To adhere to the principles of unity, each member of the Coalition shall ensure that institutional forms of oppression are not perpetuated in policies, practices, services, staffing, and distribution of resources.

Strengths

We succeed because we…

- Incorporate and model the mission and principles of unity in all the Coalition's work
- Remember the movement's grassroots beginning and remain passionate about opposing violence and abuse in all their forms
- Provide leadership in the movement and create a sense of cohesion from different perspectives
- Operate at the leading edge of anti–domestic violence work with information and research, public policy, and training
- Involve member organizations in many aspects of the Coalition's' leading-edge work
- Listen to the membership and remain open to feedback
- Create and sustain a work atmosphere that is positive, supportive, challenging, and innovative
- Collaborate as a team of experienced people whose talents are recognized and utilized
- Accomplish work that is highly regarded nationally
- Share our resources with everyone by being accessible and responsive

2007–09 Goals

Goal # 1: Increase the Coalition's impact on communities through its activism and leadership

Three-Year Indicators	January 1–December 31, 2007 Action Plans
Strengthened working relationships with public policy makers	▪ Participate in statewide committees, task forces, and workgroups ▪ Distribute biennial report from the fatality review project
Initiated and expanded programs focused on prevention	▪ Explore opportunities to expand "Refuse To Abuse"™ campaign
Expanded collaborative efforts on behalf of children and youth affected by domestic violence	▪ Participate in DV/CPS workgroup ▪ Examine successful collaborations between domestic violence advocates and child welfare workers or child advocates in other states
Improved communitywide response to survivors of domestic violence	▪ Convene and implement fatality review panels ▪ Expand networking and training with allied professionals in healthcare, education, disabilities advocacy, criminal legal, and civil legal systems
Expanded awareness of the impact of domestic violence on families and communities	▪ Utilize media advocacy to shape public opinion
Deepened support of broad social change efforts	▪ Participate in national efforts ▪ Pursue work on economic justice and immigration issues

Goal # 2: Mobilize Coalition members to collectively advocate for social justice

Three-Year Indicators	January 1–December 31, 2007 Action Plans
Sustained collaborative efforts among member programs, board, and staff	▪ Expand member participation in Lobby Days ▪ Continue commitment to Vote Power initiative ▪ Mobilize members for rapid response to current events and issues
Created consistent and effective resource sharing among peer programs	▪ Conduct networking opportunities that focus on training and peer resource exchange ▪ Provide comprehensive tools for constituents, dual agencies, and other providers to collaborate, build alliances, and share information ▪ Start children's advocacy listserv

Goal # 3: Build leadership within the Coalition by amplifying constituent voices

Three-Year Indicators	January 1–December 31, 2007 Action Plans
Expanded support and preparation for women of color and immigrant and refugee women to assume leadership roles	▪ Increase networking and training for women of color leaders and managers
Strengthened leadership capacity at all levels in member programs	▪ Create shelter managers' network ▪ Continue regional directors' meetings ▪ Implement new directors' initiative
Strengthened ambassador role of board of directors	▪ Continue to lead annual meeting ▪ Actively recruit board members through caucuses and member programs ▪ Identify ways for board members to represent the Coalition in their communities
Improved standing of grassroots programs in their communities	▪ Gain understanding of work being done in tribal and other marginalized communities ▪ Increase communication and networking with those groups
Integrated perspectives of women of color, survivors, immigrant and refugee women, women in recovery, Jewish women, and queer people into the design and delivery of coalition activities	▪ Involve individuals from groups in planning Coalition programs ▪ Engage survivors in public policy advocacy
Instituted a comprehensive and inclusive approach to gathering and using input and feedback from member programs	▪ Create an ad hoc board committee to develop mechanisms for gathering input and feedback
Expanded access to Coalition resources to all members	▪ Develop a language and accessibility plan for Coalition programs

Goal # 4: Strengthen shelter and advocacy programs across the state

Three-Year Indicators	January 1–December 31, 2007 Action Plans
Expanded access to services for survivors who experience barriers, such as language, cultural insensitivity, and physical facilities	▪ Expand specialized training and technical assistance for advocacy with survivors with disabilities ▪ Expand training and technical assistance for advocacy with immigrant and refugee women who are survivors
Increased effectiveness in serving women and children survivors of domestic violence	▪ Modify and expand ABC training for rookies ▪ Conduct topical trainings based on critical shelter and advocacy issues ▪ Develop model shelter rules and advocacy protocols ▪ Conduct annual conference ▪ Explore feasibility of expanded legal advocacy program
Improved program infrastructure and systems	▪ Conduct training and technical assistance for technology safety ▪ Participate in InfoNet workgroup ▪ Provide technical assistance on recordkeeping, data collection, and reporting

Goal # 5: Ensure sustainable organizational staff, structure, and systems

Three-Year Indicators	January 1–December 31, 2007 Action Plans
Diversified funding strategy to increase revenues from foundations, corporations, sales, and fees for service	▪ Explore feasibility of developing additional version(s) of "In Her Shoes"™
Integrated systems and structure to support planning, communication, coordination, and productivity	▪ Evaluate staff structure and reorganize, as needed ▪ Evaluate and upgrade office space, equipment, and technologies
Provided accessible physical space, tools, equipment, and communication for every staff	▪ Develop and implement a language and disability access plan for the Coalition
Created diverse workforce with high levels of satisfaction, retention, and professional growth and learning	▪ Review staff compensation package
Strengthened role of board of directors	▪ Conduct regular reviews of progress on strategic plan

Accountability

We will ensure accomplishment of our goals and objectives by…

- Using these goals, indicators, and action plans as the foundation of our work
- Monitoring progress at every board meeting
- Engaging our members in implementing the action plans
- Seeking feedback from our members and allies about our progress
- Reporting to our membership at our annual conference

Our Planning Process

During the past three years board members regularly reviewed the goals and objectives of the 2004–06 plan. In doing so, they realized they wanted more specific goals and objectives. In anticipation of the next round of planning, staff and board members committed to a more detailed approach that would support alignment of the Coalition's work with the intentions of the plan. Executive committee members Melinda Barrett, La Tanya Horace, Jo Justesen, and Patty Wheeler and executive director Nan Stoops worked with a consultant to develop and coordinate the process that resulted in this plan.

Board and staff identified and prioritized the Coalition's strengths and weaknesses and environmental opportunities and threats. During the spring of 2006 the Coalition solicited from training participants feedback on accomplishments of the 2004–06 plan and priorities to consider for the new strategic plan. Feedback indicated that the Coalition had made significant progress on its goals, but it provided little input for future planning. In May 2006 board and staff members jointly assessed goal accomplishment and identified priorities for continued work and new initiatives. In June the executive committee and consultant consolidated that information into updated goals, three-year indicators, and draft action plans. In July the board confirmed the goals and indicators and finished identifying elements of the first-year action plans. The executive committee and consultant finalized the language of the plan and decided how to present it to the Coalition members at the annual conference.

Throughout the next three years the staff and board will develop specific benchmarks for the plan elements to support active monitoring and accountability. The board will develop action plans for the remaining years of the strategic plan and will monitor the Coalition's progress on each year's action plans.

Washington State Coalition Against Domestic Violence

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