



STRATEGIC PLAN

2017-2019

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TABLE OF CONTENTS

Mission, Vision and Strategic Goals.....	1
Advocacy and Awareness	2
Collaboration	3
Education & Training.....	4
Resource Development.....	5
Organization Development.....	6
Appendix	8

MISSION

SCCADVASA is the collective voice promoting the prevention of domestic violence and sexual assault in South Carolina.

VISION

A South Carolina free from domestic violence and sexual assault.

STRATEGIC GOALS

- 1. ADVOCACY & AWARENESS:** Position SCCADVASA as the statewide leader and spokesperson for public policy, public funding and systems change regarding domestic violence and sexual assault.
- 2. COLLABORATION:** Build coalition among member agencies and expand relationships with stakeholders.
- 3. EDUCATION & TRAINING:** Strengthen the capacity of member agencies and community stakeholders to provide victim-centered and trauma-informed care.
- 4. RESOURCE DEVELOPMENT:** Generate \$85,000 in unrestricted funds by 2019 to support advocacy, collaboration and education activities.
- 5. ORGANIZATION DEVELOPMENT:** Build a strong infrastructure of board and staff to guide the organization, ensure sustainability and fulfill the mission.

ADVOCACY & AWARENESS

GOAL 1: *Position SCCADVASA as the statewide leader and spokesperson for public policy, public funding and systems change regarding domestic violence and sexual assault.*

<i>Goals/Strategies/Objectives</i>	<i>Responsibility</i>	<i>Timeframe</i>
Strategy 1: Increase concerted efforts with member organizations and other partners to prevent relaxation of federal and state laws and reduction in funding for services related to domestic violence and sexual abuse.	ED & Public Pol Comm/Task Force	Immediate 1Q17
Strategy 2: Develop and publish an annual advocacy agenda. a. Obtain input from the board, member agencies, and stakeholders. b. Consider issues that extend beyond potential legislation.	ED & PP Comm	4Q17 & Annual
Strategy 3: Provide opportunities for the board and member organizations to engage in policy advocacy work.	ED, PP Comm	2Q17 & ongoing
Strategy 4: Expand awareness of domestic violence and sexual assault issues. a. Create a committee to oversee SCCADVASA's awareness efforts.	ED, RD/Mktg Comm	1Q17
b. Plan a formal launch of SCCADVASA's new brand and logo in conjunction with approval of the strategic plan.	ED, RD/Mktg Comm members	3Q17
c. Secure professional assistance for developing an ongoing marketing and awareness plan, including messaging that will appeal to targeted audiences.	ED, RD/Mktg Comm	1Q18
d. Establish a picture of domestic violence and sexual assault in SC utilizing data and economic impact to tell the story to the community.	ED, RD/Mktg Comm, members	2Q18
e. Expand awareness outreach efforts, to include statewide civic and business groups.	ED, RD/Mktg Comm, members	2Q18
f. Provide opportunities for Executive Director to be the "face" of SCCADVASA.	ED, Board	1Q18 & ongoing
g. Train board members to serve as presenters.	ED, RD Comm	1Q18
Strategy 5: Advocate on a national level for statewide coalitions to collectively contract with a national evaluator to develop a unified formula to measure the impact of services in the areas of domestic violence and sexual assault.	ED, PP Comm	1Q18

COLLABORATION

GOAL 2: *Build coalition among member agencies and expand relationships with stakeholders.*

<i>Goals/Strategies/Objectives</i>	<i>Responsibility</i>	<i>Timeframe</i>
Strategy 1: Build teamwork among coalition member agencies.		
a. Establish an online resource hub, using existing software (Coalition Management) that enables sharing of knowledge and information, such as employee handbooks, job descriptions, data-collection tools, etc.	ED	1Q18 & ongoing
b. Encourage mentoring among directors.	ED, group chairs	2Q17 & ongoing
c. Implement new meeting model for interest groups (including conference calls between meetings), working closely with chairs to prepare defined agendas. Measure effectiveness through meeting attendance and structured feedback.	ED, members	1Q17
d. Assess opportunities for SCCADVASA to provide backbone fee-for-service support (HR, legal, accounting, insurance, etc.) to member agencies to assist operations, reduce member administrative costs, enhance employee benefits, and eliminate duplicative expenses.	ED, members	1Q19
Strategy 2: Enhance overall communications with member agencies.		
a. Conduct assessment of current communications methods.	ED	2Q17
b. Implement changes based on findings.	ED	2Q17
c. Clarify and make explicit the value of what agencies receive for their membership dues.	ED	2Q17
d. Strengthen role of Interest Group Chairs as liaisons between the board and members.	ED, group chairs	2Q17
Strategy 3: Expand collaboration with other systems and stakeholders, including the faith community.		
a. Determine potential value to SCCADVASA.	ED, Board, members	3Q17
b. Identify potential supporters from the clergy and other targeted groups.	ED, Board, members	3Q17
c. Conduct focus groups or surveys to assess interest.	ED	1Q18
d. If appropriate, develop outreach plans.	ED	2Q18

EDUCATION & TRAINING

GOAL 3: *Strengthen the capacity of member agencies and community stakeholders to provide victim-centered and trauma-informed care.*

<i>Goals/Strategies/Objectives</i>	<i>Responsibility</i>	<i>Timeframe</i>
Strategy 1: Develop, update regularly and maintain a data-base of existing SCCADVASA training and education programs regarding domestic violence and sexual assault.	ED	2Q17 & ongoing
Strategy 2: Identify and prioritize training and education gaps, by region and target population, and develop a cost-effective strategy for addressing unmet needs. <ul style="list-style-type: none"> a. Employ the full-range of modalities for delivering training, including online resources. b. Utilize the skills and knowledge of member agencies' staff to deliver training, including co-training. c. Expand the reach of training through innovative target marketing (e.g., bartenders). d. Incorporate emerging and best practices into training content (including intersectionality). 	ED, members	3Q17
Strategy 3: Facilitate training and coaching support to member agencies' Executive Directors and boards, with a particular focus on new Executive Directors and board members.	ED, members	1Q18 & ongoing

RESOURCE DEVELOPMENT

GOAL 4: Generate \$85,000 in unrestricted funds by 2019 to support advocacy, collaboration and education activities.

<i>Goals/Strategies/Objectives</i>	<i>Responsibility</i>	<i>Timeframe</i>
Strategy 1: Determine priorities for unrestricted funds with a focus on policy advocacy, evaluation and awareness.	ED makes recommendation to Board members, approved by Board	2Q17
Strategy 2: Develop a comprehensive and innovative three-year plan that includes annual fundraising goals, board donations, sponsorships, memberships, and corporate and individual donations with the understanding that the full board in partnership with staff will be responsible for implementation.		
a. Establish a resource development/marketing committee to lead the effort.	Board & ED	1Q17
b. Review membership guidelines and revise to generate revenue; solicit guidance from other coalitions.	ED, RD/Mktg Comm. & Board	3Q17
c. Develop a plan for an annual appeal.	ED, RD/Mktg Comm. & Board	1Q18
d. Establish a plan for soliciting major gifts from individuals and corporations.	ED, RD/Mktg Comm. & Board	1Q18
e. Conduct market research to identify family foundations and individual philanthropists as potential targeted donors.	ED, RD/Mktg Comm. & Board	2Q18
f. Monitor and evaluate success of efforts during board meetings.	Board	Ongoing
Strategy 3: Energize board members in order to increase their commitment and understanding of their role to give personally and generate funds to fulfill SCCADVASA's mission.		1Q18
a. Recruit and train board members to participate actively in the resource development effort.	RD/Mktg Comm with support from ED	
b. Establish a framework for a leadership giving circle with board members as the founders.	RD/Mktg Comm	3Q17
c. Require 100% "stretch" giving by board members.	Board	Ongoing

ORGANIZATION DEVELOPMENT

GOAL 5: Build a strong infrastructure of board and staff to guide the organization, ensure sustainability and fulfill the mission.

<i>Goals/Strategies/Objectives</i>	<i>Responsibility</i>	<i>Timeframe</i>
<p>Strategy 1: Expand efforts to build a more inclusive board that fully supports the mission and holds itself accountable for results.</p> <ul style="list-style-type: none"> a. Target recruitment efforts to ensure the board reflects the diversity of the state and includes the range of expertise, resources and relationships that will help achieve the mission. b. Recruit more board members from the business community. c. Evaluate board recruitment process to enable new board members to be familiar with SCCADVASA prior to their first meeting. 	Gov Comm	4Q17 & Ongoing
<p>Strategy 2: Provide a variety of training including governance, best practices in domestic violence and sexual assault programming, and resource development. Provide training in a variety of formats (during board meetings, webinars, on-line, etc.).</p> <ul style="list-style-type: none"> a. Establish a continuing education calendar for board members. 	Gov Comm w/ ED support	1Q17
<ul style="list-style-type: none"> b. Develop a succession planning process for the board that includes training and thoughtful opportunities to build leadership skills. 	Gov Comm w/ ED support	4Q17 & Ongoing
<p>Strategy 3: Modify the board meetings to encourage robust discussion on issues impacting sexual assault and domestic violence within the state and on a national level.</p> <ul style="list-style-type: none"> a. Create a set of metrics that enables the board and staff to monitor the organization's performance. b. Increase information provided to board members prior to the meeting and reduce time for reports. c. Develop a set of values to guide organization decision-making. d. Explore the use of consent agendas for board meetings. 	Gov Comm w/ED support; recommend to full Board	3Q17 & Ongoing

(continued)

ORGANIZATION DEVELOPMENT

GOAL 5: *Build a strong infrastructure of board and staff to guide the organization, ensure sustainability and fulfill the mission.*

<i>Goals/Strategies/Objectives</i>	<i>Responsibility</i>	<i>Timeframe</i>
<p>Strategy 4: Organize the board to implement the strategic plan and utilize the skills and interests of individual board members.</p> <ul style="list-style-type: none"> a. Establish committees based on the strategic plan. b. Develop work plans for each committee that are based upon the strategic plan. c. Utilize task forces to minimize the number of standing committees. d. Establish individual action plans for each board member so each person will understand their responsibilities. 	Full Board approves; committees implement	2Q17
<p>Strategy 5: Attract, develop, and retain competent and motivated staff members</p> <ul style="list-style-type: none"> a. Provide professional development opportunities for staff. 	ED	Ongoing
<ul style="list-style-type: none"> b. Examine the feasibility of expanding/ enhancing benefits for employees, including an EAP plan. 	ED & Exec Comm	4Q17
<ul style="list-style-type: none"> c. Establish a succession plan, including emergency succession. 	Exec Comm w/ED input	4Q17
<ul style="list-style-type: none"> d. Recruit and hire a resource development coordinator to increase unrestricted revenue. 	ED	1Q19