



HAWAI'I STATE
**COALITION AGAINST
DOMESTIC VIOLENCE**

2022 - 2026
**STRATEGIC
PRIORITIES**

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Aloha HSCADV members,

On behalf of the board of directors and staff, I'm excited to introduce HSCADV's new strategic plan.

The process for creating this plan was an iterative one, and as part of the process, we created a new vision statement and mission and created principles of unity to guide our work into the future.

We have several individuals to thank for their work and commitment to HSCADV's future and the community in which we wish to live. We are deeply grateful to David Nakashima for his steadfast commitment to developing a plan that represents the needs of the board of directors, HSCADV member programs, and HSCADV staff. In addition, we would like to express our sincere appreciation to Steven Dick, HSCADV's former board president, for his leadership and determination for us to complete the plan despite the delays and challenges presented by the COVID-19 pandemic.

We would also like to thank former HSCADV executive directors for their willingness to share their wisdom with us.

We are especially grateful to HSCADV members' leadership and staff and HSCADV staff for their input in the process. We know that strategic planning processes can take energy and time to complete. Mahalo 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 in our community.

Lastly, an important part identified in accomplishing the strategic priorities is to enhance relationships with current partners and identify new collaborators with whom we share similar priorities. We are enthusiastic about proceeding with our priorities, and with the continued involvement of our constituents and supporters, we are poised for success.

Warmest aloha,



ANGELINA MERCADO
EXECUTIVE DIRECTOR

The Hawai'i State Coalition Against Domestic Violence (HSCADV) is a nonprofit organization and a statewide partnership of 29 domestic violence programs and shelters representing 18 organizations on all major Hawaiian islands.

Vision

We envision a Hawai'i where all individuals and families thrive and live free from violence.

Mission

HSCADV advances the safety and healing of victims, survivors and their families. We are the collective voice of a diverse network of organizations and individuals, working to eliminate all forms of domestic violence in Hawai'i by:

- fostering partnership;
- increasing awareness of domestic violence;
- developing the capacity of our member programs and community partners to address the needs of survivors and their families; and
- advocating for social justice and change.

Principles of Unity

- HSCADV affirms the right of each person to live without fear or the threat of violence.
- We strive to unify communities on all islands in the movement to end gender-based violence.
- We value and recognize that true collaboration means that every party at the table has a voice.
- We oppose the use of violence as a means of control in relationships and will not mirror, replicate or inflict trauma in working in collaboration with organizations and in engagement with communities.
- We recognize that oppression in the form of racism, sexism, misogyny, classism, anti-Semitism, Islamophobia, ageism, imperialism, heterosexism, ableism and xenophobia, creates a climate of supremacy, which enables and perpetuates domestic and sexual violence.
- We believe that all people have the right to autonomy and self-determination regarding all sexual and reproductive matters, lifestyles, finances, education and employment. We encourage the inclusion and voice of women, Black, Indigenous, people of color, LGBTQ+, survivor, and other marginalized voices in making policy and program decisions.



STRATEGIC PLANNING PROCESS

The conceptualization and development of the five-year strategic priorities for HSCADV began in September 2020, was completed in Spring 2021, and was board approved on September 30, 2021. Due to the COVID-19 pandemic, the entire planning process was completed with no in-person gatherings. The process for creating the HSCADV strategic priorities was facilitated by consultant David Nakashima of Nakashima & Associates and made possible with funding from the Hawai'i Community Foundation and the Family Violence Prevention and Services Act (FVPSA). Convening stakeholders virtually, the planning process consisted of gathering information and engaging in critical conversations with board members, staff, previous executive directors, and leadership and staff of member organizations.

This document represents the new vision, mission, values, goal areas, and core strategies generated from those critical conversations.

HSCADV board and staff participating in this process included*:

- Steven Dick, Board President, YWCA of Kaua'i (Kaua'i)
- Clara Priester, Board Immediate-Past President, Woman's Board of Missions for the Pacific Islands (O'ahu)
- Darlene Pires, Board Vice President, Parents and Children Together (O'ahu)
- Dennis Dunn, Board Treasurer, Department of the Prosecuting Attorney, City and County of Honolulu (O'ahu)
- Amanda Pump, Board Secretary, Child & Family Service (O'ahu)
- Sanoë Ka'aihue, Board Member, Women Helping Women (Maui)
- Christina Basham, Board Member, Child & Family Service (Hawai'i Island)
- Andrew Nguyen, Board Member (O'ahu)
- Angelina Mercado, HSCADV Executive Director (O'ahu)
- Matāpuna Levenson, HSCADV Training & Technical Assistance Director (Hawai'i Island)
- Chelsey Stewart, HSCADV Training & Technical Assistance Specialist (O'ahu)

* These were the individuals and positions they held during the strategic planning process (2020 – 2021).

Pre-Planning Survey

In preparation for the launch of the organizational planning process, an anonymous pre-meeting survey was distributed to board members, staff, and key stakeholders to identify desired outcomes of the development of the priorities, short/long term programmatic goals, and any other issues/dynamics needing exploration/discussion.

Individual Interviews with Board and Staff

To learn more about the expectations of the development the priorities and organizational history, interviews were conducted with each coalition board member, each of the staff, and three former HSCADV executive directors.

Listening Sessions with Stakeholders

To gather input from critical stakeholders, two listening groups were convened with separate sessions held for executive directors of member organizations and program managers/key program staff. Participation included executive leadership and program management staff representation from Catholic Charities Hawai'i, Child & Family Service, Domestic Violence Action Center, Island of Hawai'i YMCA, Legal Aid Society of Hawai'i, Neighborhood Place of Kona, Parents and Children Together (PACT), the University of Hawai'i at Mānoa, Women Helping Women, and YWCA of Kaua'i.

Strategic Planning Sessions with Board and Staff

The board and staff engaged in two half-day large group planning sessions to draft the organizational vision, mission, principles of unity and strategic priority areas.

Workgroups

To follow up on large group planning sessions, smaller teams of board and staff convened to focus on the development of core strategies in each of the strategic priority areas.

The listening sessions with member organizational leadership and management included both organizational (SWOT) and environmental (trend) assessments. The information garnered from these assessments influenced the development of the strategic priority areas.

STRATEGIC PRIORITY AREAS

PRIORITY

CORE ACTIONS



Expand public awareness of domestic violence to center issue as a community priority and role of HSCADV as a convener and resource.

- Develop a communications plan and strategy to increase awareness of domestic violence, including responding to critical incidents and major events.
- Create accessible and responsive learning opportunities for the general public.
- Serve as a domestic violence information and resource clearinghouse for system responders, supportive services and allied professionals.



Broaden and expand collaborations within and outside of the domestic violence community.

- Foster collaborative partnerships with member organizations, system responders and supportive services to respond to issues related to domestic violence.
- Diversify membership to include different systems and sectors to challenge attitudes, behaviors, beliefs and other norms that support domestic violence.
- Develop relationships to engage unserved and underserved communities.



Provide capacity building for member organizations and state systems by sharing best practices to address and respond to domestic violence issues.

- Develop guiding principles and statewide standards of services to define essential services for domestic violence survivors.
- Build organizational and system capacities by serving as a resource for trauma-informed, culturally-informed, evidence-based practices.
- Provide specialized training and tailored technical assistance for member programs.
- Conduct trainings and offer learning opportunities for all direct service providers, system stakeholders and general public.

STRATEGIC PRIORITY AREAS

PRIORITY

CORE ACTIONS



Advocate for policy change to serve needs of members, survivors and domestic violence field.

- Create an action team to identify advocacy priorities and develop a policy agenda.
- Develop and disseminate a policy agenda to engage member organizations, community partners and stakeholders in shared advocacy priorities.
- Support laws, policies and funding opportunities at national and state levels for local services.
- Seek out and serve in positions of influence to advocate for support of domestic violence survivors at local, state and national levels.



Improve and increase access to domestic violence data from the domestic violence community and from external system stakeholders.

- Identify and agree upon data needs that are aligned to the scope of the work of the coalition.
- Conduct assessment to identify needs of member organizations.
- Build relationships with funders to engage in critical dialogue regarding collection, analysis and use of data.
- Utilize data to inform and educate decision makers and advocate for policy change.



Increase long term sustainability of HSCADV.

- Provide support for the executive director to develop strategic relationships with organizational stakeholders and community partners to implement the vision, priorities and strategies.
- Strengthen and expand the capacity of the board of directors to provide engaged and visionary leadership.
- Create and implement a development plan to increase and diversify funding to support program activities and advocacy efforts.
- Support and create professional development and leadership opportunities for staff.

Recommended Next Steps for Follow-Up

The development of these strategic priorities was a significant organizational milestone. The planning process identified the need for follow-up regarding ongoing critical conversations and planning work to create alignment among the board and staff to advance the work of the organization.

Board and Staff Equity Discussion

Follow-up on the equity discussion that began with organizational values and the development of the principles of unity with board and staff will facilitate the advancement and deepen the organization's effectiveness, impact, and advancement in the domestic violence field. Building the organizational leadership capacity in navigating systemic inequities will provide opportunities to better serve the populations affected by domestic violence through the setting of program direction, allocating resources, relating to the community, and supporting staff leadership.

Future Board Composition: Recruitment and Retention

In the longer term for organizational sustainability, it is recommended to address the structural issues of the composition of the board. Having the board comprised of representatives from member organizations ensures perspectives from the domestic violence field are present, but does not necessarily allow the flexibility to recruit, select, and retain potential external candidates with unique skills and experiences to build the capacity of the organization.

To supplement the current representation of staff from member organizations and practitioners from the field, re-visit bylaws to plan the diversification of membership to actively recruit and build the capacity of the board through external representatives from underserved communities, diverse systems/sectors and skills/experiences in fundraising, development, communications, media, policy, organizing, and other areas to be identified. The organization can better serve the mission by drawing upon the skills, talents, and perspectives of a more diverse membership representation of cultural backgrounds and lived experiences.

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Domestic Violence



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