



STRATEGIC PLAN 2023-2025

Purpose: The DSVS Strategic Plan serves to clearly convey the organization's goals for the next three years (2023, 2024, and 2025). It is a tool used primarily by staff and board members as a roadmap of our mission, identifying the best likely routes, identifying partners and resources, and selecting benchmarks to evaluate our progress in achieving that mission. Internally, the Strategic Plan will inform how DSVS prioritizes opportunities and mitigates threats. It serves as a living document that the organization will regularly review and revise, as evaluation data becomes available and is analyzed. Externally, this Strategic Plan can be shared with funders, partner organizations, and supporters to demonstrate a commitment to transparency and community accountability. It is assumed that more detailed work plans for accomplishing each specific goal will be created as necessary by staff or board members as appropriate.

Desired Outcomes of Executing the DSVS Strategic Plan:

- Demonstrate strategic flexibility and capacity to achieve goals in support of the DSVS mission and vision
- Communicate our goals clearly to staff, board members, donors, and the public
- Review our goals regularly to ensure they are in alignment with our organizational values
- Build upon DSVS's reputation as a socially and financially responsible organization
- Instill confidence in staff, board members, stakeholders, and the public for DSVS's future
- Uphold our commitment to the just exercise of power and the disruption of oppression

Overall Strategic Planning Philosophy (Theory of Change):

After 23 years, DSVS is clear about our approaches to ending violence in our community: Our contributions to this important work fall into three categories:

1. Direct Services
2. Education
3. Coordinated Community Response

Our Theory of Change rests on these three approaches, and we believe they offer meaningful impact on ending violence because they embody our values as an organization, empower survivors, and foster healthy relationships.

DSVS Vision: We envision a world where violence is no longer a part of our lives

DSVS Mission: to empower those impacted by violence and foster healthy relationships

DSVS Organizational Values:

Collaboration Safety Equality Empowerment Integrity Connection Hope

Overall Strategic Planning Guidelines:

Regular Review & Adjustment: This plan will be reviewed at least quarterly by the staff and the board of directors and adjusted based on new information, evaluation of projects and changes occurring both internally and externally. All work plans will be based on the goals set forth in this document, and staff and board members will be able to immediately connect their daily work to the mission and the values of DSVS.

Values Driven: The goals set in this Strategic Plan are directly connected to our values as an organization. The Strategic Plan is meant to directly connect the daily work of DSVS to the mission and our values.

Acknowledges Capacity: The Strategic Plan is meant to both acknowledge the current capacity of DSVS as well as aim for increasing or adjusting capacity to meet the goals established for the next three years. To this end, this document identifies work that we can accomplish with excellence with current staff expertise and resources (and partner relationships in the community) and identifies where DSVS will need to grow capacity to effectively meet new challenges. Identifying these capacity needs will directly inform fundraising targets for DSVS and will help DSVS Co-Directors and board of directors make prudent financial decisions.

Failure is Essential to Meaningful Progress: This Strategic Plan is not alone a measure of the success or failure of DSVS as an organization. Instead, it is meant to identify goals DSVS will pursue for better addressing our mission, with the understanding that there are multiple possible avenues for achieving each goal. Some possible avenues will succeed and others will fail, and in the process, the organization will continue to learn. DSVS values this learning and commits to sharing what we have learned from both our successes and our failures, as we believe this demonstrates integrity as a nonprofit and is vital to our success, the success of other domestic violence advocacy organizations, and all nonprofits, generally.

Organizational Health

Goals:

1. Create equity and sustainability for employees within our organization and environment
2. Maintain the culture of group decision making
3. Cultivate a healthy board culture
 - Maintain our current model of monthly board meetings and committee involvement
 - Actively engage in educational opportunities and professional development
 - Seek out opportunities to engage others in the activities of DSVS
 - Examine policy that supports equity and sustainability for employees

Organizational Health Assets

Human

Expertise & Commitment of our Board of Directors
Motivation for Change
Compassion
Prioritizing professional development
Professional relationships
EIJ Expertise (Aja Osita)

Cultural

Norms of Collaboration
Trust & Reputation/ High Standards of Excellence
Transparency
Legacy & Solid Foundation
Some Policies & Procedures
Environment

Technological

Open Communication

Financial

Abundant Funding
Benefits Package, some pay improvements

What we are currently doing well in support of our goals:

- Formation and regular meetings of JEDI task force
- Reinstatement and engagement of Board Committees
- Sharing power in decision-making
- Establishment of diversity matrix for organization
- Annual self-review of Board of Directors
- Fiscal transparency and reporting
- Emphasis and investment in professional development

What Organizational Health Needs exist to accomplish our goals:

- Equity Audit (JEDI task force)
- Increased Board Membership
- Recruitment and retention of employees and volunteers
- Updated policies to support organizational values
- Funding for continued professional development
- Increase knowledge on diversifying donor pool
- Messaging for 25th Anniversary

What practices / conditions are currently out of alignment with our values:

- Lack of pay equity / proper compensation
- Lack of wellness policy / longevity recognition
- Lack of diversity within DSVS (staff, board, volunteers)
- No intentional inclusion of those who have experienced violence or used DSVS services in evaluation of policies and procedures
- Lack of mentoring program for new board members

Direct Services

Goals:

1. Design and utilize better metrics and evaluation tools
2. Improve Helpline coverage and quality
3. Continue quality client-based advocacy
4. Broaden accessibility of services and expand outreach
5. Address disparities in continuum of care for clients (financial, especially)
6. Collaborate with other DV organizations on communicating with funders

Direct Services Assets

Human

Organizational expertise, experience, and skills

Volunteers

CCR partners

Physical

Facilities

Sign

Billboards

Home Again

Cultural

Established systems in place

Helpline

Upholds confidentiality

Trust and reputation

Our mission, communication, and clarity

Quality of services

Longevity of organization

Technological

Osnium

Financial

Funding (LAV)

Long term funding partnerships

What are we currently doing well in support of our goals:

- Client-based advocacy
- Confidentiality
- Physical spaces
- Fiscal transparency and reporting
- Disrupting hopelessness
- Sharing of power in decision-making
- Explicit boundaries
- Holding staff to a high standard
- Demonstrating compassion
- Engagement in human services

What Direct Services Needs exist to accomplish our goals:

- Metrics expertise / How to track outcomes when no definitive “exit”
- Expanded volunteer capacity
- Provide services / referrals for those with past victimization
- Improved messaging – including sign for Stillwater office with ##
- Larger space for Home Again
- Improved wrap around services and follow through / follow up
- Standard of services / set of criteria for eligibility
- Expanded geographical accessibility for services for clients

What practices / conditions are currently out of alignment with our values:

- Current TH program is restrictive, disempowers clients, lacks rurality
- Gap in services between first three months and full 2 year program
- Ill-informed funders dictating program outcomes
- Growing population requires more flexibility and services for clients
- Lack of tracking outcomes for clients / referrals / those outside our service area
- Lack of direct services for addressing past trauma

Education

Goals:

1. Prioritize prevention education (at no cost) in our service area
2. Update and make accessible all prevention education materials
3. Fulfill technical assistance relationships and commitments

Education Assets:

Human

Mentors

Conscious Discipline expertise (Moe Kampfe)

Great relationships with school districts

Staff expertise, experience, skills

Prevention Education Consortium

Physical

Power Up, Speak Out! curriculum

Cultural

Established “train the trainer” model

Reputation of excellence

Technological

New website

Financial

Funding sources and community financial support

What are we currently doing well in support of our goals:

- Parenting Classes
- Sharing power in decision making
- Recognizing our limits / capacity / “lane”
- Fiscal transparency
- Approachable
- Disrupting hopelessness
- “Your work matters” messaging for educators
- Moving mentoring to a “train the trainer” model

What Education Needs exist to accomplish our goals:

- Additional Educator
- Prioritize our service area and communicate that priority effectively
- Curriculum update
- Fidelity and tracking tools for *Power Up, Speak Out!*
- Increased number of mentor volunteers
- Improved and consistent Training
- Added community outreach
- Expertise to assist with representation of all populations (DEIJ)
- Adjust to accommodate different learning styles
- Improved messaging for schools / explicit boundary setting
- Metrics expertise and improved evaluation tools
- Better communication re: how / when / where available
- Benchmarks for Capacity Limit – identifying when we say no
- Teach healthy relationships to adult community members

What practices / conditions are currently out of alignment with our values:

- Business plan for PUSO restricts access to materials / has fee
- Delivery outside our service area / not adaptive / 1X purchase / static involvement
- Growing population requires more flexibility with DSVS education
- Poor Communication - confusion about our scope of services
- Overall capacity not yet enough for our desired impacts

Coordinated Community Response

Goals:

1. Develop and execute consistent CCR partner training
2. Design and utilize better metrics and evaluation tools
3. Nurture current relationships and foster new ones

Coordinated Community Response Assets:

Human

Excellent partner relationships
SANE Transportation network
Systems response expertise, knowledge, and understanding

Physical

Praxis training materials

Cultural

Annual AIR Agreements
Trust and reputation
Organizational knowledge and skills
Generated wrap-around response

Technological

referral@dsvsmontana.org
Coalition membership

Financial

Secured funding (short-term)

What are we currently doing well in support of our goals:

- MOUs with partners
- Confidentiality
- Investing time and energy into our partners – relationship building is empowerment
- Shared power / recognizing leadership
- Listening to partners and clients and incorporating feedback
- “Your work matters” messaging for partners

What CCR Needs exist to accomplish our goals:

- Additional capacity (training) and relationship building
- Metrics expertise and improved evaluation tools
- Offer a library of trainings / training materials
- Improved messaging
- A blueprint for CCR partners – how to partner with DSVS
- Forming / maintaining diverse relationships (JEDI work)
- Standard / consistent training for partners

What practices / conditions are currently out of alignment with our values:

- Lack of collaboration with other DV orgs on changing funder expectations / conveying the reality of the work
- Existing services that need better support (mental health, etc.)
- Lack of tracking outcomes for referred services to partners / re-engaging clients after referral