

Wisconsin Network for Peace and Justice

Our Vision

A peaceful, just, and sustainable world



Strategic Plan 2016-2018

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Mission Statement

Wisconsin Network for Peace and Justice advances a sustainable world free from violence and injustice by connecting, engaging, and strengthening member groups and serving as a catalyst for community organizing and education.

Vision Statement

A peaceful, just, and sustainable world.

Values Statement

- We welcome all people in a collaborative effort for social justice.
- We value coalition building and support grassroots efforts within our communities.
- We work through consensus to find common ground.
- We respect and celebrate the dignity of all humans and of all life.
- We uphold the virtues of compassion and nonviolence.
- We are passionate about creating a just, vibrant, peaceful and sustainable world, for ourselves and future generations.
- Our vision of justice includes ending all systems of oppression.
- We recognize that racism, sexism, and other forms of oppression are systemic and we must challenge those oppressions in all of our work.
- Peace is possible.

Strategy Statement

Connect, Engage, and Strengthen Member Groups

WNPJ's strength lies in the strength of our member groups. We will focus on engaging member groups through relationship-building, technical assistance, and deepening social media connections among members. We will also ask members to sign on to our racial justice commitment.

Support Community Organizing

WNPJ recognizes the need to strategically provide both a leadership role in and support to community organizing efforts of member groups. Our community organizing will promote peace, economic, environmental, racial, and social justice and sustainable practices.

Strengthen Communications Infrastructure

WNPJ will refine our communications strategy, develop and share resources and learning opportunities with member groups, and use social media to deepen connections and engage younger people.

Deepen Racial Justice

WNPJ will engage our board and members in building skills around racial justice, build alliances and relationships with people and organizations of color, and review our policies and procedures with a racial justice lens.

Explore Collaborations with Similar Organizations

To strengthen the impact of all our work throughout the state, WNPJ will explore deepened partnerships with other peace and justice organizations.

Benchmarks

At the end of 2015, we will have:

- Created WNPJ's racial justice commitment and continued board members' engagement in skill-building around racial justice
- Developed WNPJ's communications plan that includes social media, print newsletter, and email - including clear goals, timelines, and responsibilities
- Engaged in conversations with other peace and justice organizations about the possibility of strengthening partnerships

At the end of 2016, we will have:

- 25% of member groups have signed on to WNPJ's racial justice commitment, and undertaken skill building and other training around racial justice
- Implemented communications plan, with particular focus on deepening connections with member groups and younger people through social media
- Articulated what kind of technical assistance can be offered to member groups and developed a plan that accounts for capacity
- Developed criteria and process for determining specific campaigns to support and articulated what campaign support WNPJ can concretely provide
- Developed process for determining the language WNPJ uses as an organization and how WNPJ represents the voices of member groups who may use very different language; developed system to be consistent with decisions made in this regard

At the end of 2017, we will have:

- Provided technical assistance to member groups
- Provided training to member groups around racial justice
- Chosen 2-3 people of color-led groups with whom to focus relationship building
- Developed communications resources that can serve as training/learning for member groups
- Reviewed policies and procedures of WNPJ with a racial equity lens

At the end of 2018, we will have:

- Provided one-on-one technical assistance to member groups
- Engaged member groups that have signed onto WNPJ's racial justice commitment in identified organizing campaigns
- Continued building relationships with organizations led by people of color around peace, justice, and sustainability
- Implemented communications plan, with particular focus on deepening connections with member groups and younger people through social media
- Promoted communications resources for use by member groups
- Developed concrete goals to help WNPJ move toward being a multiracial organization

Roles & Responsibilities

<u>Position</u>	<u>Current</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
<p><u>Organizer:=</u> Currently at .5 Year 1: .5 Year 2: .75 Year 3: .75</p>	<ul style="list-style-type: none"> ● Wisconsin Defense Transition & Bring Our War Dollars Home Organizing ● Board Engagement ● Event Planning ● Led conversations about possible collaborations 	<ul style="list-style-type: none"> ● Coordinate Board engagement with member groups ● Develop training curriculum ● Organizing ● Event Planning 	<ul style="list-style-type: none"> ● Coordinate Board engagement with member groups ● Develop training curriculum ● Provide technical assistance to member groups ● Organizing w/ Increased Capacity ● Event Planning 	<ul style="list-style-type: none"> ● Coordinate Board engagement with member groups ● Develop training curriculum ● Provide technical assistance to member groups ● Organizing w/ Increased Capacity ● Event Planning
<p><u>Office Coordinator</u> Currently at .25 Year 1: .25 Year 2: .5 Year 3: .5</p>	<ul style="list-style-type: none"> ● Financial Administration ● Communications ● Fundraising & Event Support 	<ul style="list-style-type: none"> ● Financial Administration ● Communications ● Fundraising & Event Support 	<ul style="list-style-type: none"> ● Financial Administration ● Communications w/ Increased Capacity ● Fundraising & Event Support 	<ul style="list-style-type: none"> ● Financial Administration ● Communications w/ Increased Capacity ● Fundraising & Event Support w/ Increased Capacity
<p><u>Board Members</u></p>	<ul style="list-style-type: none"> ● Event Planning ● Develop a working Fundraising capacity ● Define a way to implement the strategic plan ● Begin to implement 	<ul style="list-style-type: none"> ● Member Group Relationship-Building & Training ● Fundraising ● Event Planning ● Follow through with implementation of the Strategic Plan 	<ul style="list-style-type: none"> ● Member Group Relationship-Building & Training ● Fundraising ● Event Planning ● Follow through with implementation of Strat Plan 	<ul style="list-style-type: none"> ● Member Group Relationship-Building & Training ● Fundraising ● Event Planning ● Follow through with implementation of Strat Plan

Appendix A - Organizational Description

The Wisconsin Network for Peace and Justice is a coalition of groups and individuals throughout the state, working tirelessly to build a world of peace, justice and sustainability. Since 1991 members have campaigned, organized, demonstrated and educated on alternatives to militarism and active non-violence; social, economic, environmental, and racial justice; gay rights and immigrant rights; prison reform; sustainable agriculture and renewable energy; mining, oil pipelines and energy transmission, to name just a selection of WNPJ's areas of action.

Founded in February 1991 as the First Gulf War began, WNPJ incorporated as a non-profit organization. Growing to 50 member organizations and more than 200 individuals in 1996, the network stands at a little over 150 member organizations while individual membership ranges from 350-450.

Initially run entirely by volunteers, Board members and active committees provide the strength of the organization. A part-time office manager was hired in 2000, a part-time director in 2003; UW work-study students and other individuals have been hired to carry out specific projects. But paid staff has seldom totalled more than one full time equivalent (1 FTE). Some outside funding has been secured for specific projects but on the whole WNPJ has preferred that projects be determined by network priorities rather than outside funding sources.

Appendix B - Strategic Analysis Data - SWOT

Strengths of the organization: WNPJ's history gives confidence and a sense of resiliency. We support passionate individuals and are a network that recognizes organizations as complex entities.

Weaknesses of the organization: WNPJ lacks diversity around both age and race in our leadership and our membership. Our engagement of member groups isn't particularly strong, which could be due to a variety of factors: geography, capacity, need, being perceived as too Madison-centered, or staff and board members being stretched too thin. There is a general lack of clarity around strategic planning and aligning ambitious visions to a practical plan.

Opportunities for the organization: This is a moment when many people are inspired to move beyond electoral politics, come together in new ways, and rebuild. We've had requests to work together on statewide coalitions and this is a giant wake up call to Wisconsin on our racial disparities.

Threats to the organization: At risk is a general burn-out or disillusionment of too many issues. Members can feel isolated and there is a general lack of welcoming diversity. There is greater acceptance of corporate or governmental solutions, which can be a takeover of issues.

Appendix C - Strategy Screen

Before selecting and implementing a new strategy, we will evaluate the impact of the strategy using specific decision-making criteria, that is, its “Strategy Screen.”

All WNPJ strategies must:

- Support our mission of advancing a sustainable world from from violence and injustice.
- Be within the scope of defined staff and board capacity.
- Be financially viable.
- Be consistent with our values and culture.
- Support us in moving to the next stage of our organization’s development.

Appendix D – Staffing and Fundraising Plan

This is an aspirational budget. The goals are twofold: provide enough revenue to increase from 0.75 to 1.25 full time equivalent staff positions to support implementation of the Strategic Plan, and to draw in passionate new members and volunteers interested in developing higher profile projects that fit our plan and that funds can be raised around. Some expansion of funding could come from increased grant support from national organizations, solicited by staff or volunteers. However, WNPJ has a long and important tradition of not allowing the agendas of grant funders to determine our goals and our work, which somewhat constricts the grant funding that is available to us. To meet our goals, it will be important to increase our membership, use technology effectively in our fundraising appeals, and perhaps draw on volunteer support to increase our volume of gift sales around the holidays and during our special events.

	Year 1	Year 2	Year 3
	(current 2015)	2016	2017
<i>Income (italicized lines are new sources)</i>			
Membership	15000	17500	20000
Special Events	12000	13000	14000
Specific Appeals	8000	10000	12000
<i>Targeted Project Campaigns</i>	0	2000	4500
Grants & Unsolicited	12000	15000	18000
Sale Items	500	750	1000
<i>Online Donations</i>	0	500	1000
Miscellaneous	1000	1000	1000
Total Income	49,000	59750	71500
<i>Expenses</i>			
Publications	1000	350	350
Meetings	1000	1000	1000
Events	2200	2400	2600
Sale Items	300	450	600
Earmarked Projects/Mailings	1000	1000	1000
Office	10500	10500	11000
Taxes/Licenses	100	100	100
Payroll	29895	40657	51838
Services/Contracts	3000	3000	3000
Total Expenses	48,995	59457	71488
Net Gain/Loss	5	293	12

Appendix E – Collaborators

Collaboration is integral to WNPJ's success. Whenever possible we seek to partner or work with other organizations to better advance our goals. The following is a list of organizations with whom WNPJ intends to collaborate over the period of this strategic plan. Any omissions are unintentional.

Anti-Militarism/Pro-Peace/Economic Conversion/WI Defense Transition

WI Peace Action

WI Coalition to Ground the Drones

Citizen Action WI

USLAW

SCFL

Melissa Sargent's office

WEAC

United Methodist Church

La Crosse AFL-CIO

Film Fest

Urban Underground

Freedom Inc

GSAFE

Racial Justice

Groundwork

To Speak a Song?

Wisconsin Indian Education Association

WI Jobs Now

Coalition Coalition for Justice

Young Gifted and Black

Other Networks Groups in Wisconsin

Wisconsin Women's Network

Wisconsin Council of Churches

Wisconsin Grassroots Network

Wisconsin State AFL-CIO

Wisconsin Voices

Additionally WNPJ collaborates with over 150 member groups throughout Wisconsin.

Appendix F - Description of Strategic Planning Process Used

WNPJ's strategic planning process began with the hiring of a consultant to facilitate the process, creation of a strategic plan work group comprised of board members, network members, and other community leaders, and development of a concrete timeline with objectives for each planning session. The entire plan was developed between October 2014-August 2015, with steps as follows:

1. Discuss planning methodology and receive feedback from smaller Strategic Plan leadership team (October).
2. With strategic plan work group, review WNPJ's history, conduct a SWOT analysis, clarify the intended impact of WNPJ's work, and brainstorm possibilities for WNPJ's future scope of work. Group ideas into themes and teams to work on developing big ideas into more concrete implementation proposals (November).
3. Individuals develop concrete proposals for implementing most feasible activities (Dec-Jan).
4. With strategic planning work group, review proposals, consider various facet of the work, and reach consensus on overarching strategic plan draft. Develop questions to use for feedback from member groups (January).
5. Strategic plan leadership team designs feedback process for member groups (February).
6. Strategic plan leadership team asks for feedback from member groups through an online survey (March-April).
7. Strategic plan leadership team reviews and summarizes feedback and modifies overarching goals as needed (April).
8. Consultant works with strategic plan leadership team, volunteers, staff, and Board Treasurer to develop written strategic plan draft (April-May).
9. Strategic plan work group reviews full draft of strategic plan, discusses issues related to capacity and revenue development possibilities, and makes decisions to finalize strategic plan (May).
10. Carl, Z!, and Dace facilitate conversation about the strategic plan at the June Board meeting.
11. Strategic plan is approved by Board (August).

Who was involved in the planning:

The strategic planning work group involved Liz Bruno, Rob Danielson, Annie Dutcher, Dena Eakles, Z! Haukeness, Barbara Munson, Janet Parker, Carl Sack, Sheila Spear, Jackson Tiffany, Dace Zeps. The strategic plan leadership team included Liz Bruno, Rob Danielson, Annie Dutcher, Barbara Munson, and Carl Sack.

Kristen Brock-Petroshius served as the consultant facilitating the process.

Appendix G - Monitoring and Evaluation of Plan

In order to ensure the plans set out in this document remain an active and vital part of WNPJ's work we will review progress towards accomplishing our goals at the Fall Assembly and Spring Steering Committee Meeting as well as at board meetings on a quarterly basis. The WNPJ Board will bear responsibility for implementing the Strategic Plan and will establish a Fundraising Committee to ensure adequate resources to carry through the plan.

Additionally, we have identified the following methods for monitoring and evaluating our larger strategic goals:

Work Plans: Staff and board committees will create annual work plans based on the benchmarks and goals detailed in the strategic plan. This will serve as a core mechanism for maintaining clear objectives and progress through the three years of work laid out in the strategic plan.

Annual Report: WNPJ will create and publish an annual report which will lay out the successes and benchmarks achieved in the previous year. The annual report will be made available to key donors, community partners, and on the organization's website.

Annual Staff and Board Review of Strategic Plan: Staff and the members of the Board of Directors will review progress made on the strategic plan at the annual Fall Assembly and provide guidance on how to adapt and/or move forward.

Quarterly Review of Funding Progress: Staff and the members of the Board of Directors will review the budget as compared to projections in the plan at quarterly Board meetings, and adjust fundraising efforts accordingly.

Procedure for Changing the Plan: Strategies may be changed by staff and board committees as needed and should be communicated at board meetings. A request for change in benchmarks or goals must be approved by the Board of Directors.

Appendix H - Accountability to People of Color and Member Groups

In addition to general accountability to goals and strategies laid out in this strategic plan, we also want to intentionally be accountable to people of color and our member groups. The following are mechanisms we have identified which can increase this accountability:

- Ensure people of color and member groups are consulted for feedback before making decisions and, when possible, are part of decision-making processes.
- Actively participate in at least one active racial justice coalition.
- Attend events of organizations of color and member groups.
- Use our network to benefit other organizations (i.e. relationships in certain rural areas)
- Share training curriculum on issues of peace, sustainability, and racial justice
- Invite other organizations to co-facilitate trainings, with compensation
- Financially support organization banquets and sponsorships
- Develop clear process for feedback, both formal and informal

Appendix I - Communicating New Goals and Activities

Our inspiring new project additions will be widely communicated through use of the following tools:

- Once approved, all board members and staff will be emailed a pdf of the strategic plan with a cover letter asking them to consider specific projects to volunteer to help with and a link to a google form where folks can check-off support and add new tasks/projects.
- Other organizations, community collaborators, funders, and donors will be snail mailed a cover letter describing the projects with links to the strategic plan and the google form for volunteering assistance.
- Heads of new projects will develop a schedule with benchmarks and be responsible for personal communications with volunteers and WNPJ staff.
- Heads of new projects are responsible for providing copy and imagery for a new section in the WNPJ website about their project and provide frequent interest ticklers for the electronic newsletters and quarterly newsletters.
- Heads of new projects will help board members and staff make useful contributions to the project.

Appendix J - Survey Responses

Things That Were Liked

- Building stronger communications infrastructure, especially with social media
- Use social media to engage younger people
- Build alliances with people of color
- Racial Justice goals
- Campaign support is great, just make it concrete
- Workshop/training focus on: Anti-racism, organizing/outreach, non-violent techniques
- Campaign involvement focus on: environmental justice, racial justice, anti-war, immigrant rights, clean energy (please confirm top 3)

Things To Change/Improve

- Get beyond a small group of white progressives that WNPJ mostly engages
- Few of the groups do work with youth, which may make doing in-person work with youth challenging (though social media could be possible)
- Goals are too ambitious and funding is too little to make this sustainable - which can lead to staff burnout
- Not having full-time staff makes it hard for someone to move forward the work
- Too Madison focused
- Be more strategic - focus on 1-2 areas but not too much
- Link racial justice both domestic and internationally
- One-on-ones seem impossible
- WNPJ is a very white group
- Events aren't always accessible (e.g. hearing ability)