

Making a Difference and Saving Lives for over 40 Years



Strategic Plan

FY2023 - 2026



Thank you to all our supporters, donors,
volunteers, and employees for all that you
do to support our important mission.

Your support matters,
makes a difference, and saves lives!



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DOVE's Mission

Hope, healing, safety, social change.
Working together to end domestic and partner violence.

Vision

A community unified in peace, justice, and equity,
for the safety and well-being of every individual.

Statement of Welcome & Affirmation

DOVE welcomes refugee and immigrant survivors both documented and undocumented; people with disabilities; people who are D/deaf or hard of hearing; BIPOC (Black, Indigenous, and other People of Color); LGB, Queer, Trans, and Non-Binary individuals; people of all religion and faith beliefs; and individuals whose first language is not English. DOVE welcomes people of all identities, including those not named.



The DOVE FY2023 - 2026 Strategic Plan was developed during 2021 - 2022 to cover the operating period July 1, 2022 through June 30, 2026. The Strategic Plan was approved for adoption by the DOVE Board of Directors via a vote at its May 2022 meeting, and recorded in the meeting minutes. As President of the DOVE Board of Directors, my signature affirms the Board of Directors' approval for adoption of the FY2023 - 2026 Strategic Plan.

A handwritten signature in black ink that reads "Kadesh Simms".

Kadesh Simms Conroy
President, DOVE Board of Directors

About DOVE



DOVE was established in 1978 as a result of the committed efforts of a number of volunteers. Members of the Quincy Mayor's Commission on Women identified battering/spousal abuse as an issue of concern, and determined the need for a hotline, shelter, and legal advocacy program for battered women in the community. Concerned community residents worked together with the Commission as well as the St. Boniface Church, Germantown, Quincy City Hospital, Quincy Police Department, the Offices of the Norfolk County District Attorney, and Norfolk County Probation to establish DOVE's shelter and hotline. Volunteers through St. Boniface Church initially covered the hotline beginning in July 1978; it is now staffed 24/7 by trained individuals who have completed DOVE's 35-hour domestic violence training. In September 1978, DOVE opened the first domestic violence shelter on the South Shore. The Legal Advocacy Program also began in 1978.

DOVE received its designation as a 501(c)(3) charitable nonprofit organization by the IRS in 1979. The next year, further supportive services were provided to shelter residents, and in 1981 DOVE purchased the current shelter building. DOVE's services and community presence expanded in 2003 with the creation of the Community-Based Services & Outreach Office, now called the Community Advocacy & Prevention Services Office.

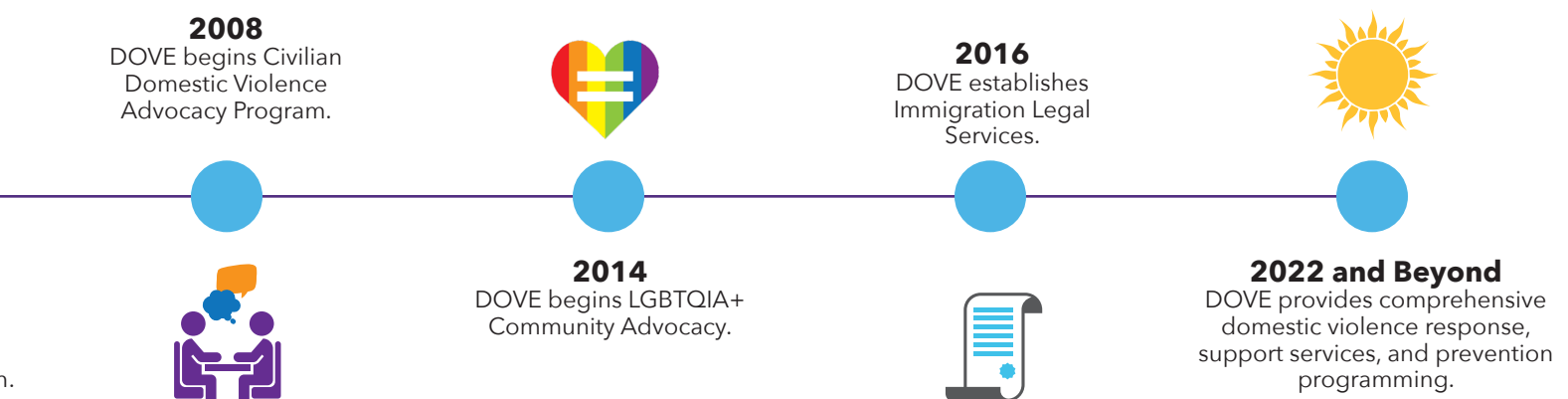
In 2004, DOVE expanded its outreach and prevention services by launching YouthSpeak, DOVE's healthy relationships and dating violence prevention youth education program. The program is now operational annually in approximately 15 high schools and eight middle schools.



In the fall of 2008, DOVE added a Civilian Domestic Violence Advocacy Program, with an Advocate serving the Quincy and Randolph Police Departments. The program has grown to include eight police departments, with Advocates providing direct outreach to victims in “domestic incident” calls to which the police respond. Additionally, an Advocate conducts a weekly psycho-education group on Healthy Relationships with female offenders, many of whom are also victims of domestic violence, in the Norfolk County Community Corrections Program.

In 2018, DOVE added a Children & Youth Services Program, in which a staff clinician provides long-term therapeutic intervention services for youth ages 3-18, and also connects with the non-offending parent to assist with healing and strengthening relationships with the children following abuse. The Children & Youth Services Program works closely across DOVE’s various programs and with external child-focused systems such as schools, the Department of Children and Families, and other therapeutic supports.

Since its inception, DOVE has sheltered nearly 5,000 families, answered more than 50,000 calls through its 24-hour hotline, and served over 5,000 clients through its community-based advocacy and legal services.



Our Strategic Planning Process



This four-year strategic plan was co-created and informed by the DOVE Board of Directors, staff, and an array of community stakeholders and partners through an interactive planning process spanning nearly 12 months. We performed a thorough environmental analysis, conducting interviews, focus groups, and surveys with key stakeholders. We heard the perspectives and feedback of members of the board, staff, survivors, previous employees, donors, and community-based and governmental partners, among others. We utilized this feedback to shape five key goals that will lead our work over the next four years. Most importantly during this process, we will work in partnership and coalition with organizations committed to these same goals of uplifting the voices of those who have been traditionally marginalized or silenced. Over the next four years, DOVE will look to this strategic plan to guide our work and keep us focused, especially in times of uncertainty.

Five key goals that will lead our work over the next four years.



Equity Statement

DOVE provides comprehensive services to support our clients and their children to facilitate healing after the experience of abuse and trauma. We help survivors meet their most urgent and immediate human needs in times of crisis as well as plan for longer-term safety and stability. Additionally, we help our clients renew their hope for the future and envision a life full of possibility.



National and local data show greater domestic and/or sexual violence disparities among the following populations: Black women; immigrants; people who are lesbian, gay, bisexual, queer, and/or transgender (LGBTQIA+); people with disabilities; and rural community members. We know that systemic, historical, and interpersonal racism are forms of acute and chronic trauma, from which many of our clients are attempting to heal. We also understand the deep-rooted intersectionality of racism and other systems of oppression with domestic and sexual violence.

To achieve better outcomes for our clients and be the change we wish to see in our society, we know we have work to do – in the workplace culture we foster, the services we provide, and the people we reach.

To that end, DOVE commits to:

1. Ensuring representation of a broad spectrum of perspectives and voices throughout our organization. We will continue to build and maintain a talented, diverse staff, leadership team and board committed to anti-racism and grow the capacity of our team to advance equity and social justice.
2. Intentionally adapting how we deliver services to reach communities with a greater risk of experiencing domestic and/or sexual violence. We will more effectively connect with and engage communities facing the greatest disparities, especially individuals who identify as Black, Indigenous, and other People of Color (BIPOC), LGBTQIA+, and people living with disabilities. We will address and remove barriers to accessing and receiving services, whether they be cultural, linguistic, geographical, or other. We will support survivors in our care to heal from the impact of trauma and oppression.
3. Using the power of our public role to advance equity and social justice and emphasize the connection between racism and other systems of oppression with domestic and sexual violence. We will work in partnership and coalition with organizations committed to these same goals of uplifting the voices of those who have been traditionally marginalized or silenced.

¹ LGBTQIA+ is an abbreviation for LGBTQIAAP, which stands for Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Allies, Asexual and Pansexual.

Mission, Vision, & Values



Mission

Hope, healing, safety, social change. Working together to end domestic and partner violence.

Vision

A community unified in peace, justice, and equity, for the safety and well-being of every individual.

Values

Anti-oppression. We understand that domestic and sexual violence are rooted in white supremacy, patriarchy, and economic oppression. We engage in efforts to dismantle these systems at all levels as we work toward liberation.

Being bold and taking risks. Inspired by survivors, we strive to be courageous in taking action with and for survivors, staff, and community.

Connection. We value building authentic relationships with each other and being in solidarity with survivors and community partners.

Culture of learning and growth. Together we learn, grow, and inspire one another to create a more just and equitable world free of violence.

Empowerment. Through collaboration and mutual respect, we promote self-determination and lift up our communities' voices.

Integrity. We are committed to our mission, vision, and values, and embrace a culture of accountability when we act outside of them.

Statement of Welcome & Affirmation

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Hope • Healing • Safety • Social Change



Goals & Strategies



GOAL 1: Develop a culture that embraces diversity of opinion, transparency, and accountability, consistent with DOVE's values.

- A. Clarify organizational processes around decision-making and accountability
- B. Establish and integrate concrete processes for addressing conflict and harm
- C. Create and strengthen practices that promote open communication, productive dialogue, and understanding of varied viewpoints

GOAL 2: Ensure that recruitment, hiring, onboarding, and development of staff and board promote diversity, equity, and inclusion.

- A. Build and maintain a diverse pool of candidates through targeted networking
- B. Develop an unbiased hiring and selection process
- C. Create justice and equity-focused training and development plans for staff and board
- D. Establish succession plans for staff and board that reflect a commitment to justice and equity

GOAL 3: Strengthen our long-term financial stability to ensure that DOVE can effectively execute its mission.

- A. Broaden and deepen current donor relationships
- B. Attract diverse individual and organizational donors through strategic and intentional contacts
- C. Articulate a clear case for support that describes DOVE's important work and invites donors to increase their investment
- D. Increase revenue from private foundation grants
- E. Establish a term endowment with a \$1M donor gift

GOAL 4: Adapt DOVE programs and services to be more responsive to the needs of the diverse communities and survivors in our catchment area.

- A. Identify the varying needs of survivors and communities and tailor services accordingly
- B. Ensure that outreach and communications are accessible
- C. Expand outreach and services to under-resourced communities
- D. Grow connections to resources that help establish survivor independence and safety

GOAL 5: Acquire a new property to modernize and expand shelter capacity and potentially co-locate other services.

- A. Define program needs and corresponding building requirements
- B. Establish a team to identify potential properties
- C. Assess donor portfolio and conduct feasibility study
- D. Launch a capital campaign to raise necessary funds
- E. Secure building and operationalize



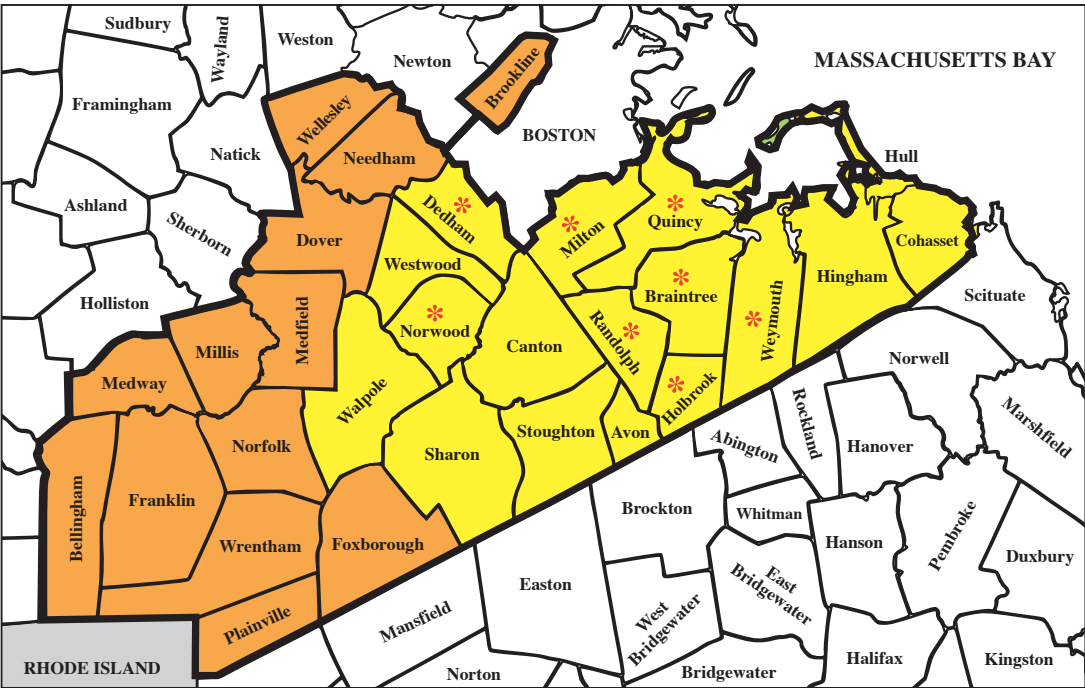
Reaching, Expanding, Caring

Implementation



DOVE aims to fulfill our mission and live up to our values through the advancement of these goals and strategies over the next four years. The Board of Directors and senior leadership will actively use the plan to guide our work and will assess progress at regular intervals, measuring performance against set targets. While we intend to achieve our five goals, we acknowledge that our plan is a living and breathing document that will need to be adjusted along the way to account for changes in the environment in which we operate.

Areas we serve



Avon	Holbrook*	Sharon	DOVE's Primary Catchment Area
Braintree*	Hull	Stoughton	Towns that DOVE's Legal Advocacy Program Serves
Canton	Milton*	Walpole	* Civilian Advocates present in Local Police Departments
Cohasset	Norwood*	Westwood	
Dedham*	Quincy*	Weymouth*	
Hingham	Randolph*		

Many thanks to all of the people who contributed to this document.

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Carol Johnson

Rachel Winkeller



Your Support Matters!



Working together to make a difference,
to save families, and lives.



DOVE's 24-Hour Hotline: 1.888.314.DOVE (3683)
Community Advocacy & Prevention Services Office: 617.770.4065
P.O. Box 690267, Quincy, MA 02269 | www.dovema.org

