



# Strategic Plan

Building a violence-free North Dakota

2024 - 2027

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# About Our Strategic Plan

This strategic plan is the result of a comprehensive ‘from-the-bottom-up’ planning process facilitated by Jason Matthews of JM Strategies LLC, who worked closely with Seth O’Neill, North Dakota Domestic & Sexual Violence Coalition (NDDSV) executive director. (It must be noted that NDDSV was known as CAWS North Dakota during the planning process.)

Strategic planning is a healthy and essential organizational exercise. By design, NDDSV’s plan is built upon input collected through a research process that engaged staff, board members, and external stakeholders. The process allowed participants to reflect on NDDSV’s work and honestly identify its strengths and shortcomings. This broad feedback provided a foundation upon which this plan was built.

The research revealed that NDDSV is viewed as effective in providing training, technical assistance, tools, and resources as well as promoting healthy relationships. Generally high marks were given to the group’s advocacy work and its collaborative relationships. Communications, both internal and external, were characterized as improving thanks to NDDSV’s new leadership. The organization was positively characterized as caring, professional, supportive, and collaborative.

Research participants did cite areas for improvement, chief among them: Providing more trainings, having more productive coalition meetings, promoting best practices, offering even more technical assistance, being more effective in developing collaborative partnerships, and taking a more active role in shaping state and national policy. In this vein, participants expressed a desire for NDDSV to increase its capacity as a state resource, reconnect with programs, intentionally involve more directors and agencies, and continue its work in improving communications.

Taken together, the research process had the desired effect of funneling information into key themes, which allowed NDDSV’s strategic planning team to coalesce around areas of consensus as they crafted a new mission, developed a new organizational vision, and created goals, objectives, and strategies to guide NDDSV’s future work.



# Organizational History

Before 1970, incidents of domestic and sexual violence were mostly ignored. If they were talked about, it was only in hushed tones and private conversations. For many women, being beaten by their partner or being forced to have sex was accepted by society, and the legal system provided little protection for victims of abuse. Women who wanted to escape the violence often had nowhere to turn.

But they did have each other.

Across the country, survivors of violence and feminist activists banded together to raise awareness about violence against women. They advocated to change the society and systems that had failed them for so many years, forming the movement that would come to be known as the Battered Women's Movement of the 1970s.

In 1978, The North Dakota Council on Abused Women's Services (NDCAWS) began as an informal gathering of advocates from five crisis intervention centers across the state. Each crisis center provided shelter and support to victims of domestic violence, and much like the voices of the Battered Women's Movement, the advocates realized their collective voice was stronger than any individual effort. Through NDCAWS, they problem solved, shared resources, and discussed ways to improve support systems for victims and survivors.

At the same time, the Coalition Against Sexual Assault in North Dakota (CASAND) was formed out of the need for statewide education, networking, and legislative change surrounding sexual assault. Like NDCAWS, advocates at CASAND worked with victims of sexual assault and collectively initiated statewide change.

In 1992, CASAND began working closely with NDCAWS, and the two organizations eventually merged, joining the efforts of local domestic and sexual violence services. Through this joint coalition, what was once an informal group of feminists and activists was now an organized network of advocates and change-makers fighting to end violence against women in North Dakota.

While abuse continued to occur, the systems and institutions designed to help victims and bring them justice improved. Through proactive training and education, survivors

received trauma-informed support from service providers who truly understood the complex dynamics of abusive relationships. Through improved laws and policies, there was a better support system for victims who sought justice and liberation from abuse. And through networking and simply talking about abuse in their communities, survivors and advocates were able to bring conversations about domestic and sexual violence out of those hushed tones and into public conversation.

For many years, NDCAWS/CASAND continued this collective work, and as the movement to end domestic and sexual violence grew and evolved, so did the coalition. The coalition formally changed its name to CAWS North Dakota in 2012 in order to expand outreach and represent our mission of helping all victims and survivors, rather than solely women.

Another name change occurred in 2024 when CAWS North Dakota officially changed its name to the North Dakota Domestic & Sexual Violence Coalition (NDDSV) in an effort to make our brand more reflective of our work and more recognizable to our community.

Today, as the North Dakota Domestic & Sexual Violence Coalition, we continue the work of the pioneering women and grassroots organizations that formed our coalition, holding on to the same beliefs that we had in 1978: that abuse cannot be tolerated, and that everyone deserves to live a life free from violence.

## Coalition Evolution





# Mission, Vision, & Strategic Priorities



## Our Mission

Ending domestic and sexual violence in North Dakota.



## Our Vision

A violence-free North Dakota.



## Strategic Priorities

Sustainability, Member Engagement, External Stakeholder Engagement

## Our Strategic Plan's Structure

This Strategic Plan is organized around goals, objectives, strategies, and tactics. The strategic planning team developed the goals, objectives, and strategies. The tactics will be developed internally by staff in collaboration with the board.

- **Goals:** The outcomes NDD SVC will strive to accomplish within the life of its Strategic Plan, which will complement our mission and vision.
- **Objectives:** The measurable steps that NDD SVC will take to achieve its goals.
- **Strategies:** The methods NDD SVC will deploy to achieve its objectives.
- **Tactics:** The specific actions NDD SVC will use to implement its strategies.

# Strategic Plan

North Dakota Domestic & Sexual Violence Coalition  
2024 – 2027

## Strategic Priority 1: Sustainability

**Goal 1: Ensure NDD SVC has the resources, supports, and talents necessary to fulfill its mission.**

### Objective 1.1: Diversify funding sources.

- **Strategy 1.1-A:** Maintain current funding sources
- **Strategy 1.1-B:** Pursue unrestricted funding
- **Strategy 1.1-C:** Obtain state and federal competitive funding sources

### Critical Benchmarks

- **2024:** Assess current unrestricted funding sources
- **2025:** Identify new sources of unrestricted and competitive funding sources and create an action plan
- **2026 - 2027:** Secure new sources of unrestricted and competitive funding sources

### Objective 1.2: Attract and retain qualified staff.

- **Strategy 1.2-A:** Offer competitive compensation and benefits packages
- **Strategy 1.2-B:** Recognize and acknowledge staff contributions and successes
- **Strategy 1.2-C:** Develop and implement a staff satisfaction plan

### Critical Benchmarks

- **2024:** Conduct and assess staff survey, and implement staff satisfaction plan as applicable
- **2024:** Create process for recognition of staff contributions and successes
- **2024 – 2027:** Annually assess compensation and benefits and improve as resources allow

### Objective 1.3: Foster a professional growth environment.

- **Strategy 1.3-A:** Provide staff with opportunities for cross training and knowledge sharing
- **Strategy 1.3-B:** Offer options for mentorships
- **Strategy 1.3-C:** Develop succession plans for all staff positions

### Critical Benchmarks

- **2024:** Create a cross training and mentorship plan
- **2025:** Complete succession plans for all staff positions
- **2025 – 2027:** Annually review and update succession plans

## Strategic Priority 2: Member Engagement

**Goal 2: Build stronger member relations and services to advance the common work of ending domestic and sexual violence in North Dakota.**



## Objective 2.1: Strengthen member connections.

- **Strategy 2.1-A:** Conduct a comprehensive member needs assessment
- **Strategy 2.1-B:** Develop and implement a member needs plan
- **Strategy 2.1-C:** Offer coalition onboarding opportunities
- **Strategy 2.1-D:** Intentionally provide opportunities to build relationships

### Critical Benchmarks

- **2024:** Create coalition onboarding opportunities
- **2025 - 2027:** Conduct member needs assessment and implement member needs plan

## Objective 2.2: Enhance training and technical assistance to members.

- **Strategy 2.2-A:** Develop system for informing members of technical assistance topics provided by NDD SVC
- **Strategy 2.2-B:** Create a process for follow-up technical assistance based on trainings
- **Strategy 2.2-C:** Provide options for members to train on issues, learnings, and trends

### Critical Benchmarks

- **2025:** Develop technical assistance process
- **2025 - 2027:** Create opportunities for member to provide training

## Objective 2.3: Lead North Dakota's prevention efforts.

- **Strategy 2.3-A:** Utilize findings from RPE capacity assessment
- **Strategy 2.3-B:** Develop and implement comprehensive prevention campaigns
- **Strategy 2.3-C:** Promote advancement of health equity and best practices for prevention
- **Strategy 2.3-D:** Provide support for prevention strategies and activities



## Critical Benchmarks

- 2024 - 2027: Increase funding for prevention efforts

## Strategic Priority 3: External Stakeholder Engagement

**Goal 3: Facilitate systems change, enhance outreach, and develop partnerships to strengthen efforts in creating a violence-free North Dakota.**

### Objective 3.1: Advocate for systemic change and policy reforms.

- **Strategy 3.1-A:** Equip member programs with systems advocacy knowledge and skills
- **Strategy 3.1-B:** Build and strengthen relationships with external stakeholders
- **Strategy 3.1-C:** Develop and pursue strategies for state and national policy changes

## Critical Benchmarks

- 2025: Provide a systems advocacy training and focused technical assistance

### Objective 3.2: Strengthen stakeholder collaboration and partnerships through training and technical assistance.

- **Strategy 3.2-A:** Survey external stakeholders and partners on training and technical assistance needs
- **Strategy 3.2-B:** Design and deliver identified training and technical assistance

## Critical Benchmarks

- **2025:** Complete external stakeholder and partner survey
- **2025 - 2027:** Provide training and technical assistance based on needs and availability

## Objective 3.3: Enhance collaborative prevention efforts throughout North Dakota.

- **Strategy 3.3-A:** Educate on prevention and health equity
- **Strategy 3.3-B:** Strengthen stakeholder buy-in that creates opportunities for partnerships
- **Strategy 3.3-C:** Offer guidance and support to enhance stakeholder prevention efforts

## Objective 3.4: Increase the coalition's presence by enhancing outreach to external stakeholders.

- **Strategy 3.4-A:** Increase media coverage of issues and NDD SVC's efforts
- **Strategy 3.4-B:** Elevate NDD SVC's visibility throughout North Dakota
- **Strategy 3.4-C:** Provide information and resources on domestic and sexual violence

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