



VALUES-DRIVEN, COMMITTED TO CHANGE

# Pro-Choice Washington's Strategic Plan

# Table of Contents

Executive Summary	1
Reason for Being (Focus & Impact)	1
Recent Achievements	2
About Pro-Choice Washington	2
Meeting the Moment	4
Strategic Approach (2023-2028)	4
A leader in bold legislative and grassroots advocacy	4
A mobilizer of reproductive freedom champions	5
A bridge and a connector across partners and issues	5
An independent voice who unapologetically champions the range of issues impacting reproductive health, rights, and justice in Washington	6
A deep believer in our people and building anti-oppression into our core	6
Risk Analysis	7
Resourcing Needs	7
Strategic Plan Implementation and Oversight	7
Annex A: Intersecting Identities, Races, Communities, Geographies, and Affiliations that Impact Access	8
Annex B: Support Priorities	11
Annex C: SWOT Analysis	12
Annex D: Issue Priorities and Recent Policy Wins (2018-2023)	13
Annex E: Anti-Oppression Practices	14
Annex F: SMART Goals and KPIs	15
Annex G: Resourcing Needs (2023-2028)	19

## EXECUTIVE SUMMARY

We are proud to publish our first five-year strategic plan during a critical moment for reproductive and human rights in America. Even during this time of volatility and rapid change, we wrote our plan from a place of vision and ambition, recognizing that it will take intentional and committed action to reverse the cascade of anti-rights actions across the US.

The Supreme Court decision to overturn Roe v. Wade in June 2022 catapulted abortion rights into the headlines and opened the floodgates of abortion restrictions in twenty-four states across the country. This has already resulted in [three times](#) more maternal deaths in those states, a significant increase in patients traveling to Washington from their home states, and immeasurable physical and psychological harm across the country.



**Washington is symbol of reproductive freedom because of our and our partners' unrelenting activism, progressive candidate support, and community mobilization. And it will take even more work to withstand the staggering investments by anti-rights groups into local political races and the increasing attacks by hostile state governments on our providers and patients.**

The end of Roe was just the beginning of the anti-rights campaign to end access to all reproductive and sexual healthcare in America. We have already seen the introduction of federal abortion and contraceptive bans and a Supreme Court case on ending access to mifepristone, a critical and safe drug used in medication abortion and miscarriage management. This has been echoed by the rollback of other fundamental rights, including trans and voting rights.

This is why we believe in building a bold strategic plan, rooted in our values, and committed to long-term change. The objectives included in this document represent ambitious growth goals but are not exhaustive of the work we do. With a small budget and team, Pro-Choice Washington already has outsized and impactful programs, and we recognize the urgent need to scale even more to meet this critical moment even in the face of uncertain economic and political environments.

## REASON FOR BEING (FOCUS & IMPACT)



### Our Focus

*All women, girls, trans, and gender diverse people seeking healthcare in Washington.*

Within this community, we specifically focus on supporting people whose overlapping identities, locations, and affiliations make them especially vulnerable to additional restrictions and barriers to getting the healthcare they need (Annex A).



### Our Movement

*Everyone who cares about reproductive rights, human rights, and bodily autonomy.*

[More than sixty percent of Americans](#) believe in abortion rights. This is not a fringe movement. It is essential to build a reproductive freedom movement that reflects everyone, especially those who face the most difficulty in getting healthcare, and that recognizes the intergenerational, intersectional power of collective action.



### Our Impact

*Every single person's environmental, political, and [socioeconomic wellbeing](#) as both individuals and as a country.*

States with abortion bans have seen a [threefold increase in maternal deaths](#) compared to states with abortion protections.

Patients denied a wanted abortion are [three times as likely](#) to end up below the federal poverty line, along with several other lifelong economic and health consequences.

Abortion bans harm pregnancy and infant outcomes across the board. In the past six months, Idaho lost all abortion clinics and two of [its largest maternity wards](#), which both impacts Washington clinic capacity and demonstrates the importance of abortion in maternal care.

## RECENT ACHIEVEMENTS

Pro-Choice Washington has played an important role in making Washington a sanctuary state and had [an incredible first year](#) as an independent organization. We made notable gains in the electorate, legislature, and community, as well as within our organization. Since 2021, we have leaned into our unique value-add:

### A leader in bold legislative and grassroots advocacy

- Hosted **Abortion Day** in Olympia, facilitating more than 40 lawmaker meetings with our activists and holding a rally on the steps of the Capitol featuring Attorney General Ferguson, Speaker Jenkins, Representative Randall, and many more legislators fighting for our rights.
- Secured **five critical policy wins** in the 2022 legislative session, including the best in the nation data privacy bill, the ending of cost-sharing for abortion care, and a powerful shield law (see Annex D for policy wins from 2018-2023).

### A mobilizer of reproductive freedom champions

- Endorsed **more legislative candidates** than ever before—all of whom won their primaries—and helped flip the 42nd Legislative District for the first time in 30 years.

### A bridge and a connector across partners and issues

- Interviewed members of the community and our partners in a six-month **stakeholder engagement process** to directly inform how we shape our strategic focus for the next five years.
- Launched the **Northwest Abortion and Gender Justice Coalition** with our partners to support cross-state collaboration, support, and communication.

### An independent voice who unapologetically champions the range of issues impacting reproductive health, rights, and justice in Washington

- Ran a multimedia campaign, the **Future of Abortion**, in the Northwest to meet people where they are and to provide positive, welcoming messages to counter violent misinformation.
- Were featured in more than **40 news stories** and podcasts and appeared on a dozen panel discussions across the country, regarding the Supreme Court's decision and its aftermath and the impact of hospital mergers on Washington patients.
- Hosted **Conversations for Change** on the importance of strengthening health data protections as attacks on rights increase.

### A deep believer in our people and building anti-oppression best practices into our core (Annex E)

- Received more than **\$1 million in grants and donations** to support our direct response to the loss of federal abortion rights.
- **Rebuilt our policies and benefits package** to reflect anti-racist human resources best practices, and to match gold standards for staff wellbeing.
- **Increased salaries** by 30-40% to support our incredible staff.

## ABOUT PRO-CHOICE WASHINGTON

### Vision

A future where every person has complete reproductive and bodily autonomy.

### Mission

To protect, restore, and expand access to the full range of affordable, quality, and unbiased abortion, sexual, and reproductive healthcare information and services through movement-building, community education, and grassroots advocacy.

### Values

- 1 Bold, Unapologetic, and Intersectional Activism
- 2 Collective Success & Shared Solutions
- 3 Community-Driven Priorities
- 4 Intergenerational Movement-Building
- 5 Anti-Oppression, including Anti-Racism, in Practice
- 6 Thoughtful & Transparent Decision-Making



## ABOUT PRO-CHOICE WASHINGTON

### Structure

Pro-Choice Washington, as an independent nonprofit, builds on our nearly 50-year history of sexual and reproductive freedom advocacy under our former affiliation with NARAL.

- Pro-Choice Washington is a 501(c)4 nonprofit organization and the only independent advocacy organization dedicated to reproductive freedom in the Northwest.
  - ↳ The Pro-Choice Washington Political Action Committee (PAC) helps elect reproductive rights and justice champions at all levels of state and local government.
- The Pro-Choice Washington Foundation is a 501(c)3 organization and the research and education arm of our movement.

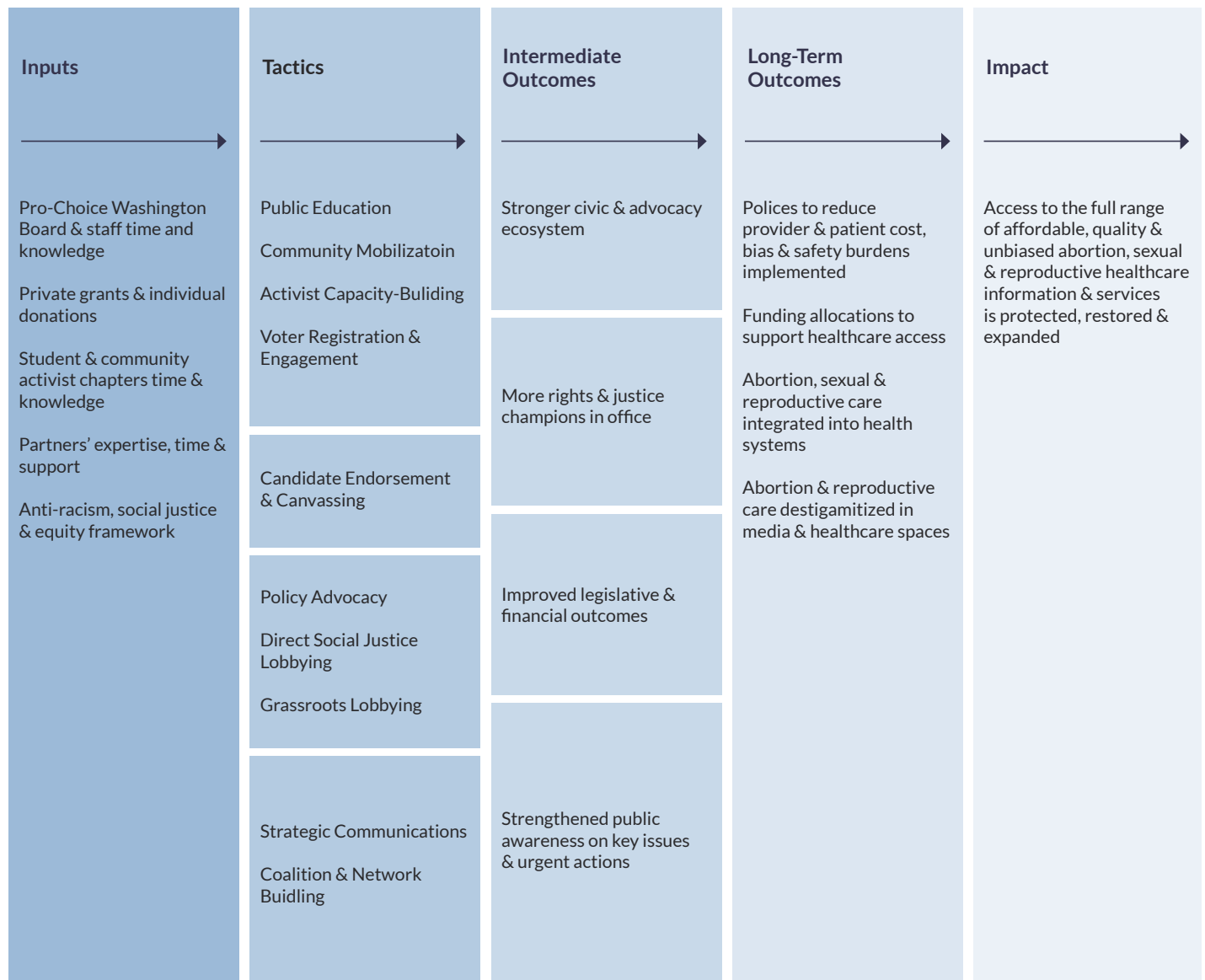
Pro-Choice Washington is made stronger by our powerful Student Activist and Troublemakers Chapters in high schools, colleges, universities, and neighborhoods across the state who organize and advocate for their communities.

Pro-Choice Washington also operates alongside and in close partnership with allied movement organizations, recognizing that it takes collective and sustained action to achieve our bold vision and to improve societal wellbeing.



### Theory of Change

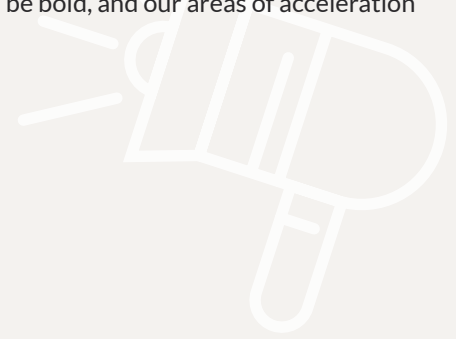
Our theory of change is to build grassroots power and knowledge to secure short- and long-term policy and financial victories that set an example for the country and drive toward our vision.



## MEETING THE MOMENT

To meet this uniquely urgent moment, our strategic plan builds on our best practices and most impactful programs that have helped safeguard abortion and reproductive access in Washington state. We have also identified urgent areas of acceleration based on input from our community, our partners, our staff, and our board. This is a time to be bold, and our areas of acceleration exemplify our ambitions to meet this moment head on.

- More Intentional and Impactful Programs
  - Deeper and Inclusive Organizing
  - Exemplar Policies that End Care Denials, Expand Access, and Close Gaps
  - More Social Justice Candidates
  - Broader Reach and More Connection
- More Catalytic Partnerships and Collective Action
- More Representative and Inclusive Movement



## STRATEGIC APPROACH (2023-2028)

Based on direct community feedback and deep self-reflection since 2021, Pro-Choice Washington recognizes our unique value add to the reproductive health, rights, and justice ecosystem as leading in legislative advocacy, mobilizing strong candidates, being a bridge and a connector across partners and movements, and being a bold and independent voice. We built our strategic approach based on our value add and our best practices. Detailed SMART Goals and KPIs are included in Annex F.

## Objective #1

### A LEADER IN BOLD LEGISLATIVE AND GRASSROOTS ADVOCACY

To build an exemplary and proactive policy environment that ensures everyone has equitable access to complete abortion, sexual, and reproductive healthcare information, and services, through the shaping of legislation.

#### Strategies

- Build grassroots political, legislative, and issue advocacy by organizing at the local level. Pro-Choice Washington brings community members together to drive protective legislation that addresses community barriers to accessing sexual and reproductive care. This includes letter writing campaigns, social media outreach, and organizing public action like education events, rallies, marches, testimonies, and press conferences, that demonstrate to other community members and to political leaders that constituents care about reproductive freedom. (Annex D includes priority issue areas)
- Hold leaders to account and provide political cover for champions, through public action and by providing the tools for leaders to improve their decision-making around reproductive freedom. We provide political cover for outspoken leaders by demonstrating public support for those who speak out against injustice and those who fight for abortion and reproductive freedom.
- Lobby for social justice issues and against corporate and anti-rights interests that harm our communities by directly meeting and facilitating constituent meetings with lawmakers to help shape and pass public policy that advances access to sexual, reproductive, and abortion care in Washington state.
- Work in coalition with social justice organizations, medical professionals, clinics, and champions to achieve our shared goals. Pro-Choice Washington focuses on the development of trust, mutual understanding, and clear expectations.
- Support allied movement priorities with human, financial, and social capital and any position of privilege and power to build a more equitable, safe, and just society in which the vision of complete reproductive and bodily autonomy is possible (Annex C).
- Respond to changing community needs and feedback by actively listen to the opinions, needs, and feedback of the members of the community and adjust plans, programs, and services accordingly. This involves staying on top of emerging community trends, issues, and needs so that Pro-Choice Washington can be proactive in responding.
- Monitor implementation of policies at the community level to ensure that they meet their stated objective of improving policies.

## Objective #2

### A MOBILIZER OF REPRODUCTIVE FREEDOM CHAMPIONS

To support the election of abortion and social justice champions at all levels of government to drive change from the ground-up and build to a supermajority in the legislature.

#### Strategies

- Endorse representative candidates in all elections by facilitating an easeful and transparent endorsement process and by providing issue training for up-and-coming leaders. This includes outreach to candidates who reflect the values and demographics of the communities they are representing, and constantly learning and adjusting to support the successful engagement of new and diverse candidates.
- Increase voter participation, especially younger and diverse populations, through voter outreach and education, voter sign-up, and get-out-the-vote campaigns. Increasing voter participation overall, and specifically among key populations, helps ensure that elections are more inclusive and representative of all voices.
- Build a pipeline of future social justice leaders by training and supporting activists from communities across the state.
- Build a deep canvass in key swing and at-risk districts across the state, by having personal, in-depth conversations with potential voters about their values, beliefs, and perspectives on the election and about what is at stake for abortion rights and justice to build relationships beyond a single election cycle.
- Educate the public on the importance of participating in elections at all levels of government and what is at stake for rights and justice within each of those elections. This includes providing information on registering to vote, researching candidates, understanding the ballot, and the consequences of not voting. It also includes sharing information about the election process, the right to vote, and election laws and regulations.

## Objective #3

### A BRIDGE AND A CONNECTOR ACROSS PARTNERS AND ISSUES.

To create an enduring and intergenerational reproductive freedom movement by engaging and elevating local activists.

#### Strategies

- Elevate students and young people who are champions for reproductive rights, health, and justice to help them make an impact for their communities. This includes highlighting their achievements, providing financial support, and/or providing mentors and other resources for their activism efforts.
- Provide training, shared platforms, and resources for activists so they can build the skills and knowledge they need to become effective leaders, to build connections, and to build increased civic participation for themselves and their peers.
- Support new activists with lessons learned and mentorship from experienced activists who can provide support and advice, recognizing that our activism builds on decades of work before us and that this work takes perseverance and community support.
- Establish a network of local chapters in high schools, community colleges, technical schools, universities, and neighborhoods that support social justice leaders and bring forward community interests and priorities, to build ground-up activist power and impact.
- Strengthen partnerships and collaboration with organizations across the spectrum of reproductive and gender health, rights, and justice to achieve shared goals.
- Prioritize meaningful and impactful allyship opportunities by developing an annual proactive partnerships plan that identifies organizations and movements where our position of privilege can provide truly meaningful support, through financial or other resource assistance, information sharing with our network, co-developing events, and/or programs.

## Objective #4

### AN INDEPENDENT VOICE WHO UNAPOLOGETICALLY CHAMPIONS THE RANGE OF ISSUES IMPACTING REPRODUCTIVE HEALTH, RIGHTS, AND JUSTICE IN WASHINGTON.

To be the go-to, trusted source of information that advances abortion rights, healthcare access, and social justice.

#### Strategies

- Run education programs and campaigns about the importance of voting and the socioeconomic and health consequences of abortion bans and restrictions, to help community members make informed voting decisions.
- Develop communications campaigns featuring speakers and contributors highlighting pressing reproductive and intersecting rights issues, uplifting the voices and perspectives of people who have been directly affected by these issues.
- Spread broad awareness campaigns through social and traditional media to build broad support for and understanding of reproductive freedom and to dispel and counter myths and misinformation.
- Respectfully collect and share human stories to inform the public about real life experiences with abortion care and to reduce stigma. We are committed to ethical practices when gathering and sharing these stories to protect the wellbeing of those involved.
- Compile and share information and resources on where and how to access reproductive and sexual healthcare, including information on providers, clinics, insurance coverage options, legal support, and more.
- Bridge the gap between evidence, capacity building, and action by documenting and disseminating lessons learned to the broader sexual and reproductive health, rights, and justice (SRHRJ) and cross-sector partners to help advance reproductive freedom.
- Respond to changing community needs and feedback by actively listening to the opinions, needs, and feedback of the members of the community and adjust plans, programs, and services accordingly.

## Objective #5

### A DEEP BELIEVER IN OUR PEOPLE AND BUILDING ANTI-OPPRESSION INTO OUR CORE.

To foster a sustainable, collaborative, and thriving organization that can serve as a model for the movement.

#### Strategies

- Measure the progress of our strategic plan against specific, measurable, achievable, relevant, time-bound, inclusive, and equitable (SMARTIE) goals. This tracking will be incorporated into our comprehensive annual planning process to ensure consistent progress towards the strategic plan.
- Regularly assess the results of activities, programs, and fundraising using qualitative and quantitative data, and apply lessons learned to improve performance and strengthen our impact.
- Strengthen equity-informed recruitment and retention strategies of staff and board against the staffing strategy in this strategic plan.
- Invest in strong tech and security to support effective hybrid working environments and to protect against digital harassment of staff, board, members, or partners.
- Continuously work to ensure that organizational policies and procedures reflect anti-oppression values (a social justice framework that seeks to create equitable systems and challenge inequitable power dynamics). Regularly review policies and practices to ensure they remain effective in promoting equity (Annex E).
- Broaden and deepen donation types and channels, to meet donors where they are and to build up the financing base necessary to meet our strategic goals.
- Create connections between organizations across the progressive movement to work toward shared goals, through sharing resources, best practices, strategies, solidarity, and tactics to support a cohesive movement that can effectively work together toward collective action.
- Collaborate with partners in new geographic spaces to ensure authentic value-add by Pro-Choice Washington with any expansion and to genuinely contribute toward supporting communities.



Anti-rights groups are also ramping up their investments in the Northwest. They recognize that we play a critical role in protecting rights for people across the country and are pouring resources into overturning seats and policies in our state.

Unfortunately, progressive funding is not keeping pace. And our team and partners face increasing physical and digital risks and are targeted by conservative lawmakers and hate group spokespeople. A detailed SWOT is included in Annex C.

XXXXXX

## RISK ANALYSIS

There are several risks to being able to realize this strategic plan to its fullest in the next five years. Pro-Choice Washington intentionally developed ambitious objectives because we believe in the necessity of scaling efforts to protect, restore, and expand rights and in the ability of this small but impactful organization to achieve its vision.

The primary risk is financial. Pro-Choice Washington is dependent on individual contributions. Shifts in the economy have an immediate and significant impact on people's ability and comfort with donating to nonprofit organizations. At the same time, our advocacy work makes it challenging to find bold corporate and private foundations willing to engage. Those that do tend to focus on crisis states rather than sanctuary states like Washington. This is changing but it makes year-over-year funding rare and difficult to secure. Pro-Choice Washington also believes its work and its successes, even with a small budget and team, speak for themselves and will continue to result in growing investments from the community.

Another risk is the national political landscape. The results of the 2024 Presidential election will have a significant impact on our ability to achieve our goals. There are unrelenting efforts to take away abortion, gender-affirming, and contraceptive rights for every single person in the US. The results of both the Presidential and state elections in 2024 will determine how this will play out.

## RESOURCING NEEDS

The success of this strategic plan depends on our ability to raise sufficient funding to both staff up appropriately and to maintain a high level of values-aligned team support and programmatic output.

In 2023, Pro-Choice Washington has a base budget of \$994,000 across the 501c3 and 501c4 organizations. Our full organization comprises seven full time staff members, four part time staff members, two part time contractors, 21 board members, 6 PAC board members, 3 fellows, 6 chapters, and 300 active volunteers across the state.

Our programs team currently includes our Deputy Director leading on political endorsements and PAC activities, Communications Director, Organizing Director, Digital Campaigns Coordinator, two Regional Organizers covering Northwest Washington and the Kitsap and South Sound regions, and two to three Fellows covering legislative session, election season, and PAC endorsements. The team also works directly with our Activist Chapters, the Troublemakers and student chapters, across the state on their community mobilization and direct advocacy efforts.

With a small budget and team, Pro-Choice Washington produces impactful work at a remarkably high rate but recognizes the urgent need to grow our team and programs to meet this critical moment. As a result, our goal is to increase our annual operating budget from \$994,000 to \$3,000,000 and to increase our staff from 7 to 13 by 2028 (Annex G).

## STRATEGIC PLAN IMPLEMENTATION AND OVERSIGHT

This strategic plan will be implemented through a detailed annual planning and budgeting process by the Pro-Choice Washington staff and board of directors. This process will break down our ambitious goals into achievable steps over the next five years.

Both the annual plan and the budget will include a "Base, Moderate, and High" model that allows for Pro-Choice Washington to be nimble in the face of inevitable political and financial changes. The implementation of this strategic plan will be overseen by the Executive Director and the Executive Committee of the Board of Directors from our 501c3 and 501c4 organizations.

This strategic plan will be formally reviewed on an annual basis with the full board of directors and staff leadership in a special strategic plan review session. The findings will be recorded and reported against the KPIs and objectives to help evaluate the progress of these goals. Specifically, variance reports will be used to inform staff activities and will be compiled and shared across board committees and staff departments. Annual progress reports will be published on our website and shared with key constituents.

## Thank You.

Thank you to the many people whose time, ideas, and truth helped shape this Strategic Plan. Thank you for the support of Global Health Visions, Sebramos, and Devi Consults, thank you to the many community members who lent their voices and perspectives, thank you to Sidney Field for her visual design, and thank you to the Pro-Choice Washington team and the Pro-Choice Washington Board.

Help us meet these ambitious goals and achieve our vision for a future where every person has complete reproductive and bodily autonomy.

[Donate Today!](#)

# Annex A

## INTERSECTING IDENTITIES, RACES, COMMUNITIES, GEOGRAPHIES, AND AFFILIATIONS THAT IMPACT ACCESS

People's overlapping identities, locations, and affiliations make them especially vulnerable to additional restrictions and barriers to getting the healthcare they need. We specifically consider the unique barriers, some of which are included below, in the development of our programmatic priorities and our approach to policy design.

### LGBTQI+

People who identify as lesbian, gay, bisexual, trans, queer, intersex, and/or other gender and/or sexual identities may have difficulty accessing reproductive healthcare because of stigma, bias, discrimination, and limited information about and within the health system. Several healthcare systems and insurance structures leave people who identify as LGBTQI+ out of reproductive services due to bias, as well as dis and misinformation. In some systems, gender-affirming care and fertility care for same-sex couples are prohibited or heavily constrained, including in religious hospitals. Each identity faces unique obstacles, and which may be exacerbated by overlapping barriers from race, affiliation, geography, and more.

### Immigrants

Immigrants may face language barriers, cultural barriers, financial barriers, and lack of access to health insurance making it difficult to access reproductive care. There are more limited resources available to immigrant communities, and due to some immigration statuses, they may be subject to additional regulations or restrictions that limit their access to healthcare or make them nervous to interact with the system. There is also may be bias and discrimination among healthcare systems and providers.

### Low income

People with lower incomes have difficulty accessing abortion services for several reasons, including limited access to medical care and transportation, financial constraints, and limited information about the availability of abortion services. Additionally, the cost of an abortion, traveling to care, securing childcare, etc. can be prohibitively expensive for people living with low incomes.

### Rural

People who live in rural communities may have difficulty accessing abortion due to limited healthcare centers and/or providers. Many rural areas do not have any abortion providers, so patients are forced to travel long distances to access abortion services. There may also be limited information sources and where and how to find care. Medication abortion and telemedicine have been a critical part of rural abortion care, including in Washington.

### Under- and Uninsured

People without any or with insufficient insurance may have trouble getting abortion care because it can be expensive and not all providers accept payment plans. Without insurance, individuals may struggle to cover the cost of an abortion.

### Black people

Black patients are more likely to be denied access to health care, receive lower quality of care, and have fewer options for care. There is also a long history of [reproductive coercion](#) that contributes to distrust of medical systems. Additionally, Black people are less likely to have [health insurance](#) and are more likely to face financial barriers to healthcare due to systemic economic inequities. Black women in the US also have a [higher maternal mortality rate](#) due to systemic racism and discrimination, lack of access to quality health care, and higher rates of certain health conditions. Implicit bias and racism in health care can create an environment that leads to lower quality of care for Black women, which can further increase their risk of maternal mortality. [Police violence](#) likewise impacts Black families' abilities to live safe and health lives.

### Indigenous people

Indigenous people face systemic barriers to accessing reproductive healthcare, including a lack of access to culturally competent and safe healthcare services, inadequate financial resources, geographic isolation, language barriers, and a history of discrimination from healthcare providers. Additionally, many Indigenous communities lack access to comprehensive health education resources and may be subject to restrictions from the Hyde Amendment, a legislative provision barring the use of federal funds to pay for abortion.

### People of color

Like Black and Indigenous communities, many people of color face systemic barriers to getting reproductive healthcare that include financial, language, cultural competence, bias and [discrimination](#), and information. There are several communities captured within this terminology, including [Asian American Pacific Islander \(AAPI\)](#).

### [Military and other federally funded health programs](#)

People in the military have trouble getting abortions due to the restrictions and regulations placed by the U.S. military. Generally, active-duty members are not allowed to get abortion care at military hospitals and clinics, and they are not eligible for abortion coverage through TRICARE, the military health system, due to the Hyde Amendment. Additionally, the availability of abortion services may be limited by their geographic location and the availability of providers in the area.

### [People with disabilities](#)

Depending on the type of disability, there may be physical or financial limitations to traveling to an abortion clinic, language barriers, or lack of access to reliable abortion information. Additionally, people with disabilities often face stigma and discrimination when seeking reproductive health care, including abortion. Additionally, some abortion clinics may not be fully accessible for people with physical disabilities due to a lack of wheelchair ramps or other accommodations.

### [People in larger bodies](#)

People in larger bodies may face discrimination from healthcare providers that make it difficult to get quality and complete reproductive healthcare. Contraceptives and other reproductive medical devices, procedures, and medications are [not typically designed](#) with people in larger bodies in mind, causing failures of care and potentially painful and traumatic experiences.

### [Young people \(under 18\)](#)

[Many states](#) now require minors to obtain parental or guardian consent before having an abortion and gender-affirming care – and [in Texas even to access contraceptives](#) - and/or require minors to have a judicial bypass, which involves a court review of the minor's decision to have an abortion without parental or guardian consent. This is particularly harmful in [dangerous or unhealthy home environments](#). There are also [financial and information constraints](#) that make it difficult for minors without their own income or insurance to get the care they need.

### [Parents/guardians of young people who need care](#)

Idaho has enacted [several laws](#) around bringing minors to other states for abortion and gender-affirming care. Laws like this significantly limit parents' and guardians' ability to make effective and safe healthcare decisions with their children, and they risk significant punishment.

“

*Even in political and economic uncertainty, we must be ambitious. We are at a crossroads for human rights and it is our responsibility to meet the moment.*

KIA GUARINO  
Executive Director, Pro-Choice Washington



# Annex B

## SUPPORT PRIORITIES

Pro-Choice Washington supports allied movement priorities that are critical for achieving our vision of a future where every person has complete reproductive and bodily autonomy, including expanding health equity, improving democratic processes, and building safe and healthy communities. Pro-Choice Washington follows the lead of brilliant partner organizations and amplifies both their work and priorities. Recent support priorities include, but are not limited to:

### Police Accountability

Violence perpetrated by police is among the biggest threats to healthy and safe Black families in America. Increased stress and trauma of structural racism for Black parents and families is linked with higher infant and maternal mortality rates. Black women are four times more likely to die from pregnancy-related causes than white women. To ensure that the voices of families and communities impacted by police violence are heard, we need to strengthen protections against police violence. Learn more with the [Washington Coalition for Police Accountability](#).

### Progressive Revenue

Washington has one of the least equitable tax codes in the country where low-income households are taxed at a higher rate than the wealthiest. Our tax code limits access to essential services, including affordable reproductive healthcare, other healthcare programs, good schools, and public transportation. We need to make sure the wealthiest Washingtonians and large corporations pay what they owe through taxes so we can fund schools, ensure quality healthcare for anyone who needs it, and provide stability for our families. Learn more with [Balance Our Tax Code](#).

### Health Equity for Immigrants

Immigrant communities and people of color need better access to health care coverage and services. Pro-Choice Washington will follow the lead of community leaders and impacted community members to learn more about their health care needs and what should be prioritized. In 2022, Washington state committed to providing a pathway to affordable health coverage for everyone by 2024. Learn more with [Washington Immigrant Solidarity Network](#).

### Expanding Doulas, Midwives, and Community Providers

The increased scope of community-focused providers, like midwives and doulas, helps improve access to care, continuity of care, and health outcomes for pregnant patients in Washington, particularly for rural and underserved communities. Learn more with [Surge Reproductive Justice](#).

### Ranked Choice Voting

This effort focuses on supporting local jurisdictions to use ranked-choice voting – an important step towards building a more equitable and representative democracy. Ranked-choice voting is a more equitable method of voting where voters may rank multiple candidates in order of preference. This voting method better captures the will of voters by eliminating the impact of vote splitting. It also has been shown to encourage more diverse candidates to run for office, increase voter participation, and reduce the cost of local elections for municipalities. Learn more with [Washington for Equitable Representation](#).

# Annex C

## SWOT ANALYSIS

<b>INTERNAL</b>	<h3>Strengths</h3> <ul style="list-style-type: none"><li>• Strong reputation on legislation, endorsements, and bridging partners</li><li>• Strong relationship with WA state government (AG, DOH, Governor’s Office)</li><li>• Nexus for interconnected issues</li><li>• Dedicated team members</li><li>• Effective and impactful leadership, including strong boards.</li><li>• Growing activist network and donor base</li><li>• Approximately \$180,000 endowment</li><li>• Independent from any affiliation so can be outspoken and bold, nimble.</li><li>• 50+ years of history and impact</li><li>• Troublemakers’ chapters</li><li>• Trusted research by fellows (CPCs, Shield Laws, Hospitals) used in Policy.</li><li>• Shaping the narrative toward more inclusive, community language.</li><li>• Coalition leadership and presence</li><li>• Values-aligned partnerships, vendors, policies, and practices.</li></ul>	<h3>Weaknesses</h3> <ul style="list-style-type: none"><li>• Limited to no multi-year funding</li><li>• Limited human and financial resources, especially in operations</li><li>• High burnout with such intense output and emotional topic</li><li>• Limited capacity to sufficiently engage new activists and donors.</li><li>• Outstanding liability (office)</li><li>• Compliance and security risks and incomplete virtual office systems in place</li><li>• Under-developed succession planning for staff and board</li><li>• Slow growth in endowment</li><li>• Slowdown in contributions post-Roe loss</li><li>• Still seen as traditional, and white-led by some organizations and activists.</li><li>• Capacity to support and grow chapters.</li><li>• Event and materials accessibility</li></ul>
<b>EXTERNAL</b>	<h3>Opportunities</h3> <ul style="list-style-type: none"><li>• Political &amp; social salience of abortion rights following Dobbs decision.</li><li>• Growing recognition of state-based orgs as essential for repro justice</li><li>• Growing recognition of Pro-Choice WA as a leader in this space</li><li>• WA as a progressive policy leader – influence/model for other states</li><li>• Supportive state universities</li><li>• Progressive state legislature</li><li>• 2024 national election</li><li>• Growing focus on local elections and municipalities</li><li>• National and local attacks on abortion access might maintain salience.</li><li>• Communications gap across/linking progressive issues.</li><li>• People are against abortion bans in Washington and across the US</li></ul>	<h3>Threats</h3> <ul style="list-style-type: none"><li>• Recent closures of repro organizations in PNW</li><li>• Reduction of Oregon capacity</li><li>• Inflation and global economic slowdown; Tech layoffs</li><li>• National abortion/contraceptive bans and other national attacks on rights (Mifepristone)</li><li>• Funders focused on national organizations and/or red states.</li><li>• Security threats to abortion providers, clinics, and staff</li><li>• Growing white nationalist money&amp; actions in Eastern WA and Idaho</li><li>• Constituent apathy or burnout</li><li>• 2024 national election</li><li>• Anti-abortion attempts to ban abortion in municipalities.</li><li>• Far-right candidates in hyper-local Spokane and rural races</li><li>• Health care provider and system burnout, staffing ratios, distribution across Washington</li><li>• Existing religious hospital restrictions on abortion, gender-affirming, end-of-life care</li></ul>

## Annex D:

### ISSUE PRIORITIES AND RECENT POLICY WINS (2018-2023)

Priority issues and legislation targets the systemic, structural, legal, and cultural barriers to accessing healthcare in Washington. These bills fall under Pro-Choice Washington's core advocacy focus and have a direct impact on our community. As a result, these bills receive significant Pro-Choice Washington resources, including staff time, communications support, and activism. Our policy priorities include addressing issues, in the context of compounding barriers mentioned in Appendix A:

#### Ending patient care denials and discrimination in healthcare systems

- Protecting Patient Care Act
- Protecting Pregnant Patients Act
- Keep Our Care Act

#### Reducing cost barriers by eliminating out-of-pocket costs and insurance gaps

- The Reproductive Parity Act (RPA)
- Health Equity Assessment Fee for Insurance Carriers
- Coverage for Gender Affirming Care
- Extending Postpartum Coverage
- Ending Cost-Sharing for Abortion Care

#### Strengthening provider safety, data privacy, training, and scope of practice to better reach communities

- Health Equity - Continued Anti-Bias Education for health care professionals.
- Affirm Washington Abortion Access Act
- Seattle Municipal Policies to Protect Abortion Patients and Providers
- Shield Law
- Protecting Provider Licenses
- Enabling Mifepristone Distribution by the Department of Corrections

#### Improving patient and resident safety, wellbeing, and privacy

- Domestic Workers Bill of Rights
- Paid Family and Medical Leave
- Maternal Mortality Review Law
- Establishing an Office for Independent Investigation
- Concerning Permissible Use of Force
- Seattle Municipal Policies to Protect Abortion Patients and Providers
- My Health, My Data Act

#### Increasing healthcare accessibility, availability, and quality

- Preventative Health Protections
- Eliminating Language Barriers to Charity Care
- Capital Gains Tax
- Working Families Tax Credit

#### Expanding the legal right to abortion, contraceptive, reproductive, and sexual care to include everyone regardless of age, race, identity, gender, location, income level, status, or affiliation.

- Reproductive Health Access for All Act
- Affirm Washington Abortion Access Act
- Health Equity for Immigrants

#### Driving public education and commitment to rights and bodily autonomy

- Seattle and Bellingham pass resolutions to protect bodily autonomy.
- Mandatory Comprehensive & Inclusive Sex Education & Referendum 90

#### Strengthening participation in civic society to ensure better representation

- Voting Rights Restoration

## Annex E

### ANTI-OPPRESSION PRACTICES

Pro-Choice Washington team and leadership has committed themselves to the integration of anti-racist and anti-oppression values into both organizational operations and into programmatic design and strategic visioning. Not only is this the fundamental value-system of our organizations, but operationalizing these values ensures that all identities are safe and welcome and supported within our institutional structures for the long-term.

#### Some recent actions include, but are not limited to:

- Analyzing and updating our staff personnel policies and benefits package against anti-racist human resources guide and toolkit, and to match gold standards for staff wellbeing.
- Developing transparent and consistent salary bands, which are annually updated and benchmarked against comparable in the highest cost-of-living staff location and increasing salaries by 30-40 percent.
- Creating standard title bands, job descriptions, and job postings (including salary information), and objective candidate review questions and evaluation matrices to reduce bias.
- Implementing annual surveys for both the board and the staff around satisfaction, safety, and representation to inform board growth and staffing strategies.
- Incorporating anti-racist and anti-oppression learning sessions monthly into team activities and into annual planning activities, which result in recommendations on how to operationalize the discussion outcomes into work and organizational structures.
- Uplifting partners to our membership, securing large grants that allow us to share data and resources, to ensure our position of influence is used to support others.
- Partnering or contracting with women-run, Black-run, and/or union run businesses.

“

*You all are leaders. [Pro-Choice Washington] and individual staff members are a good mix of assertive while keeping an eye out for various communities. [Pro-Choice Washington] keeps individuals in mind while working for the greater good of the community.*

ANONYMOUS

Interview from Community Engagement Process



# Annex F

## SMART GOALS AND KPIS

### Objective 1

To build an exemplary and proactive policy environment that ensures everyone has equitable access to complete abortion, sexual, and reproductive healthcare information, and services, through the shaping of legislation.

- By 2024, Pro-Choice Washington successfully champions the passage of a comprehensive health data protection bill.
- By 2024, Pro-Choice Washington establishes a medical provider advisory committee to inform policies and strengthen advocacy.
- By 2024, Pro-Choice Washington advances model policies that protect patients, providers, and ‘helpers’ from hostile state and hate group actions.
- By 2025, Pro-Choice Washington establishes a community input process to formally incorporate into policy design to ensure relevance and impact.
- By 2026, Pro-Choice Washington successfully champions the passage of the Keep Our Care Act or equivalent holding health system mergers accountable.
- By 2026, Pro-Choice Washington explores the options for channeling state dollars to indigenous healthcare in Washington state in line with their expressed needs.
- By 2026, Pro-Choice Washington supports the channeling of state dollars to more abortion clinics for capacity building in Washington state.
- By 2027, Pro-Choice Washington successfully champions the passage of a comprehensive policy that prevents hospitals from restricting care in Washington.
- By 2027, Pro-Choice Washington successfully champions comprehensive protection campaigns and policies to reduce the harm of Crisis Pregnancy Centers.
- By 2028, Pro-Choice Washington works with partners to enshrine the most protective language possible through all levels of government for the full range of reproductive, sexual, and abortion rights in Washington.

### KPIS

**Number of Policies Changed:** The number of policies that have been changed or replaced.

**Policy Adoption Rate:** The rate at which policies are adopted by stakeholders.

**Implementation Time:** The amount of time it takes for a policy to be implemented.

**Cost Savings:** The amount of money saved by implementing a policy.

**Compliance Rate:** How well organizations, individuals, and institutions adhere to the policy.

**Public Satisfaction:** The level of satisfaction among those affected by the policy change.

**Impact on Policy Goal:** How much the policy change has impacted the goals it was designed to address.

### Objective 2

To support the election of abortion and social justice champions at all levels of government to drive change from the ground-up and build to a supermajority in the legislature.

- By 2024, Pro-Choice Washington develops a federal campaign engagement strategy.
- By 2024, Pro-Choice Washington determines a pathway for hiring a dedicated PAC staff position.
- By 2024, Pro-Choice Washington develops a strategy for raising at least \$75,000 for our state PAC to power a key candidate in the 2027 or 2028 elections.
- By 2024, Pro-Choice Washington launches a successful program to convert voters in key communities and districts in support of social justice and abortion rights candidates.
- By 2025, Pro-Choice Washington designs and implements a pipeline strategy to recruit, train, and support community and activist leaders to run for key local and state races.
- By 2025, Pro-Choice Washington develops a field engagement growth strategy.
- By 2025, Pro-Choice Washington engages in a coordinated and collaborative endorsement process across progressive partners.

- By 2025, Pro-Choice Washington develops a voter turnout strategy in 2-3 key districts in Washington state.
- By 2027, Pro-Choice Washington implements a voter turnout strategy in key districts that is specific to engaging communities, measured by increased voter turnout.
- By 2028, Pro-Choice Washington builds a strong culture of civic engagement by increasing the participation of community-based organizations like Troublemakers and student activist chapters in electoral actions.
- By 2028, Pro-Choice Washington works with partners on the ground to determine a pathway for supporting key local races in Idaho.

## KPIS

**Voter Turnout:** The number of voters that turn out to vote in an election for those candidates.

**Number of Volunteers:** The number of people volunteering to help with an election campaign.

**Fundraising & Dispersed Amount:** The total amount of money raised and spent by PAC in an election campaign.

**Voter/Community Engagement:** The number of interactions with voters (phone calls, door-knocking, etc.) during an election campaign.

### Objective 3

To create an enduring and intergenerational reproductive freedom movement by engaging and elevating local activists.

- By 2024, Pro-Choice Washington publishes activist chapters' description and model documents on our website to help others scale and to highlight chapter program and impact.
- By 2024, Pro-Choice Washington develops and implements our partnership development strategy for supporting and engaging allied movements in shared objectives.
- By 2024, Pro-Choice Washington publishes its Fellowship model and highlighting the impact, including their research and presentations, on our website (library) and distributed nationally.
- By 2024, Pro-Choice Washington translates its website and key documents into at least one language aside from English, based on feedback, to increase accessibility.
- By 2025, Pro-Choice Washington packages and publishes its educational materials (storytelling, five fingers, etc.) on how to lobby for social good on our website to increase civic engagement.
- By 2026, Pro-Choice Washington determines a pathway for a structured youth (18 and under) engagement program.
- By 2026, Pro-Choice Washington develops its strategy to build a deep canvass program into every key legislative district, managed by regional organizers.
- By 2027, Pro-Choice Washington establishes strong partnerships with Medical Students for Choice, Nurses for Sexual and Reproductive Health, and Nurses for Choice.
- By 2028, Pro-Choice Washington establishes student activist chapter representation at all community colleges in Washington state.

## KPIS

**Chapters Models:** Number of organizations who have accessed our Troublemakers and student chapter model documents.

**Partnerships:** Number of new and strong partnerships established as part of our partnership development strategy.

**Publications:** Number of research pieces published from our Fellowship program.

**Accessibility:** Website and key documents translated into at least two non-English languages.

**Material Distribution:** Number of educational materials packages distributed. **Youth Engagement:** Number of young people engaged through our youth engagement program.

**Deep Canvass locations:** Number of deep canvass programs in key legislative district. Number of community colleges with representation.

**Leadership development:** Number of leaders trained through chapter programs.

## Objective 4

To be the go-to, trusted source of information that advances abortion rights, healthcare access, and social justice.

- By 2024, Pro-Choice Washington is the go-to organization for partners and legislators on issues related to health system mergers and denials of care in Washington.
- By 2025, Pro-Choice Washington determines impact of 'pro-choice' in name on relative trust and partnership opportunities.
- By 2026, Pro-Choice Washington establishes a blue-state coalition across the US to help develop the proactive playbook.
- By 2026, Pro-Choice Washington designs an impactful campaign or application on where and how to navigate abortion care based on availability, policies, and CPCs.
- By 2026, Pro-Choice Washington hosts national conference on activism and abortion rights, in partnership with key coalition members across the Northwest.
- By 2027, Federal leaders proactively engage Pro-Choice Washington in at least five meaningful educational forums and personal meetings on reproductive freedom issues.
- By 2028, Pro-Choice Washington publishes a study with university partners on broad impact of anti-rights policies.
- By 2028, Pro-Choice Washington is featured in a national documentary or news series as a leader in reshaping the abortion narrative toward positivity and justice.

### KPIs

**Legislator Engagement:** Number of legislators engaging with Pro-Choice Washington, defined as participation in Pro-Choice Washington legislative session pre-briefings and training, proactively sharing Pro-Choice Washington materials with constituents, sponsoring, or buying a table at Moving Mountains, speaking at Pro-Choice Washington rallies and events, inviting colleagues/hosting a caucus within a caucus, and proactive outreach for collaboration.

**Media Placement:** Number of favorable stories and/or LTEs published in national and local media featuring Pro-Choice Washington staff and/or activists.

**Membership Growth:** Number of members gained.

**Expansion:** Number of geographic expansion points in Washington and across the Northwest. Number of states utilizing Pro-Choice Washington's campaign on navigating abortion care.

**Public Forums:** Number of public forums featuring Pro-Choice Washington with federal leaders.

**Engagement:** Number of people viewing the documentary/news series.

**Public Support:** Percentage of public support for abortion rights, measured by polling and surveys.

## Objective 5

To foster a sustainable, collaborative, and thriving organization that can serve as a model for the movement.

- By 2024, Pro-Choice Washington leads the establishment of the State Abortion Access Network to support organizational sustainability and reduce operational burdens (shared licenses for operational platforms, research and sub-grants for HR best practices, insurance, and other platforms, shared pro-bono legal services, etc.).
- By 2024, Pro-Choice Washington builds a clear leadership pipeline for board and staff, and institutionalized succession planning.
- By 2024, Pro-Choice Washington formalizes our process for continuing to uplift and amplify smaller social justice organizations to our network through communications programming and through partnership engagements in events and meetings.
- By 2025, Pro-Choice Washington develops a ground-up strategy for geographic expansion within Washington and the Northwest that is rooted in equity and prioritizes actual community needs.
- By 2025, Pro-Choice Washington brings our endowment(s) to at least \$750,000 to support the next generation of activists.
- By 2026, Pro-Choice Washington boards and staff are fully engaged and reflective of communities in our priority geographies (based on data).
- By 2026, Pro-Choice Washington has a clear and established professional development and mentorship program for staff, fellows, and activists.

- By 2027, Pro-Choice Washington scopes a re-granting program for smaller social justice partners, specifically community-based organization.
- By 2028, Pro-Choice Washington has a fully funded, sustainable annual operating budget across both organizations of at least \$2 million.
- By 2028, Pro-Choice Washington has fully incorporated anti-oppression principles and practices throughout the operating structures of the organization and implemented an MLE practices for ensuring constant growth.
- By 2028, Pro-Choice Washington is fully staffed against equity-informed staffing strategy.

## KPIS

**Amplification:** Number of smaller social justice organizations amplified. Number of leadership pipeline programs created. Regrant program launched.

**Funding:** Number of grants secured. Amount of endowment raised. Amount of operating budget achieved.

**Board:** Percentage of board and staff reflective of priority geographies.

**Team:** Number of professional development and mentorship programs created for Pro-Choice Washington team.

**Anti-Oppression:** Number and consistency of anti-oppression principles implemented.

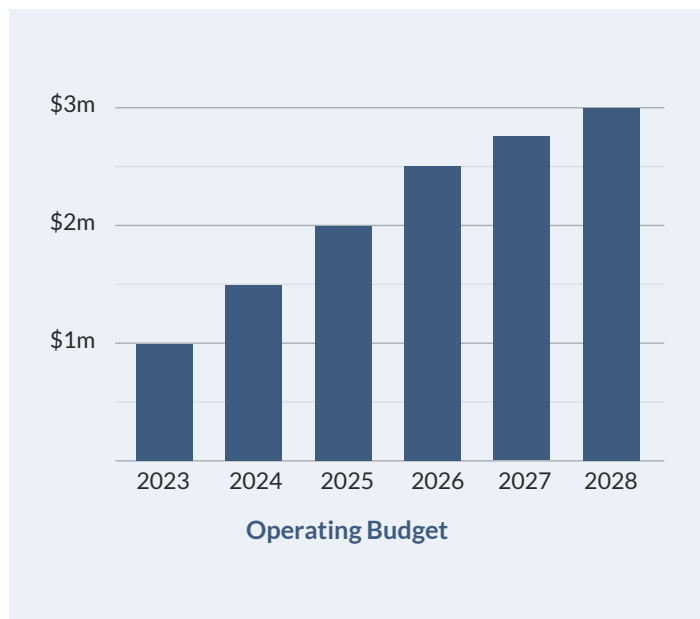
**Learning:** Number of MLE practices implemented.

**Staffing:** Number of staff members hired against equity-informed staffing strategy.

# Annex G

## RESOURCING NEEDS (2023-2028)

The success of this strategic plan depends on our ability to raise sufficient funding to both staff up appropriately and to maintain a high level of values-aligned staff support and programmatic output.



## NEW STAFF POSITIONS & OBJECTIVE SUPPORT

### 2023

- Tech Support (Contract; Objective 5)

### 2024

- Operations Director (Objective 5)
- Regional Organizer (Spokane; Part Time; Objectives 1, 2 & 3)
- Political & PAC Manager (Objective 2)
- Dev Manager (Objective 5)

### 2025

- Comms Manager (Objective 4)
- Organizing Manager (Objectives 1, 2 & 3)
- Bookkeeper (Objective 5)

### 2026

- Dev Coordinator (Objective 5)
- Executive Assistant (Objectives 4 & 5)
- Regional Organizer (SW WA; Part Time; Objectives 1, 2 & 3)

### 2027

- Comms Coordinator (Objective 4)
- Dev Director (Objective 1)
- Volunteer Coordinator (Part Time; Objectives 1, 2 & 3)

### 2028

- Additional Regional Organizers (Objectives 1, 2 & 3)