

**Adopted by the Board of Directors  
on December 4<sup>th</sup>, 2013**



# **STRATEGIC PLAN**

## **2014-2017**

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# Introduction

*The Board of Directors of the King County Coalition Against Domestic Violence is pleased to present its 2014 – 2017 Strategic Plan. This plan provides all those involved with the Coalition – including our board, staff, members, volunteers, funding partners and donors – with our strategic focus over the next 4 years.*

*To guide the Coalition in spending its time, money and energy, the plan identifies strategic priorities, program focus areas, and organizational capacity and sustainability goals. It builds upon the success and lessons learned over the past thirty years and identifies strategic priorities within the context of today’s political, economic, and social environment.*

*Over the course of 9 months, our strategic planning process involved exploring and articulating our vision and theory of change, and re-examining and revising our mission and values. It was led by a dedicated steering committee comprised of Board and Staff members and developed in consultation with dozens of stakeholders, all of whom offered valuable perspective and insight to guide our efforts.*

*Like any multi-year strategic plan, this exists in the real world and is subject to change. While we expect our priorities and program focus areas to remain the same, our tactics for accomplishing them will continue to develop in response to changes in the internal and external environment.*

*We look forward to the opportunities presented by this Plan and thank our entire community of stakeholders for their commitment to building a community engaged in creating supportive and equitable relationships where all people thrive.*

*Signature Here*

*Merril Cousin, Executive Director*

*Signature Here*

*Deadria Boyland, Board Chair*

# 2014-2017 STRATEGY MAP

## CORE IDENTITY

MISSION	VISION	VALUES
Eliminate domestic and sexual violence and promote supportive and equitable relationships through collective action for social change	Safe and just communities where all people thrive	Social Justice Gender Justice Collaboration Self-Determination Survivor Perspectives

## STRATEGIC PRIORITIES

ONE	TWO	THREE	FOUR
Expand scope of coalition to include sexual assault issues	Integrate prevention focus	Increase member ownership and participation	Seek out windows of opportunity

## PROGRAM FOCUS

LEAD	CONNECT	BUILD
Sustain and expand advocacy leadership to enable the King County region to provide support and improved safety for survivors and to hold abusers accountable	Deepen and expand connections within Coalition membership and between the membership and broader social justice movements	Innovate and respond to evolving capacity building and training needs of member programs and services

## ORGANIZATIONAL CAPACITY & SUSTAINABILITY

HUMAN RESOURCES	REVENUE & FUNDRAISING	BOARD DEVELOPMENT
Align, support, and eventually grow human resources to meet the strategic goals of the Coalition	Grow and diversify the Coalition's revenue streams through improved fundraising and communications strategies	Support the Board in growing their skills and abilities to better contribute to the success and sustainability of the Coalition

# ***Core Identity***

## ***Vision Statement***

***We envision safe and just communities where all people thrive***

## ***Mission Statement***

***The Coalition's mission is to eliminate domestic and sexual violence and promote supportive and equitable relationships through collective action for social change***

## ***Values Statement***

### ***We value social justice***

We recognize that domestic and sexual violence are rooted in oppression, and that poverty and lack of resources are major barriers to the self-determination of survivors. We work to change institutions that support the abuse of power between individuals and groups of people, and to undo interpersonal and institutionalized oppression. We work for social justice and the fair and equitable distribution of resources.

### ***We value gender justice***

We believe that domestic and sexual violence are underpinned by gender inequity, gendered stereotypes, and heterosexism, and are compounded by other forms of injustice. We work together to undo and redress gender-based violence and to ensure that survivors of all genders are able to access support.

### ***We value collaboration***

We involve broad segments of our communities in taking a stand against domestic and sexual violence and in supporting the dignity and respect of all survivors. We work to engage a cross-section of community leaders and value the advantages of diverse perspectives. We link our commitment to ending domestic and sexual violence with other progressive movements for economic and social justice.

### ***We value self-determination***

We support and expand the choices available to survivors of domestic and sexual violence, including religious freedom and reproductive choice. We work with our communities to protect the emotional, sexual, and physical safety of survivors.

### ***We value survivor perspectives***

The perspectives of survivors are central in our work. We value survivor engagement to guide us in setting priorities and taking collective action for change.

# **Strategic Priorities**

## **ONE: Expand Scope of Coalition to Include Sexual Assault Issues**

*Integrate sexual assault programs and priorities in a thoughtful and meaningful way into the Coalition's mission and work, in order to better address the links between domestic violence and sexual assault and expand our base and effectiveness.*

## **TWO: Integrate Prevention Focus**

*Bring an increased and intentional prevention focus into all of the Coalition's work as a means to address the root causes of gender based violence.*

## **THREE: Increase Member Ownership & Participation**

*Build a more robust membership that works collaboratively to set the Coalition's agenda, sharing ownership and ensuring the effectiveness and sustainability of the organization.*

## **FOUR: Seek Out Windows of Opportunity**

*Proactively identify and take advantage of opportunities for new initiatives that fall within our program priorities in order to strategically grow and strengthen the Coalition, and to increase our region's ability to respond to and prevent gender based violence.*

# ***Program Focus***

## ***Lead: Advocacy Leadership***

***Sustain and expand advocacy leadership to enable the region of King County to provide support and improved safety for domestic violence and sexual assault survivors and to hold abusers accountable***

- Sustain and expand policy advocacy around local, state and national legislation to improve survivor safety and self-determination, and to increase the availability of domestic violence, sexual assault, and other critical services.
- Mobilize members and allies to identify and develop reforms to system responses to domestic violence and sexual assault, and to develop and strengthen community-based practices and prevention efforts. Priority issues include family law, immigration, financial security for survivors, housing policy and access, and cultural accessibility and appropriateness.
- Advocate to reform criminal legal responses to domestic violence and sexual assault, with an emphasis on strategies that promote accountability, rehabilitation and restoration, and on reversing negative consequences of criminal legal interventions on survivors and communities

## ***Connect: Members and Movements***

***Deepen and expand connections within and between the Coalition membership and broader social justice movements***

- Enhance scope of coalition to formally include sexual assault services and programs, including a name change.
- Foster more member engagement, member-driven initiatives, and shared ownership of and commitment to the Coalition
- Play a convening and unifying role with members to support and promote county-wide prevention efforts
- Expand and deepen opportunities for the Coalition and its members to learn about and get involved with cross-disciplinary collaborations and other social justice movements
- Promote and participate in efforts to effectively coordinate services and interventions in order to better meet the diverse needs of survivors.
- Create multiple avenues for member input and feedback about Coalition activities and priorities.

## ***Build: Capacity and Skills***

***Innovate and respond to evolving capacity building and training needs of member programs and services***

- Sustain and strengthen existing capacity building opportunities for member and allied organizations, with a focus on mental health, family law, and LGBTQ survivors' access to services.

- Identify and respond to emerging capacity building needs, with a focus on prevention; cultural humility, fluency and accessibility; and early intervention with children and youth.
- Engage in regional efforts to expand and better integrate health and human services through the implementation of the Affordable Care Act, and identify opportunities to make the health and human services systems more responsive to domestic violence and sexual assault issues
- Explore multiple ways to deliver training and technical assistance, including using technology to deliver training, create and disseminate information, and generate discussion about critical issues.

## ***Organizational Capacity and Sustainability***

### ***Invest in Human Resources***

#### ***Align, support, and eventually grow human resources to meet the strategic goals of the Coalition***

- Build in more flexibility with individual job design
- Develop long term strategies for staff development, retention, cross training, and succession
- Increase advocacy capacity by investing in dedicated policy/advocacy staff
- Promote staff expertise in sexual assault issues, and gradually move towards more parity of staffing resources focused on both issues.

### ***Invest in Revenue and Fundraising Capacity***

#### ***Grow and diversify the Coalition's revenue streams through improved fundraising and communications strategies***

- Sustain and expand individual donor prospecting, stewardship and advancement
- Build and enhance communications goals, practices, and tools that send consistent and powerful messages about the Coalition's mission, values, and accomplishments
- Invest in contract staffing to identify and respond to funding opportunities from foundations and government, and major initiatives such as potential opportunities presented as a result of the Affordable Care Act.

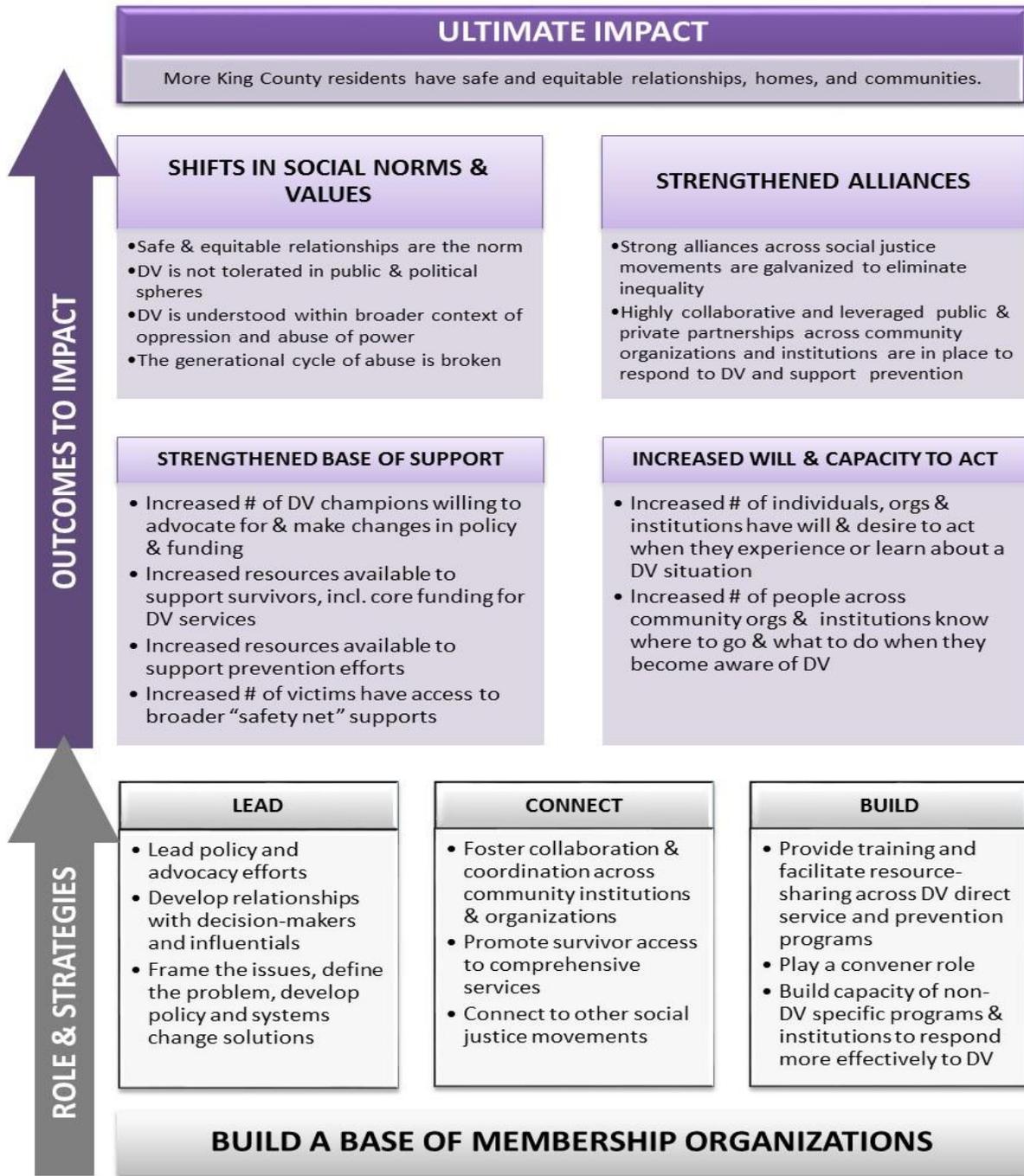
### ***Invest in Board Development***

#### ***Support the Board in growing their skills and abilities to better contribute to the success and sustainability of the Coalition***

- Identify Board strengths and gaps in expertise/connections and develop training and recruitment strategies accordingly
- Recruit Board members with expertise in and connections to sexual assault issues and services
- Promote Board and committee leadership

# Appendix 1: Theory of Change

The strategic planning committee began its work exploring and articulating the Coalition’s ultimate impact and theory of change – that is, the set of beliefs, assumptions, values, strategies and outcomes that interrelate and come together to communicate a visual pathway to change. The following diagram summarizes the result of that work.



# ***Appendix 2: Key Trends & Findings***

## ***Key Findings and Conclusions from Stakeholder Input***

### ***Membership Scope***

- Agreement that we are primarily accountable to the community based advocacy organizations
- Coalition serves as a bridge between community based agencies, legal, mental health, and other key systems.
- Agreement to add sexual assault. These issues are interconnected and it makes sense, increases our influence.
- Members also want the Coalition to help serve as a bridge to other fields/social justice movements

### ***Membership Engagement***

- Members continue to value opportunities to connect internally and externally; we need to provide different opportunities for people to engage in different ways, and to engage people around the County.
- We need to be sure we have ways to get regular input and feedback from members. We would also like more regular input from survivors
- We play a unique and critical role of bringing people together to get opinions, develop consensus (or at least articulation of range of opinions)– the convener and “collective voice” function

### ***Prevention/KCCADV’s Role in Prevention***

- There is growing interest and momentum for doing prevention work.
- However, it is difficult, for the Coalition and our members, to prioritize prevention while at the same time trying to respond to increasing demand for critical services.
- Prevention and intervention activities are on a continuum, not separate categories. There is desire to focus more resources further “upstream”, but we also need to recognize that improving response is also prevention.
- KCCADV’s role is to support and promote member agencies ability to do prevention work in their communities, and to convene/coordinate larger regional efforts . Look for funding opportunities in this area – collaborative grants, research grants, etc.

### ***Policy and Advocacy Priorities***

- Continued need to advocate for funding for core advocacy and support services
- Housing for survivors, family law and immigration assistance, financial support/stability, and children’s services are consistently identified as the top service needs.
- Priorities for system reform also include family law, housing policies, and immigration policy.
- There is a tension for the Coalition around engaging with the criminal legal system. This is probably the area where there is the greatest diversity of opinion. Many members see working with the system to reform it/promote better response to DV and SA as a high priority. Others are more concerned with the crisis that criminalization and mass incarceration is causing in communities and believe that the anti-violence field needs to move away from over-reliance on criminal legal solutions.

## ***Capacity Building for Members and Others***

- Members value the role the Coalition plays in providing training, technical assistance and support, both to members and to professionals in other fields.
- Explore different ways to offer training and technical assistance – on-line, live or virtual reading groups, etc. as well as offering interactive live trainings.
- The collaborative grants focused on mental health and domestic violence and LGBT access to services have been very successful; the Coalition should seek out more opportunities to get funding to work with agencies in a similar way. Priorities for this kind of work include healthcare, mental health, housing/homelessness, and family law.

## ***Organizational Capacity and Sustainability***

- Need to raise more unrestricted funding, allowing for coalition-determined / proactive priorities (rather than grant-funded ones)
- There is a need to distribute the Coalition’s ongoing work across more staff members; this will require having more staff who are not limited to project specific work.

# ***Appendix 3: Planning Methodology***

The strategic planning committee, comprised of Board and Staff members, engaged in a three-step planning process that began in January 2013 and concluded in October 2013.

Phase One: Explore core identity and “big questions” facing the Coalition

Phase Two: Gather input and review data and research from dozens of key stakeholders, Coalition members, and local and national experts.

Phase Three: Draw conclusions, identify themes and formulate priorities and focus areas.