



National Domestic Violence Hotline

STRATEGIC PLAN 2019-2021

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Prepared by



Introduction

The National Domestic Violence Hotline (the Hotline) embarked on a strategic planning process in May 2018 to determine organizational direction and set strategic priorities for the next three years. The main objective of the process was to review and update the last strategic plan completed in May 2016 and develop new strategies that align the Hotline's vision and operational model, and outlines a plan for interconnected actions providing a roadmap toward the fulfillment of its mission. The Hotline required a strategic plan that would: create momentum and achieve strategic clarity; attract deeper funding and determine resource implications; filter future decisions and set strategic priorities; be a management, implementation, and performance measurement tool; and allow the Hotline to maximize its impact.

The Hotline engaged the services of Barretto Consulting LLC to facilitate the formal strategic planning process. Over the next eight months, Barretto Consulting met with members of the Hotline's Executive Leadership Team, the Strategic Planning Committee, and its Board of Directors.

The process launched in May 2018. Barretto Consulting conducted initial interviews with key members of the Executive Leadership Team and the Board of Directors to identify crucial issues and opportunities facing the organization to develop the agenda for the strategic planning retreat. Barretto Consulting also reviewed and analyzed materials (including mission and vision statements, program descriptions, literature, relevant financial reports and audits, and other documents) at this time.

In May 2018, Barretto Consulting facilitated a two-day strategic planning meeting with members of the Executive Leadership Team and a formed Strategic Planning Committee in Austin, Texas, that launched the project, provided an overview of the strategic planning process, revisited and reconfirmed the organization's mission and vision, and determined priority areas and key strategic questions. The meeting also prepared the Committee to take on market research to answer those key strategic questions.

The Need for the Hotline is Greater Than Ever

In June 2016, the Hotline answered its four millionth

contact. That contact represented one of four million interactions that advocates from the Hotline have had with those affected by relationship abuse in the two decades of its existence. While that number signifies the unfathomable number of people in need, it also reflects the enormous courage of each to seek help and guidance.

The last three years have seen the Hotline launch various initiatives to improve and ensure its ability to provide assistance to every contact. It created loveisrespect as a resource for youth in preventing dating abuse. It expanded services to the deaf and initiated chat services in Spanish. It updated its website, upgraded its contact systems, and moved to a new state-of-the-art building.

The current climate brings with it both opportunities and threats to the Hotline's fulfillment of its mission. While the #MeToo movement has increased awareness of issues around assault and abuse, the continuing uncertainty of shifting funding priorities hangs over the Hotline's work. The stigma around domestic violence persists, proving that awareness and understanding are not one and the same.

The four millionth contact underscores the harsh reality that the need for the Hotline remains and is greater now than ever. This strategic plan outlines the Hotline's renewed commitment to being there to answer the five millionth contact, while simultaneously working to slow—if not stop—that number's march forward.

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The Hotline Will Be There To Answer the Call

Through the implementation of this strategic plan, the Hotline helps ensure that it will be there to provide assistance to its five millionth contact.

Yet this plan also recognizes that the Hotline is uniquely positioned in the field to have an even broader impact. It is the only 24/7 national hotline for dedicated to relationship abuse. It receives calls from survivors in the Northeast and chats from teens in the Midwest, emphasizing how the breadth of its reach is indeed unparalleled. And, as a result of that reach and its 20 years of existence and experience, the Hotline has access to a robustness of data around relationship abuse that it has yet to truly tap and that has the potential to move thinkers, influence policymakers, and reframe how we think about relationships.

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Meaningful Change Begins with A Compelling Vision

During the strategic planning process, the Hotline reaffirmed its mission, vision, and values.

Our Mission

We answer the call to support and shift power back to those affected by relationship abuse.

Our Vision

We envision a world where all relationships are positive, healthy, and free from violence.

Our Values

INTEGRITY

We conduct every aspect of our work to the highest ethical standards and hold ourselves accountable to them. We value transparency and staunchly safeguard the confidentiality of the people we serve.

THOUGHT LEADERSHIP

We are committed to learning constantly, developing innovative practices, and evolving strategies as necessary to achieve our mission and vision.

EXCELLENCE

We value performance and results. We always aspire to do our best and to embrace the challenge of exceeding expectations.

COLLABORATION

We work as a team within the organization and with a wide range of partners outside of it in the belief that only through these partnerships will we achieve the broadest impact.

SOCIAL JUSTICE

We value diverse perspectives and strive to incorporate an anti-oppression lens in all aspects of our work.

CARING

We conduct our work with compassion and in the spirit of inclusion, and we meet all individuals with respect and without judgment.

SURVIVOR-CENTERED

Our work begins and ends with the interests of survivors of relationship abuse in mind.

A Strategic Framework to Help Us Answer the Call

The Hotline has developed an integrated three-pronged approach to help it achieve its vision.

Be the national resource for relationship abuse by:

1 Responding to all in need

Strengthening the Hotline's capacity to receive and respond to all incoming contacts

2 Promoting healthy relationships

Reframing the conversation on abuse by emphasizing its prevention

3 Leveraging our data and expertise to advocate for change

Using the data that only the Hotline has access to in order to gain insights and maximize its impact