



STRATEGIC

Ending intimate partner
violence and all forms of
violence and oppression

PLAN



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Greetings PCADV colleagues, partners, and supporters,

We are excited to introduce PCADV's new theory of change and strategic plan. The process for creating this plan was an iterative one that was unique to PCADV. In addition, as part of the process, we created a new vision statement and revised the mission. The board of directors and other constituents, including coalition members and staff, seized the opportunity to explicitly link PCADV's vision and mission to broader cultural issues related to violence and oppression of all kinds.

We have several individuals to thank for their work and commitment to PCADV's future and the community in which we wish to live. We are deeply grateful to Maria Macaluso, chair of the strategic planning Steering Committee, for her steadfast commitment to developing a plan that represents the needs of the board of directors, PCADV member programs, and PCADV staff. In addition, we would like to express our sincere appreciation to Brian Brooking, PCADV's former board President, for his unwavering determination for us to complete the plan despite the delays and challenges presented by the COVID-19 pandemic.

We would also like to thank the overall planning committee members, PCADV board members, member delegates, and staff who served on the theme working groups that established our goals and strategies. Additionally, we are grateful to Xan Blake for her guidance and willingness to partner with us in creating a process that engaged us all.

We are especially grateful to Pennsylvania's domestic violence programs and PCADV staff for their input in the process. We know that strategic planning processes can take energy and time to complete. We thank you for the valuable work you are doing every day to meet the mission, and we hope that the strategic plan will better position us to support you in furthering your essential role.

Further, the measure of a strategic plan is only as good as our commitment to following through and evaluating how we're doing. We look forward to assessing how we're progressing relative to our goals and identifying any essential lessons learned in the process.

Lastly, an important part of PCADV's theory of change and strategic plan that we will need to rely on in accomplishing our goals is to enhance relationships with current partners and identify new collaborators with whom we share similar goals. We are enthusiastic about proceeding with our plan, and with the continued involvement of our constituents and supporters, we are poised for success.

Warm regards,



Vashti Bledsoe
Board President



Susan Higginbotham
Chief Executive Officer

ORGANIZATIONAL HISTORY

PCADV, a private nonprofit organization, is proud to have been the country's first state domestic violence coalition. Through advocacy for survivors of intimate partner violence—sustained by PCADV for over 45 years—our state can point with pride to its remarkable achievements in promoting safety and justice for survivors. PCADV was established in 1976 when a handful of grassroots women's groups in the state joined together to lobby for legal protections and to develop a network of services for victims of domestic violence.

Our highly trained staff manages a statewide contract that provides financial support and technical assistance in program development and training to the network of service providers and allied professionals. The Coalition coordinates a statewide network of community-based programs and administers the contract for domestic violence services in Pennsylvania. In addition to providing life-saving services in all 67 Commonwealth counties, PCADV focuses on public policy development, training and technical assistance, prevention, and education.

PCADV offers consultation and technical expertise to colleague state domestic violence coalitions, private and government agencies, and state and federal policymakers and provides information and resource materials to the media and general public. It also provides extensive training to law enforcement and criminal justice personnel, health care providers, those working in systems that engage with survivors, batterer intervention service providers, and other professionals who seek justice and safety for survivors.

PCADV advocates on behalf of survivors through the development and passage of legislation strengthening legal protections, promotes public policies that meet the needs of survivors, and pursues additional funding for programs to respond to the ever-increasing requests for services and safety adequately.

In 1993, PCADV earned the distinction of being designated the first and only federally funded National Resource Center on Domestic Violence (NRCDV) and was selected as a partner in the Battered Women's Justice Project, the first national special issue resource center on civil and criminal justice for abused women. Today, the NRCDV and the Women of Color Network (WOCN), which started at PCADV, are stand-alone nonprofit organizations.

STRATEGIC PLANNING PROCESS

The strategic planning process, initially estimated to take nine months, began in November of 2019. Covid-19 required both the timeline and planning process to be changed to adapt to requirements of social distancing and a myriad of other demands of the organizations and people involved. While some time was lost, the new format for planning included more small-group online meetings than originally planned and likely enabled a deeper level of engagement by more people. Because the online surveys were anonymous, it is impossible to say the exact number of people who participated. We can confirm that 62 people participated in the process. The actual number is likely higher.

The members of the **Strategic Planning Steering Committee** and the stakeholder groups they represent are below:

Maria Macaluso, Chair
Delegate

Brian Brooking
PCADV Board

Nicole Molinaro
Delegate

Vashti Bledsoe
PCADV Board

Susan Higginbotham
Staff

Jenifer Thompson
Staff

Xan Blake of the Blake Partnership served as the consultant for this planning process.

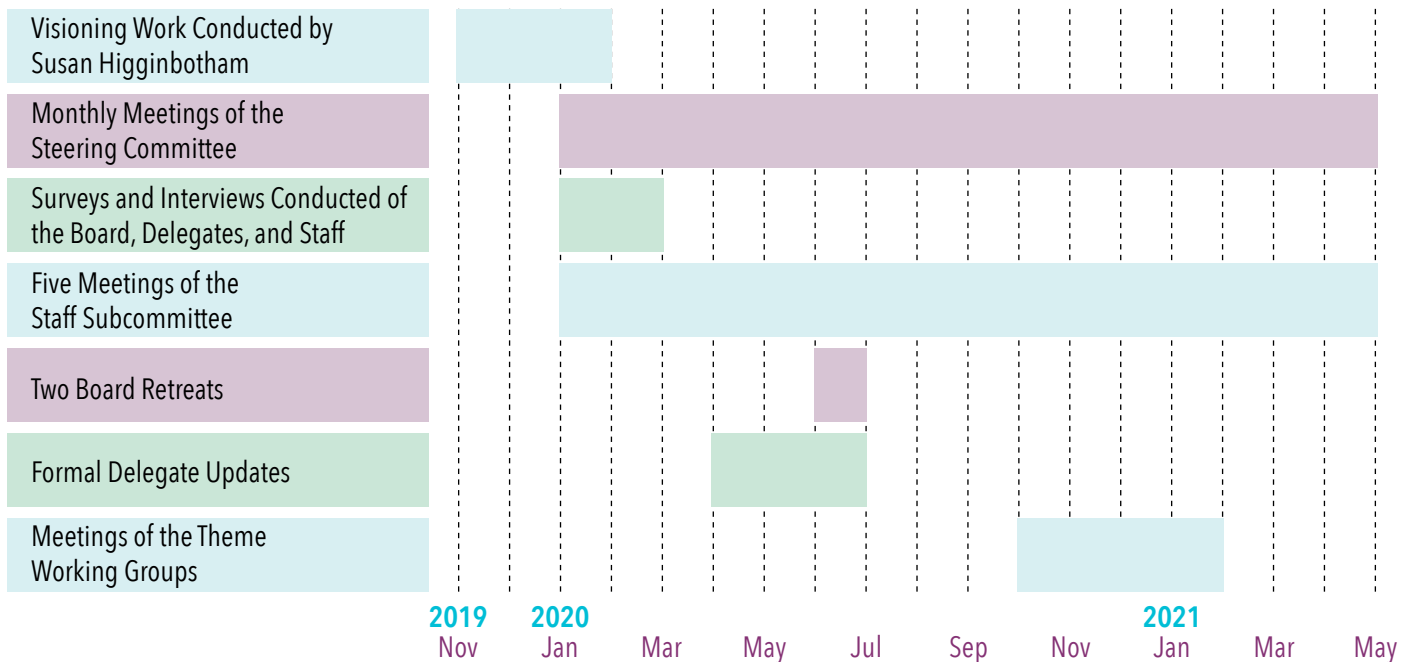
In January and February of 2020, we conducted an **environmental scan** that included the following:

A survey of the delegates was conducted. That survey had 31 respondents.

A survey of the board was conducted. That survey had eight respondents.

Interviews were conducted with 14 staff members.

Key activities of the planning process:



The theme working groups were tasked with generating the goals and strategies for the plan. Those groups consisted of the PCADV board, staff, and delegation leadership. Benchmarking was primarily the work of the consultant and the staff. The Steering Committee oversaw all aspects of the work.

VISION AND UPDATED MISSION

Vision

We envision a Commonwealth where, collectively, we create a community that supports all Pennsylvanians in the human right to live healthy, stable, and rewarding lives free from intimate partner violence and all forms of violence and oppression.

Mission

The Pennsylvania Coalition Against Domestic Violence (PCADV) is a statewide collaborative membership organization committed to ending intimate partner violence and all forms of violence and oppression.

CORE VALUES STATEMENT

At PCADV, we embrace diversity and its collective strength in creating a community where systems support ALL so everyone can thrive. Led by this principle and to fulfill our mission of ending all forms of violence, we simultaneously strive to challenge and eliminate all types of systemic racism, oppression, and injustice.

Domestic violence flourishes in isolation. This isolation is often accompanied by unequal access to systems and resources, further disempowering individuals and compromising their safety and well-being. We confront these systems, which perpetuate oppression by granting power to the few while minimizing and alienating the many.

We commit to holding ourselves accountable within the systems that perpetuate oppression by providing ongoing education and advocacy. These values are the compass for our work and pervade our priorities: prevention, intervention, and change.

THEORY OF CHANGE

We understand that if we are going to make significant contributions to our vision and mission, we must focus on the areas where we are uniquely situated to create change. We must do the difficult work of leveraging all of our strengths, assets, and influences if we are going to end violence and oppression. We also know that the larger environment in which we work is currently in crisis. Both the pandemic and the civil unrest related to the brutalization of Black people have resulted in a growing awareness of the economic, racial, and social injustice in our country. We are at a cultural inflection point. We are also at a point of great opportunity to affect positive social change. To quote civil rights icon, Congressman John Lewis, we are poised to make "good trouble."

We will do this by:

1. Expanding Community Collaborations

We believe that PCADV is uniquely positioned to create change because we can leverage our position as a statewide organization to develop partnerships across communities. We can be a hub of collaboration within and across all parts of Pennsylvania. By expanding community collaborations, we will serve more people, extend our influence, and better serve our stakeholders.

2. Leveraging Collective Expertise

We believe that PCADV is unparalleled in its ability to leverage collective expertise. We can focus on the root causes of violence, including misogyny, racism, homophobia, transphobia, and xenophobia, and make informed and strategic steps toward ending violence against all people. We also can magnify the strengths and knowledge of our network of delegates. In coalition with our stakeholders, we generate collective expertise that gives us credibility with policymakers and funders.

3. Utilizing Economic Influence

As one of the largest funders of domestic violence work in the Commonwealth of Pennsylvania, we must ensure that the funds we are entrusted with are used to shape a more just world. We will seek to elevate the work conducted within our Coalition so that we and our delegates expand services and advance employee and governance practices so that they are reflective of and responsive to underrepresented and underserved communities.

GOALS AND STRATEGIES

Striving for Racial and Social Justice

While we acknowledge that we must work in the larger cultural and social context, we are determined to utilize our unique opportunities to achieve our vision of a more just world. One theme that consistently emerges is that mandating formal credentials for hiring and promotion, if indeed those credentials are not required to do the work, is a form of systematic racism. We seek to roll back that practice as it creates biases against people of color and domestic violence survivors. The goals and strategies included below are our best opportunities to create a real and lasting impact.

Goal 1: Ensure that PCADV, its delegates, and members live the values of diversity, equity, and inclusion.

Strategies

- 1) Hire a Diversity Equity and Inclusion (DEI) consultant to advise on hiring and promotion practices, HR policies, procurement practices, governance, training, employee complaint processing, etc.
- 2) Review and revise monitoring standards and guidelines to ensure they reflect DEI values.
- 3) Establish an Emerging Leaders program designed to nurture diverse talent within the delegation.
- 4) Expand grant funding for caucus work and culturally specific projects.
- 5) Establish funding that will support delegates' innovations in the DEI field (specifically best practices and non-traditional partnerships).

Critical Benchmarks

- 2021:** The first phase of DEI consultant's recommendations implemented.
- 2022:** Programs begin implementing new program standards.
- 2023:** Inaugural grants funded for delegates' innovation in the DEI field, caucus work, and culturally specific projects.
- 2024:** Leadership teams within the delegation include more people from underrepresented communities.

Goal 2: Ensure that delegates and members create paths to hire and promote more people of color, underrepresented communities, and domestic violence survivors.

Strategies

- 1)** Ensure that delegates' and members' job descriptions do not place unnecessary value on formal credentials in advertising, hiring, or promotion practices.
- 2)** Ensure that delegates and members have comprehensive DEI policies in place and that their practices meet those policies.

Critical Benchmarks

- 2021:** PCADV provides sample job descriptions that incorporate revisions based on guidance from DEI consultants.
- 2022:** Establish a baseline of current effectiveness for hiring and promotions for people of color, underrepresented communities, and domestic violence survivors for delegate programs.
- 2022:** Establish guidelines and goals for hiring and promotions for people of color, underrepresented communities, and domestic violence survivors for delegate programs.
- 2023:** Provision of technical assistance to delegates to achieve compliance with new DEI standards and guidelines.
- 2024:** Programs achieve 80% compliance with new DEI standards and guidelines during their annual monitoring.

Reshaping Organizational Culture

The effects of the COVID-19 pandemic have encouraged virtually every organization to reconsider how it operates. PCADV believes that satisfied employees are more likely to help the organization achieve its mission and goals. While we acknowledge that some turnover is both necessary and healthy, we seek to reduce the undesired turnover that has been part of our recent history by focusing on employee satisfaction and reducing barriers to work. Particular efforts will be made to attract and retain people of color and underrepresented groups.

Goal 1: Improve employee satisfaction.

Strategies

- 1) Work with DEI consultant to become an anti-racist organization.
- 2) Revise recruitment and promotion practices to generate more candidates from underrepresented communities.
- 3) Ensure job descriptions do not place unnecessary value on formal credentials in advertising, hiring, or promotion.

Critical Benchmarks

- 2021:** Define what underrepresented (e.g., women, people of color, domestic violence survivors, etc.) means for PCADV.
- 2021:** Conduct baseline assessments on employee staff satisfaction.
- 2022:** Conduct follow-up assessment on employee staff satisfaction.
- 2023:** To have voluntary turnover of the general staff population and underrepresented groups be 19% or lower.

Goal 2: Create balance and transparency regarding the needs of employees and the business needs of PCADV.

Strategies

- 1) Implement a COO position.
- 2) Provide leadership training for all managers.
- 3) Enhance employee communications by being more explicit about what is required to get promoted.
- 4) Review and revise HR policies to integrate this balance.

Critical Benchmarks

- 2021:** COO hired by 9/30/2021.
- 2021:** Initiate a leadership training program by 12/31/2021.
- 2022:** Develop and distribute guidance describing the promotion process by 3/31/2022.
- 2022:** Human resources policies revised by 3/31/2022.
- 2023:** To have voluntary turnover of the general staff population and underrepresented groups be 19% or lower.

Goal 3: Improve trust in leadership.

Strategies

- 1) Grow employees' understanding of the value leadership brings to the organization.
- 2) Conduct staff education regarding finance, philanthropy, and business operations with the goal of colleagues valuing the work, projects, and priorities of others and enhancing mission engagement.
- 3) Host overt conversations about structure, authority, and responsibility to understand that the organizational hierarchy exists to be supportive, not oppressive.

Critical Benchmarks

- 2021:** Conduct baseline assessments on employee staff satisfaction.
- 2022:** Conduct follow-up assessment on employee staff satisfaction.
- 2022:** Implement assessments measuring employee knowledge and opinions regarding education sessions beginning 6/30/21.
- 2023:** To have voluntary turnover of the general staff population and underrepresented groups be 19% or lower.

Enhancing Delegate Relations

Expanding and improving delegate relations appears as a high priority in all the stakeholder surveys. For some respondents, this means improving the communication and training from PCADV staff to delegates. For others, it means growing the delegate-to-delegate communication and relationship. While it is acknowledged that PCADV staff and board cannot control how delegates communicate with one another, PCADV can encourage and support strategies that facilitate better communication and interactions. To that end, our goals are:

Goal 1: Maximize collaboration and clarify the purposes and roles of PCADV, its board, delegates, and the Coalition.

Strategies

- 1) Expand the Executive Director orientation program to include a broader professional cohort and revise it to clarify the role of PCADV.
- 2) Clarify for delegates the benefits, expectations, and responsibilities of coalition membership.
- 3) Develop the identity of the Coalition as opposed to that of the delegates or PCADV.
- 4) Utilize the power of PCADV's communications to create a united voice on issues critical to the mission.
- 5) Collaborate with the delegation's Steering Committee to clarify delegates' needs and expectations.
- 6) Integrate clarified roles and responsibilities into PCADV bylaws and the Governance Policy Manual.

Critical Benchmarks

- 2021:** Develop a targeted and standardized assessment to be completed by delegates annually.
- 2022:** Initiate plan to address areas in need of improvement as determined by delegates' assessment.
- 2023:** PCADV bylaws and Governance Policy Manual reviewed and potentially revised.

Goal 2: Facilitate enhanced communication between PCADV and delegates and from delegate to delegate.

Strategies

- 1) Develop and implement an Emerging Leaders Program.
- 2) Establish, in cooperation with delegates, a process for information distribution.
- 3) Create a structure that inspires familiarity, comfort, and trust by dividing the state into smaller regions and encouraging small group work that is formal and informal.
- 4) Provide delegates' boards with resources to enhance communication, governance practices, and the work of PCADV.

Critical Benchmarks

- 2021:** Develop a targeted and standardized assessment to be completed by delegates annually.
- 2022:** Initiate plan to address areas in need of improvement as determined by delegates' assessment.
- 2022:** New regions are developed and implemented.
- 2022:** Launch Emerging Leaders Program.

Goal 3: Provide a forum in which collective expertise is leveraged.

Strategies

- 1) Provide learning opportunities, sharing best practices and collaboration.
- 2) Serve as an innovation hub.

Critical Benchmarks

- 2021:** Develop a targeted and standardized assessment to be completed by delegates annually.
- 2021:** Develop an online source of information and innovation (i.e., the Extranet).
- 2022:** Initiate plan to address areas of opportunities as determined by delegates' assessment.
- 2023:** Launch the Extranet.

Developing New Business Models

During the environmental scan, there was much discussion about the possibility of leveraging the Coalition's economic power to create impact. As stated in the theory of change, there are significant funds flowing through the Coalition. How those funds are used and the economies of scale created in a coalition are the impetus behind these new business models. We also see that this type of collaboration could be attractive to funders. Our goals are:

Goal 1: Build delegates' capacity so that survivors have equitable service.

Strategies

- 1) Pursue collective purchasing agreements that can benefit some or all delegates.
- 2) Pursue collective staffing models which can benefit some or all delegates.
- 3) Pursue collective training models for delegates' staff and board.
- 4) Expand delegates' understanding of best business practices to ensure the stable and consistent provision of client services (e.g., financial dashboards, merger triggers, etc.).

Critical Benchmarks

- 2021:** Conduct a coalition-wide needs assessment.
- 2021:** Create a collective purchasing agreement.
- 2022:** Establish a group of delegates who wish to collaborate on implementing collective purchasing, training, or staffing models.
- 2023:** Assess benefit, including cost-saving, to participating delegates.
- 2023:** Expand participation by 10 percent annually between 2022 and 2024.
- 2024:** Assess the overall value of the program.

Goal 2: Use economic power to alleviate oppression and contribute to a more just world.

Strategies

- 1) Set benchmarks for fair and equitable salaries at the delegate level.
- 2) Collaborate with other funders and domestic violence coalitions to develop standards, create national benchmark data and promote universal implementation.

Critical Benchmarks

- 2022:** Conduct a salary assessment of delegates by position to establish a baseline.
- 2022:** Establish pay ranges that represent fair and equitable compensation for each position.
- 2023:** Utilize American Recovery Act funds to support delegate salaries (the Fair Pay Project).
- 2023:** Establish a baseline voluntary turnover report for delegates participating in the Fair Pay Project.

Enhancing Advocacy Effectiveness

The environmental scan revealed that advocacy was seen by most in the Coalition as both a strength of the organization and also a place of great opportunity. The desire to optimize that strength is reflected in our goals.

Goal 1: Take positions on pending legislation.

Strategies

- 1) Expand the Public Policy Committee and the staff policy working group to include more diverse stakeholders.
- 2) Invest the Public Policy Committee to inform the public policy agenda and generate specific recommendations on pending legislation.
- 3) PCADV's governing board will approve the public policy agenda.

Critical Benchmarks

- 2021:** Identify stakeholder groups, including survivors (as appropriate), that should be invited to the Public Policy Committee.
- 2022:** PCADV's governing board begins approving the public policy agenda.
- 2022:** Public Policy Committee consists of 20-25% of external stakeholders not employed by PCADV or delegates.
- 2022:** Champion a priority bill or policy issue each legislative session.

Goal 2: Engage delegates as public policy partners.

Strategies

- 1) Provide policy education and updates at every delegation meeting.
- 2) Provide regular public policy resources to delegation.
- 3) Build district-level policy presence with legislators and programs.
- 4) Deepen engagement with external policy stakeholders.

Critical Benchmarks

- 2021:** Public policy initiatives shall appear in all PCADV delegation updates.
- 2021:** Public policy resources (i.e., white papers, NNEDV federal policy) will be provided to delegates on no less than a quarterly basis.
- 2021:** Launch joint policy meetings with allied organizations.
- 2022:** Initiate in-district meetings with legislators with program staff.

Goal 3: Take a stand on racial, economic, and social justice issues and initiatives that support PCADV's Core Values.

Strategies

- 1)** Identify and convene key internal and external stakeholders relative to specific issues.
- 2)** Develop position papers that clearly articulate PCADV's stand on an issue.

Critical Benchmark

As needed, staff will seat a pool of external stakeholders to provide feedback on specific social justice issues and initiatives.

Growing Organizational Resources

A lack of adequate funds to achieve the mission of PCADV was identified in the organizational scan as a weakness. Similarly, many organizations' dependence on government funds was interpreted by many as a threat as the government's priorities can shift after elections. Conversely, the other components of this plan have been seen by many as potential funding opportunities. Since funders often seek to support collaboration and impact rather than business operations, this plan which includes a heavy emphasis on collaboration, offers funders more of what they seek. Perhaps most significant is the board's understanding that they must partner with the staff to grow the charitable support of the organization.

Goal 1: Build a culture of philanthropy.

Strategies

- 1) Weave fundraising into the fabric of board activities.
- 2) Weave fundraising into the fabric of staff activities.

Critical Benchmarks

- 2021:** Board meeting agendas include fund development as a standing item.
- 2021:** Board has an independent fundraising goal.
- 2021:** Board training in fund development.
- 2021:** Incorporate fund development into staff meetings.
- 2022:** Senior staff trained to be partners in solicitation with the fund development department.

Goal 2: Build awareness of PCADV's work that resonates with donors.

Strategies

- 1) Identify areas of work that resonate with existing or potential donors.
- 2) Convert supporters into donors.

Critical Benchmarks

- 2021:** Establish a baseline for converting policy advocates to donors.
- 2021:** Conduct donor conversations about effective donor messaging.
- 2022:** Build a donor discussion guide/donor engagement tool.
- 2022:** Increase conversions from policy advocates to donors by 5 percent annually.

Goal 3: Increase general support.

Strategies

- 1) Increase the number of individual donors.
- 2) Improve retention of donors and increase overall giving.
- 3) Increase the number of major donors.
- 4) Secure additional funding from foundations and corporations.
- 5) Continue maximizing and managing government grants to have the most significant impact on programming.

Critical Benchmarks

- 2021:** Increase donor lifespan by .5 years during the strategic plan period.
- 2021:** Add 25 new individual donors each year.
- 2021:** Twenty-five individual donors will raise funds via a Facebook Fundraiser each year.
- 2022:** Improve the rate of returning donors by 10% each consecutive year.
- 2023:** Increase the total revenue from major donors by 10% during the strategic plan period.