Advancing the Movement: 2011-2015 Strategic Plan of the Washington State Coalition Against Domestic Violence
September 2010
Dear Members and Allies:

We are very excited and pleased to share this five-year plan with you. Through a series of thoughtful and provocative dialogue group sessions earlier this year, we heard a strong message that the anti-domestic violence movement here in Washington State is strong in its foundation and leadership and ready to move forward in a powerful way. Our five-year strategic plan uses this foundation as a deliberate jumping-off point to take the movement to a new level of potency and impact on behalf of survivors and the health of our communities.

The anti-domestic violence movement in Washington is filled with a diversity of people and programs that share some important qualities. Whether in the movement for decades or months, they express vision, hope, passion, creativity, dedication – and determination – to end domestic violence. They also express a desire to work collaboratively and creatively to achieve their aims. At the core of this work lies the hope for and commitment to healthy, loving, and equitable relationships for individuals and passionate, safe, and just communities.

Despite challenging economic times, the Coalition has advanced on many fronts. Our accomplishments over the past several years include:

- Supporting efforts to improve access to services for people with disabilities and immigrant survivors
- Contributing innovations in the safer use of technology
- Providing national leadership in developing and implementing policy initiatives and innovative programming such as shelter rules and fatality review
- Focusing on the critical link between economic opportunity and women’s ability to make choices about their relationships

Our accomplishments and the ideas and insights from the dialogue groups have helped us think about how far we have come and where our next efforts should focus. We can now ask tough questions collectively and honestly, and challenge ourselves in focusing on the best ways to meet individuals’ needs and create healthy violence-free communities.

Our goals for the next five years are:

- Unite our voices to shape public opinion and action
- Advance excellent advocacy and innovative programs that reflect the needs of all communities
- Identify, nurture, and sustain a diverse leadership
- Intensify efforts to prevent domestic violence

In our vision, strengths, goals, and indicators you’ll notice themes of unified collective action, collaboration, prevention, intergenerational partnerships, acknowledging best practices, searching for innovation, asking tough questions, and answering them creatively. We invite you to join these efforts as we reach out broadly to engage citizens across the state of Washington in creating a compassionate, safe, and just society.

Sincerely,

Cheryl Bozarth  Nan Stoops
Chair, Board of Directors  Executive Director
Mission  What we do...

The Washington State Coalition Against Domestic Violence mobilizes our member programs and allies to end domestic violence through advocacy and action for social change.

Vision  We work toward a future in which...

Individuals:
• Have loving and equitable relationships
• Feel respected and have self-determination and autonomy in their families and communities
• Speak publicly with confidence and dignity about their experiences surviving domestic violence

Communities:
• Support caring relationships and speak out against all forms of violence
• Actively work to eliminate violence and make compassionate, safe, and just places to live
• Respond to and support any individual who has been harmed
• Broadly reject all forms of violence and oppression
• Listen to survivors’ stories

Systems of response:
• Provide easy and equitable access to resources through interagency collaboration and respect
• Creatively work in partnerships among providers and agencies to increase accountability and safety
Principles of Unity  Our strong foundation supports our efforts...

The Washington State Coalition Against Domestic Violence affirms the right of each person to live without fear or the 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 which 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.

Strengths  We continue to succeed because we...

- Act with a survivor-centered and people-first approach to advocacy
- Work with an understanding of justice that is deep and wide
- Lift up the voices of all who have been affected by domestic violence
- Build on the movement’s historical strengths and evolution to grow
- Develop and promote leadership in the movement
- Respectfully acknowledge and count on our member programs’ local expertise
- Regularly partner with members and allied organizations in our leading-edge initiatives
- Convene conversations to think broadly and critically about program innovation
- Create and sustain a work atmosphere that is positive, supportive, challenging, innovative, and collaborative
Goal: Unite our voices to shape public opinion and action

Our rationale: To achieve our vision of safe, just, and compassionate communities, we need to change societal norms and cultural expectations. To do this, everyone needs to get involved and feel responsible. We need to communicate in ways that engage the public and encourage individuals to take action.

Five-year indicators:
• Survivors’ experiences are evident in communications and media work
• Coalition members use common messages about domestic violence
• Our communication strategies and messages are visible in multiple forms of media
• Coalition staff employs a common communication strategy in their projects

Goal: Advance excellent advocacy and innovative programs that reflect the needs of all communities.

Our rationale: Survivors know what they need. We should design services and strategies for social change that are based on survivors’ experiences in diverse communities. To incorporate survivors’ experiences, we need to hear their needs and feedback.

Five-year indicators:
• Survivor-centered advocacy is the framing context for all Coalition program work.
• Effective mechanisms exist for gathering survivor input and feedback, and they are used regularly to evaluate services and program innovations.
• Coalition projects are living laboratories – active partnerships and pilot programs – for monitoring, evaluating, and improving practice.
• Capacity-building efforts support organizations’ and advocates’ excellence.
• Peer learning and mentoring form the foundation of professional development activities.
Goal: Identify, nurture, and sustain a diverse leadership

Our rationale: We need sound leadership that will unite us as a movement and harness our power to sustain that movement. Since our communities are diverse, we need leadership that is diverse and reflects a commitment to the Coalition’s Principles of Unity. To build a diverse leadership, everyone should have opportunities to contribute their perspectives, experience, and expertise.

Five-year indicators:
- Agency and movement leadership is more diverse and reflects alignment with the Principles of Unity.
- Sustainable practices increase the longevity of member program leadership.
- Cross-generational groups of leaders meet regularly to discuss emerging issues and strategic questions.
- All advocates have leadership opportunities available to them.

Goal: Intensify efforts to prevent domestic violence

Our rationale: To create compassionate, just, and safe communities we must strive to stop violence before it starts. This means supporting strong families and communities and dealing with the underlying dynamics of domestic violence.

Five-year indicators:
- Primary prevention work is a key component of Coalition efforts.
- The Coalition has tools and resources to help member programs mobilize their communities for violence prevention.
- Coalition members participate in new prevention initiatives.
- Positive messages involve new allies in prevention work.
Our planning process

A Strategic Planning Committee of WSCADV staff and Board members, with help from a consultant, led this process. The Committee decided on a new approach, utilizing six strategic dialogue sessions designed to promote thoughtful conversation about the present and future of anti-domestic violence work. (The dialogue questions and list of stakeholder groups follow.)

The Committee members drew out significant themes from these sessions:

• The presence of a strong foundation of passion, dedication, leadership and competence
• Good relationships across the state among WSCADV member programs and with the Coalition itself
• A sense that now is the time to take stock and move forward in a significant way

In July 2010 the Board approved the Strategic Plan. It was presented to the WSCADV membership at the annual conference in September 2010.
Strategic planning dialogue group questions

Opening Question What about our work (individually or collectively) in the anti-domestic violence movement here in Washington State are we proud of?

Question #1 What words do we use to describe success in our work/movement? What do these descriptions tell us about our aims and vision?

Question #2 What is (are) our descriptions(s) of “survivor”? Who is included and excluded in those descriptions? What assumptions are we making about survivors? How are our descriptions and assumptions influencing whom we serve and how we serve them?

Question #3 What strengths are at the heart of our anti-domestic violence movement here in Washington State? How can those strengths propel us into a future beyond what we currently imagine?

WSCADV Dialogue Groups
January - February 2010

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