Overview

Members of the Board of Directors and the Staff of the Georgia Coalition Against Domestic Violence met on June 10 and June 11, 2019, to gather the information needed to articulate a Strategic Plan.

The Strategic Planning process engaged the Board and Staff to articulate the contents of the Strategic Plan Elements. The group explored the mission and values that guide GCADV; stated the problem which GCADV seeks to address; described the environment in which GCADV operates; shared assumptions about what is happening now and what will be happening in the future; laid down the strategies which will be used to move GCADV toward addressing the problem; and imagined how Georgia and the lives of survivors will change as a result of the implementation of strategies. The Board and the Staff devised a Strategy Screen which will assist them all to make decisions that align action with the mission and values.

Element 1: Values in Action

Members of the Board of Directors reviewed the GCADV core values and offered evidence of the ways in which the staff manifest these values in their work. Core values are guiding beliefs which GCADV deems to be positive and desirable. Values should be manifested and apparent in the day-to-day decisions made by the Staff.

**Equity – Everyone has access**
All people have the tools they need to succeed, even as their needs change over time.

**Wholeness – Everyone has what they need**
All people have the space to be their authentic selves, feel cared for, and are supported to reach their full potentials.

**Freedom – Everyone has agency**
All people are free to fail, to make risky decisions, to share resources and information, and to use their authentic, ethical voice.
Here is what the board had to say about how the staff manifests the core values:

- GCADV values are apparent in the ways in which each training or education session is conducted.
- GCADV Staff are highly visible in Georgia, representing the organization, members and survivors in the media and at the Georgia Statehouse.
- GCADV’s racial justice work is outstanding.
- The staff of GCADV are experts and have so much knowledge which they share using an empowerment approach.
- Work with the staff at GCADV means there is a focus on collaboration, access to support and a feeling of togetherness.
- GCADV staff link the state to national work.
- GCADV build effective relationships with funders to ensure that services are provided throughout the state.
- GCADV staff see the connections between ending domestic violence and overcoming other forms of social injustice.
- GCADV staff work to make sure members have the resources they need.
- GCADV acts as a great support, almost a “Crisis Line” for member programs who need support at any given time.

**Element 2: Mission**

GCADV envisions a Georgia free of domestic violence. We empower survivors and the programs that serve them, we educate the public and we advocate for responsive public policy. Our strength is in numbers as we collaborate throughout Georgia to stop domestic violence.

**Element 3: The Problem GCADV Seeks to Address**

The “Problem” statement breaks down a larger issue into focused conditions which GCADV seeks to change.

Domestic violence exists in Georgia’s communities due to the absence of collective knowledge and action, and in the lives of individuals whose power had been taken from them through violence and oppression.
Element 4: The Context that Either Supports or Challenges GCADV’s Efforts

The Context describes the statewide/national conditions that either support GCADV’s efforts to address the problem, or create challenges for GCADV. These conditions can include political landscape issues, demographics, changes in the field, funding trends, etc.

- The movement is pivoting toward an intersectional approach which recognizes the ways in which domestic violence shares its roots with racism and other forms of violence. People and groups can be resistant to this pivot and to the relationship between domestic violence and racism.
- Patriarchy and white supremacy culture continue to dominate society.
- Georgia is a large, diverse state that includes one of the nation’s largest metropolitan areas as well as some of the nation’s most rural communities.
- GCADV has built a sterling reputation and uses its political capitol wisely.
- Community-based solutions are valued and supported.
- The movement is reckoning with the harm caused by its historical collaboration with the criminal justice system.
- GCADV is pivoting away from an emphasis on a criminal justice system response to domestic violence and pivoting toward deep collaboration with survivors to create restorative, non-legal responses. People, including funders, may disagree with this pivot.
- Leadership within the movement in Georgia is aging, however there is a lack of effective succession planning.
- GCADV has recruited and retained strong staff members who are supported to achieve success.

Element 5: Assumptions

The Assumptions are ideas, observations, or predictions which are not proved but which GCADV believes will influence its work toward is mission.

- Resistance emerges in the face of radical policy platforms in Georgia.
- Resource distribution may change and there may be a significant decrease in government funding.
- GCADV’s visibility and reputation make it a role model for some and a target for others.
- Laws in Georgia attack women’s autonomy, target vulnerable people, i.e. immigrants, and uphold current power structures related to gender and race.
- GCADV deepens its relationships with targeted groups, pivoting from “doing for” to “doing with”.
- There are new funding opportunities which arise from racial justice and anti-oppression positions and collaborations.
- Georgia gun culture presents barriers to victim safety.
- Individuals and groups from across the political spectrum care about ending domestic violence.

**Element 6: Strategies**

Strategies are the crosscutting approaches or methods used by GCADV to achieve its mission. Strategies are used across all organizational programming and actions. They serve to focus staff on the most important actions in relationship to the mission.

- Elevate the voices of historically marginalized and oppressed individuals and communities.
- Engage and support groups offering services to survivors or domestic violence including member programs and other community-based groups.
- Create a common language about domestic violence and its impact in Georgia.
- Catalyze funding
- Cultivate unity through authentic, generative relationships will all concerned. Work with and not for.

**Element 7: Outcomes**

The outcomes tell the story of what difference will exist if GCADV is successful in addressing the problem and fulfilling its mission.

- Historically marginalized and oppressed communities are elevated, self-directing and liberated.
- The impact of domestic violence is mitigated through trauma healing and authentic relationships.
- Diverse funding is catalyzed.
- Survivors have access to services in their communities.
- GCADV is recognized as the central, expert voice for the movement in Georgia.
Element 8: Strategy Screen

The Strategy Screen is a list of determinates which are used to guide strategic decision making. Organizational members may deny all or some of the strategic questions and still choose to move forward with a decision. The importance of the Strategy Screen is that it helps to make informed decisions.

Members of the Board and Staff of GCADV listed the following determinates to be used when considering making a strategic decision.

- Is this mission-aligned?
- Do the resources exist or can we get the resources to do this?
- Will this build power and agency in communities?
- What is the impact on survivors?
- What is the impact on member programs?
- What is the impact on historically marginalized communities?
- Are we the right group to do this? Could someone else do it better?
- Does it align with our values?
- Does it further our position in Georgia?
- What evidence is there that this is a true solution?
- What are the risks?

Next Steps

1. Staff and Board review the document and make any desired amendments.
2. Staff and Board finalize the draft strategic plan. Staff discuss how the plan will impact their individual and collective work.
3. Staff operationalize the plan for the next three months.
4. Staff recommend amendments to the plan.
5. Staff and Board finalized and adopt the strategic plan.
6. Staff and Board review the plan annually, making adjustments as needed.