



Massachusetts Office for Victim Assistance  
2021-2024 Strategic Plan

**Prepared by Strategy Matters, LLC**

October, 2020

717 Washington Street, Dorchester, MA 02124

**strategymatters.org**

**Content**

<b>Introduction</b>	3
<b>Acknowledgements</b>	5
<b>Executive Summary</b>	6
<b>Approach</b>	8
Overview of The Planning Process	8
Question I: Where are we now?	9
The SWOT Analysis	12
Question II: Where do we want to go?	13
Question III: How will we get there?	14
<b>Strategic Plan</b>	14
Values	14
Vision	15
Mission	15
Goals and Objectives	15
<b>Conclusion</b>	19
<b>Strategy Matters</b>	20
The Consulting Team	20
Contact Us	20
<b>Appendix: SWOT Analysis</b>	21

## Introduction

### Massachusetts Office for Victim Assistance

The Massachusetts Office for Victim Assistance (MOVA) is an independent state agency whose mission is to empower all victims and survivors of crime across the Commonwealth of Massachusetts. MOVA works on behalf of its mission in a variety of ways: through grants administration and management, policy and advocacy, through training, technical assistance and convening for providers in the field of victim services, and through direct services for victims and survivors.

In 1984, the General Court of the Commonwealth of Massachusetts approved [Chapter 258B](#) of the General Laws: Rights of Victims and Witnesses of Crime. This legislation created the Massachusetts [Victim Bill of Rights](#) and the Victim Witness Assistance Board (VWAB). The VWAB is chaired by the Attorney General, and members include two district attorneys, and two members of the public, at least one of whom is a victim or survivor. The job of the VWAB is to provide high level oversight for MOVA's operations, to offer guidance for funding decisions, and to support the mission by coordinating advocacy efforts and elevating MOVA's role in contexts where the perspectives of victims and survivors are salient.

Contemporaneously with its creation, the VWAB established MOVA to coordinate and implement operations related to victim rights and victim services. A large proportion of this work has historically been connected to administering grants from both state and federal funding sources, including funding made available to states through the federal government's Victims of Crime Act of 1984 (VOCA).

### Board Members

Maura Healey, *Attorney General, Chair*

Lavinia Weizel, *Public Member*

Anthony Gulluni, *Hampden District Attorney, Member*

Danielle Sicard, *Survivor Member*

Jonathan Blodgett, *Essex District Attorney, Member*

### 2021-2024 Strategic Plan

This is MOVA's first formal strategic plan in over a decade, and its development marks an intentional shift to a more proactive and whole-systems approach to advancing rights and meeting the needs of victims and survivors. While MOVA has undertaken processes in the past to understand the needs of survivors, as well as the opportunities for improvement in internal operations and leadership, this process is intended to establish the direction and focus for all of MOVA's work in the coming three years.<sup>1</sup>

---

<sup>1</sup> Notably, MOVA conducted a 2014 Needs Assessment for crime victims in Massachusetts to better understand barriers to services and to identify opportunities to improve access. In 2019, MOVA undertook an Organizational Assessment to gain Massachusetts Office for Victim Assistance  
2021-2024 Strategic Planning

MOVA, and the field of victim services in general, has historically been guided by a demand to be *reactive*. When something awful happens to someone as a result of another person's actions, it becomes the job of those who serve victims and survivors to respond to this harm by offering support aimed at improving safety, advancing autonomy, and facilitating healing and resilience. Victim service providers are the only professionals whose sole focus is supporting people who have suffered this sort of harm. Responding to victims in real time to ensure better outcomes for victims is a necessary part of their work. Equally important, however, is the need to advocate and educate a broad range of stakeholders in order to move the needle for crime victims and improve the systems that impact them everyday. MOVA, and other agencies in similar roles, have a responsibility to consider how best to use their resources to engage with and influence systems that impact victims so that they are more trauma-responsive in their service delivery, less likely to retraumatize victims and survivors, and better able to coordinate supports for a diverse range of needs.

We know, for example, that housing, transportation, economic stability, education, and general and behavioral health care are among the types of services victims and survivors need in order to increase the likelihood of long-term healing. Adequately addressing this range of needs will require a great deal of coordination and collaboration among stakeholders and involvement from a wide range of state agencies. We also know, from victims and survivors themselves, the importance of services and supports that are informed by and responsive to the cultural, racial, gender and other identities of each victim and survivor.

One of MOVA's roles in the field of victim services is to understand and to support the field *as a whole*, to connect, and to facilitate learning and sharing of best practices across a range of specialty services expertly provided by seasoned advocates, clinicians, and activists. MOVA has developed this strategic plan in recognition of its role in the field of victim services and the demand the field faces to simultaneously react effectively to the immediate needs of victims and survivors and to proactively work to improve the systems that impact victims and survivors. This plan, and all of MOVA's work, is informed by a commitment to ensure that the voices, perspectives, and experiences of all victims and survivors, including those who have historically been most marginalized, have space in conversations about advocacy and enjoy equitable access to high-quality services.

---

insight into strategies for improving cohesion, collaboration, and communication among staff and to develop leadership and management capacity.

Massachusetts Office for Victim Assistance  
2021-2024 Strategic Planning

## Acknowledgements

The strategic planning process was supported by the efforts of several groups of stakeholders, and the priorities and recommendations of this plan represent their hard work and valued perspectives.

The Advisory Committee was formed near the beginning of the strategic planning process in the Fall of 2019. The Committee is intended to be representative of communities across the Commonwealth in terms of race, ethnicity, ability status, gender identity, and other aspects of personal identity, including lived experience of victimization or survivorship. Committee membership was also intended to be an opportunity for the “next generation” of leaders in the field of victim services to support interagency collaboration.

### Advisory Committee Members

Beth Bouchard, *SEEN Program Manager*, Suffolk CAC  
 Caddie Nath-Folsom, *Staff Attorney*, Civil Legal Aid for Victims of Crime  
 Caitlin Lemay, *Capacity Building Manager*, The Full Frame Initiative  
 Collette Puleo, *Medical Advocate to Survivors*, Health Imperatives  
 Diana Mancera, *Director of Membership*, Jane Doe Inc.  
 Divya Chaturvedi, *Co-Executive Director*, Saheli, Inc.  
 Farid Shakur, *Outreach Worker and Advocate*, Violence Recovery Program, Fenway Health  
 Jaime Suvak, *Sexual Assault Response Unit*, Disabled Protection Commission  
 Jennifer Reid, *Victim/Witness Advocate*, Northwestern DA's Office  
 Joyce Kao, *Clinical Manager*, Asian Task Force Against Domestic Violence  
 Katia Santiago-Taylor, *Advocacy and Legislative Affairs Manager*, Boston Area Rape Crisis Center  
 Lysetta Hurge-Putnam, *Executive Director*, Independence House  
 Stephanie Holt, *Staff Attorney/Pro Bono Coordinator*, Victim Rights Law Center  
 Tim Munzert, *Senior Program Manager*, Community Violence Response Team, Boston Medical Center

The internal Strategic Planning Committee was composed of members of MOVA staff and was tasked with overseeing details of the planning process and ensuring that communication and work products were reviewed and vetted by representatives from a variety of levels and positions within the organization.

### Strategic Planning Committee Members

Diane Coffey, <i>Director of Victim Services</i>	Liam Lowney, <i>Executive Director</i>
Kathleen Dow, <i>Executive Coordinator</i>	Ara Nersessian, <i>Senior Fiscal Manager</i>
Jen Grigoraitis, <i>Chief of Staff</i>	Shaniel Walker, <i>Grants Manager</i>
Charlotte Hoff, <i>Communications and Training Coordinator</i>	

## Executive Summary

MOVA's strategic plan lays out the work the agency will undertake in the coming three years. The plan is ambitious, victim and survivor-centered, and represents the diversity of voices and perspectives of victim, survivor, and provider communities across the Commonwealth.

MOVA will continue to provide support to and advocate on behalf of victims, survivors, and service providers through a values-based approach to organizational decision-making. In particular, MOVA will strive to act on the basis of the following values:

- **Survivor-Informed:** MOVA's work is driven by the voices of victims and survivors of crime and those that support them.
- **Advocacy:** MOVA will always advocate for enhanced rights and services for all victims and survivors of crime.
- **Partnership:** MOVA will collaborate and ally with agencies and individuals working to empower victims and survivors of crime.
- **Equity:** MOVA is committed to providing funding, services, and access for underserved and marginalized victim/survivor populations and communities.

Approaching funding, advocacy, and other organizational efforts through the lens of these values will support MOVA and its partners and allies in realizing a vision for the Commonwealth:

*Vision.* A Commonwealth in which all victims and survivors of crime can access rights and high-quality services that are reflective of our diverse communities; culturally-responsive and trauma-informed; and in which their voices and experiences are heard, valued, and amplified.

MOVA's role in making this vision a reality is described by its mission:

*Mission.* MOVA's mission is to empower all victims and survivors of crime across the Commonwealth.

The goals of this strategic plan fall into three categories:

1. **MOVA** will engage with and influence systems impacting victims and survivors by striving to center the voices, experiences, and needs of victims and survivors within the systems that affect them.
2. **MOVA** will improve services and supports for victims, survivors, and service providers by supporting culturally reflective, high-quality services that are accessible to all victims and survivors.
3. **MOVA** will improve its ability to effectively advocate for victims and survivors by investing in, and working to support, the long-term sustainability of the victim services field, by working closely with legislators and

policy makers on all issues impacting victims and survivors, and by increasing diversity in representation and inclusion in decision making within MOVA's staff, leadership, and the VWA Board.

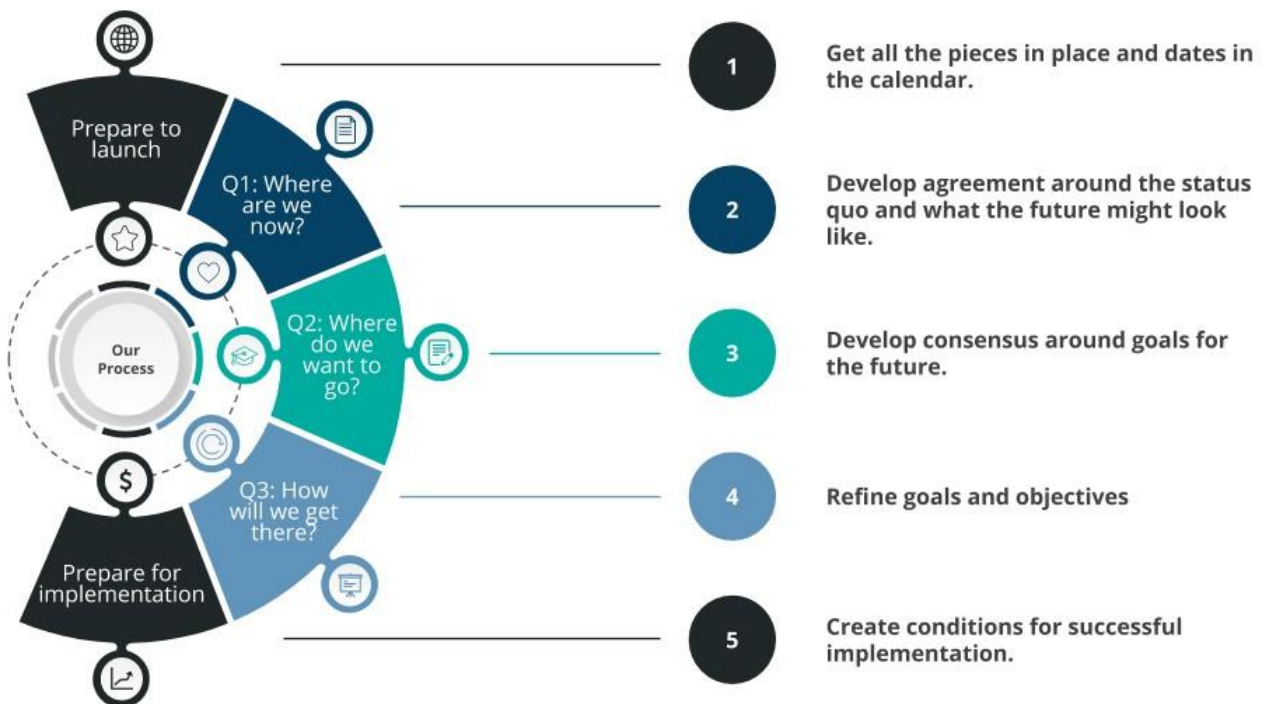
The following pages detail the process used to arrive at these goals, and the objectives and action steps that will be necessary to achieve them.

**Approach**

**Overview of The Planning Process**

The consulting team used a five-phase planning process designed to draw on organization and sector research, and to engage a wide range of stakeholders and key informants. The process, outlined below, was designed to support MOVA in developing answers to three core questions.

- **Where are we now?** What is the current state of affairs for the individuals, communities, and organizations we serve? What assets do we have that we can best leverage on behalf of those we serve? What areas of our work do we need to improve upon in order to carry out our mission?
- **Where do we want to go?** What do we hope to accomplish for and with the individuals, communities and organizations we serve? What do we need to do as an organization to be most effective?
- **How will we get there?** What exactly is our role in accomplishing the work we see as being most important to our stakeholders?



2



## Question I: Where are we now?

During the first phase of the process, the consulting team worked with MOVA's strategic planning committee and the advisory committee to confirm the project plan, to set parameters for sector research, and to develop a plan for engaging stakeholders and key informants. The purpose of research as well as stakeholder and key informant engagement is to support development of a SWOT analysis. The SWOT analysis is a synopsis of the organization's Strengths, Weaknesses, Opportunities, and Threats. In a strategic planning process, the SWOT analysis is important because it provides a common foundation on which teams involved in the planning process can depend to understand the range of factors relevant to planning and decision-making.

Many of MOVA's stakeholders are the organizations that they fund and because of the close relationship between MOVA and these organizations, this part of the engagement process was straightforward and informative.

### Document Review

#### Fall 2019

The consulting team began its assessment by reviewing relevant documents including enabling legislation, board meeting minutes, results of a recent organizational assessment, a 2014 community needs assessment, information about funded programs, and successful and unsuccessful grant applications.

### Leadership and Field Building Retreat

#### Fall 2019

The consulting team facilitated a meeting of leaders from across the field of victim services, representing a variety of communities across the Commonwealth. There were more than 50 participants in total, and topics included ways to advance the capacity of victim services as a unified field, rather than a constellation of specialists in, for example, domestic violence and sexual assault response, child abuse, homicide bereavement, etc. This project was motivated by the success of the Strong Field Framework.<sup>2</sup> Participants also began to create network maps to understand the connections, both actual and potential, among service providers in their regions, and develop a list of values to be used as guides for the field. The most cited values from this exercise are included below:

- *Empowerment*
- *Self Determination*
- *Inclusiveness*
- *Confidentiality*
- *Respect*
- *Safety*
- *Transparency*
- *Compassion*
- *Equity*
- *Cultural Competency*
- *Integrity*
- *Accessibility*

<sup>2</sup>The Bridgespan Group. [The Strong Field Framework](#): A Guide and Toolkit for Funders and Nonprofits Committed to Large-Scale Impact.

## Key Informant Interviews

### Fall 2019 - Winter 2020

The one-on-one interview is the most fine-grained approach to stakeholder engagement and allows the consultant to investigate details of specific strategic issues. During this process, the consulting team used one-on-one interviews to engage 11 representatives from funded programs, two directors of victim and witness assistance programs based in District Attorneys' offices, the five VWA Board members, one representative of leadership in the Massachusetts Department of Public Health, the executive director of the National Association for VOCA Assistance Administrators, and a deputy director at the federal Office for Victims of Crime.

## MOVA Staff Retreat

### Fall 2019

Members of an organization's staff are among the most important stakeholders to engage when assessing an organization's strengths and weaknesses. They have a uniquely first-hand perspective on the organization's operations and can often identify important opportunities to improve cohesion within and among work teams, and accelerate improvements in organizational efficiency and effectiveness. The consulting team worked with members of MOVA's staff to clarify MOVA's "core identity" - the values that guide the organization's work, the large scale changes it hopes to help bring about, and the organization's role in bringing about those changes - and to explore some of the systems within which MOVA operates.

## Advisory Committee Meetings

### Fall 2019 - Fall 2020

The advisory committee and consulting team met several times in the early phases of the strategic planning process to support development of some guiding principles for the process, and in particular, for engaging with difficult to reach communities of victims and survivors. Some of these principles are outlined below:

- *We will be inclusive*
- *We will practice cultural humility and curiosity*
- *We will honor lived experience*
- *We will stay present with discomfort*
- *We will not let perfect be the enemy of good*

## Funded Programs Workshops

### Winter 2020

The consulting team designed and facilitated two workshop sessions in Northampton and Boston to explore the perspectives of representatives of programs funded by MOVA. There were approximately 35 participants total across both workshop sessions. Topics included an assessment of SWOTs, a discussion of success metrics, and a visioning exercise where workshop participants were asked to imagine what the field of victim services should look like in 25 years. Excerpts from this exercise are included below.

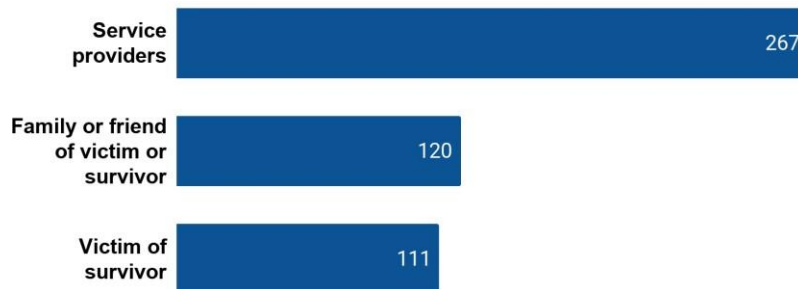
- **“State created an equitable, inclusive, and trauma informed approach”** We need services that are equitable. Different families and groups do not have access to all of the services they need. Part of this is recognizing that this state is so diverse.
- **“MA leads the nation in all-inclusive and accessible victim services”**  
Focusing on meeting survivors where they are in their journey, because it is a journey for each specific victim.
- **“MOPA celebrates its 10-year anniversary!”** We changed the name to Massachusetts Office of Prevention and Assistance to denote the shift in the field’s work from reactionary to preventive.
- **“All communities across MA and beyond are united and empowered, ensuring safety, health, and well-being - to the last.”** There has been widespread teamwork and collaboration towards a commonly understood agenda. There have been adequate training and resources, particularly to meet the needs of victims and survivors from all backgrounds and walks of life.
- **“MA eradicates violence and serves every survivor.”** There is a universal design and partnerships throughout systems. There are survivor-centered restorative justice practices in place and widely accepted, survivor-centered perpetrator interventions.

**Electronic survey**

Spring 2020 - Summer 2020

The survey was designed to collect information about the perspectives of different groups both on the range of victim services available and on MOVA’s work. English and Spanish versions of the survey were launched in April 2020 and closed June 2020. There were a total of 394 responses. (Respondents by the three main groups are shown below. Respondents could select multiple categories, so numbers do not add up to 394.)

**Survey Respondents**



**Victim and Survivor Focus Groups**

Spring 2020 - Fall 2020

The consulting team and members of MOVA’s victim services unit hosted a series of focus groups with victims and survivors. These focus groups were specifically designed to engage communities that were underrepresented in the survey. This included individuals who were not fluent English speakers, did not have reliable access to an

internet connection, and/or were concerned about confidentiality and anonymity, especially related to immigration status. Members of the advisory committee offered absolutely indispensable support in both highlighting the need for this type of engagement and with contacting and engaging individuals willing to participate. In total, the consulting team was able to host conversations with over 70 participants, in English, Spanish, Portuguese, Bengali, Hindi, Arabic, Cantonese, Mandarin, Korean, Khmer, and Vietnamese language sessions.

## The SWOT Analysis

The SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is a method for distilling and organizing the results of research and stakeholder engagement efforts. The main purpose of the SWOT in a strategic planning process is to provide a platform for goal setting. The groups involved in goal setting need to have an accessible and intelligible pool of shared information on the basis of which they can make calculated decisions about what is most likely to lead the organization in the direction it wants to head. Highlights of the analysis are included below. The results are divided into three broad categories:

### Strengths:

- MOVA puts victims and survivors first:
  - *“Listen to survivor needs (you are doing this through this survey) Respond to their needs (you have been doing this very well).” (Survey respondent)*
  - *“They’re good at finding ways to hear the voices of victims.” (Stakeholder interview)*
- MOVA has a great, competent, friendly staff:
  - *“MOVA works hard to connect with the organizations they fund. Grant management is working very smoothly. Great staff to work with - relationship with them is great.” (Survey respondent)*
- MOVA is recognized nationally as a model agency, especially regarding adaptability of federally mandated funding requirements to local needs and contexts.

### Weaknesses:

- Administrative burdens on grantees are heavy. Grants reporting is onerous and repetitive, and the purpose is often unclear.
  - *“As a leader at a nonprofit and former service provider, I feel that we're limited by the amount of regulation in place around the funding and much of our attention is put toward those bureaucratic details, and additionally I think a lot of our attention is focused on chasing after funding. If we could focus more on direct services provision, the services and survivor experience would be elevated.” - Stakeholder survey response (Q40)*

### Opportunities:

- MOVA is ideally positioned to elevate the voices and perspectives of underrepresented groups on state and national platforms:

- *“The annual conference is really inspiring for small orgs like us working with immigrants-makes us feel part of the movement.” (Stakeholder interview)*
- Many stakeholders have expressed a desire for MOVA to have more of a brand presence via the press, media, and social media.

#### Threats:

- Trauma and victimization occur as a result of many things that are not crimes or even easily classified as violent. This means that many victims may not be connecting to MOVA’s systems for services and assistance and are sometimes even actively excluded from them.
  - *“As a provider who also worked with adolescent “offenders” for years, I would encourage MOVA to consider the idea of when we, as a society, start to view somebody as (and change our language to) a “perpetrator” or “offender” versus a “victim” or a “survivor,” because every single incarcerated youth I worked with had been a survivor of multiple traumatic experiences, as well as crimes.” (Stakeholder survey response).*

#### Threat and Opportunity:

- Criminal justice reform has been unfolding aggressively over the last several years. While much of the victim services field is in favor of some of these changes, there is real concern that the conversation tends to exclude the victim and survivor perspective. The threat is in not engaging with this conversation at all, or in engaging with it from an adversarial position. The opportunity is in recognizing that, thoughtfully managed and with input from agencies like MOVA, criminal justice reform can proceed in victim-centric ways. With a foot in each world (CJ system, and grassroots orgs) MOVA is in a position to facilitate dialogue and help to identify and implement shared goals. MOVA should continue to file amicus briefs as a means of maintaining victims’ perspectives as CJ reforms continue.

### Question II: Where do we want to go?

During this phase of the project, the consulting team worked with the advisory committee and MOVA’s staff members to make sense of the SWOT analysis, and then sketch provisional goals and objectives for the emerging strategic plan. It became clear early in this phase of the process that the COVID pandemic had seriously undermined our joint efforts to engage marginalized and underrepresented communities in the development of the plan. The SWOT analysis confirmed this, and also highlighted the importance of correcting this as part of the last phase of the process, and in advance of upcoming decisions about funding allocation. The advisory committee went to great lengths to support MOVA and the consulting team in developing a second round of focus groups aimed at examining more closely some of the challenges faced by victims and survivors who encounter barriers to support in the form of language access, cultural differences, membership in historically marginalized groups, fear related to immigration status, and accessibility challenges related to ability status.

The consulting team worked through these process modifications with the advisory committee and MOVA staff and developed a set of priorities for the coming three-year planning window. These priorities have been submitted to cycles of revision and refinement and now form the basis of the goals and objective included in the plan below.

### Question III: How will we get there?

The final phase of the strategic planning process had involved the development of action plans and staff development plans designed to correlate with the goals and objectives included in the plan. Following research and engagement with key informants and stakeholders, including the Advisory Committee, MOVA revised the agency's mission statement, created vision and values statements, and refined the set of strategic goals and objectives. MOVA then moved into the final phase of the strategic planning process which involved sequencing and prioritization of the goals and objectives included in the plan. MOVA also created action plans for each goal/objective using MOVA's performance management process including the creation of annual agency, team, and individual performance goals designed to correlate with the goals and objectives included in the plan.

### Strategic Plan

The strategic plan itself has four main parts:

- Statements describing organizational values, which are the fundamental moral commitments that provide the foundation for all of MOVA's decision making.
- A vision statement that describes the more perfect future MOVA intends to work towards.
- A mission statement that describes MOVA's role in achieving its vision.
- Goals and objectives that describe the concrete steps MOVA intends to take over the coming three years.

### Values

**Survivor-Informed:** MOVA's work is driven by the voices of victims and survivors of crime and those that support them.

**Advocacy:** MOVA will always advocate for enhanced rights and services for all victims and survivors of crime.

**Partnership:** MOVA will collaborate and ally with agencies and individuals working to empower victims and survivors of crime.

**Equity:** MOVA is committed to providing funding, services, and access for underserved and marginalized victim/survivor populations and communities.

## Vision

MOVA **envisions** a Commonwealth in which all victims and survivors of crime can access rights and high-quality services that are reflective of our diverse communities; culturally-responsive and trauma-informed; and in which their voices and experiences are heard, valued, and amplified.

## Mission

The **mission** of MOVA is to empower all victims and survivors of crime across the Commonwealth.

## Goals and Objectives

The goals and objectives of MOVA's strategic plan are divided across three broad areas:

- **Engage with and Influence Systems Impacting Victims and Survivors.** There are many different and overlapping systems that affect both victimization and outcomes for victims and survivors. While goals and objectives in this area are relatively broad social, cultural, and political factors, the role and leverage points for MOVA in this broad context are well defined and carefully circumscribed.
- **Improving Services and Supports for Victims, Survivors, and Service Providers.** MOVA's role in the Commonwealth is to ensure that there are excellent services available to all victims and survivors and that these services meet people where they are culturally, linguistically, geographically and with respect for all aspects of their individual identity. Goals and objectives in this area bear on specific areas where MOVA can support improved quality and access of services.
- **Improve MOVA's Ability to Effectively Advocate for Victims and Survivors.** As the largest conduit in the Commonwealth for funding specifically for victims and survivors, it is MOVA's responsibility to ensure that funding continues, and that it is allocated strategically to advance goals related to quality, equity, and access. It is also MOVA's responsibility to ensure that policy is informed by the lived experiences of victims and survivors. Goals and objectives in this category bear on things that MOVA will need to do both internally and with state and federal legislators to ensure the continued success of the field of victim services.

## Engage with and Influence Systems Impacting Victims and Survivors

1. **MOVA will strive to center the voices, experiences, and needs of victims and survivors within the systems that affect them.** There are many systems that have a profound impact both on victimization and on outcomes for victims and survivors. These include, but are not limited to, the criminal, legal, public safety, human services, housing, and transitional assistance systems. MOVA intends to use its expertise and influence to engage with and influence these systems in ways that are most likely to prevent victimization and re-traumatization, increase access, and foster resilience.
  - 1.1. **Invest in expanding our lens of survivorship, victimization, trauma, and violence.** The experiences of victims and survivors take many forms, and service providers take different approaches to supporting people who have had these types of experiences. We will seek to understand the breadth of perspectives and approaches and use this to inform our policies, practices, and funding.
    - 1.1.1. Engage stakeholders both within and beyond victim services to discuss their views about survivorship, victimization, trauma, violence, and prevention to inform MOVA's internal work and external advocacy efforts.
  - 1.2. **Increase the involvement of victims and survivors in decision-making processes related to funding, policy, and advocacy.**
    - 1.2.1. Promote increased and meaningful influence and involvement in decision-making processes by marginalized survivors and BIPOC communities.
    - 1.2.2. Commit to assist and support the development of significant and sustained diverse representation in all levels of victim serving organizations.
  - 1.3. **Support and promote racial equity and justice across the systems that impact victims and survivors.**
    - 1.3.1. Develop strategies to assist and support diversity, equity, and inclusion within victim service providing organizations.
      - 1.3.1.1. Fund Diversity, Equity, and Inclusion, and staff attraction, retention, and wellness initiatives.

## Improve Services and Supports for Victims, Survivors, and Service Providers

2. **MOVA will support culturally reflective, high quality services that are accessible to all victims and survivors.** The stakeholder engagement process in many ways underscored the need to ensure that services meet victims and survivors where they are. What works well for one person, given their own unique personal identity, history, cultural and racial background, may not be ideal for another person with a different background. Services need to reflect the diverse needs of the great variety of individuals that call the Commonwealth home.
  - 2.1. **Thoughtfully assess the state of victim services in the Commonwealth and use the results to inform funding priorities.**
    - 2.1.1. Conduct a comprehensive needs assessment.
    - 2.1.2. Perform a demographic analysis of people served by funded programs.
    - 2.1.3. Dedicate identified grant funding during the FY23 open bid to target underserved communities and demographics (as revealed by the needs assessment and demographic analysis).



- 2.2. **Promote equity in accessibility of high-quality services across victim and survivor communities.**
  - 2.2.1. Support victim service providers in implementing and assessing performance measures for programs.
  - 2.2.2. Support victim service providers in developing and implementing methods to collect demographic information about the populations they serve.
  - 2.2.3. Increase MOVA’s capacity to understand, work with, and support historically marginalized communities by establishing partnerships with organizations that have strong relationships in these communities.
- 2.3. **Advocate for increased access to victim services and support.**
  - 2.3.1. Increase language access for victims and survivors.
    - 2.3.1.1. MOVA will clarify and effectively communicate the grant funded resources available to address language access.
    - 2.3.1.2. Advocate with other organizations (state, nonprofit, other) to increase support for interpretation of court proceedings, and translation of government forms.
    - 2.3.1.3. Support an adequate variety of language options for victims, survivors, and service providers.
  - 2.3.2. Identify opportunities to support text, chat, HIPAA compliant virtual engagement with providers and the courts. (The leverage exists now with COVID to make some of these changes. If they are successful, they may stay in place.)
- 2.4. **Use data strategically to guide organizational decision-making.**
  - 2.4.1. Develop MOVA’s capacity to collect and analyze data related to outcome measures, program demographics, and emerging needs, and cross reference with other available sources of data to track the “moving target” of statewide needs and areas that are underserved.
  - 2.4.2. Clearly and concisely communicate the purpose of data collected from organizations.
  - 2.4.3. Regularly provide collected data to stakeholders to guide external decision-making.
  - 2.4.4. Analyze data being collected to identify opportunities to decrease administrative burden on sub-recipients where possible.

**3. MOVA will support victim service providers and allied organizations in sustaining a high-performing and collaborative field.**

- 3.1. Support leadership development efforts across the victim services field with focus areas to include:
  - 3.1.1. succession planning
  - 3.1.2. survivor leadership
  - 3.1.3. BIPOC leadership
- 3.2. Support the continued evolution of a “strong field” of victim services.
  - 3.2.1. Increase opportunities for communication and collaboration across the victim services field.
    - 3.2.1.1. Support dissemination of best practices across sub-specialties (domestic violence, sexual assault, homicide survivor support, etc.) within the victim services field.

## Improve MOVA's Ability to Effectively Advocate for Victims and Survivors

4. **MOVA will invest in, and work to support, the long-term sustainability of the victim services field.**

The Crime Victims Fund (CVF) that provides the majority of funds distributed through grants to organizations serving victims and survivors in Massachusetts has seen a significant decrease in funding over the last several years. In addition, due to the COVID-19 pandemic, state revenues are predicted to be low in the coming years, leaving programs with uncertainty about the sustainability of their funding streams. This will require MOVA, and every other agency responsible for administering funding, to address anticipated funding shortfalls for programs. MOVA proposes to do this proactively through advocacy to bolster the CVF and state appropriations, while developing strategies to mitigate the anticipated harms to programs and the field.

  - 4.1. Advocate for legislation to promote continued contributions to the Crime Victims Fund.
  - 4.2. Promote crime victim access to Victims of Violent Crime Compensation through education, advocacy, and policy change.
  - 4.3. Coordinate with other agencies and organizations to increase alignment in advocacy efforts for state funding for victim service providers.
  - 4.4. Develop strategies to mitigate the impact of an anticipated decrease in VOCA and state funding (including through coordination with other state agencies).
  
5. **MOVA will work closely with legislators and policy makers on all issues impacting victims and survivors.**

Many ongoing policy and legislative changes to our criminal justice and human services systems significantly impact victims and survivors. Too often, the needs, rights, and perspectives of victims and survivors are neglected. In order to assure that victims and survivors and their perspectives are represented in these changes, MOVA will pursue this goal, and will do so in a way that honors the variety of perspectives across victim and survivor communities.

  - 5.1. Collaborate across the victim services field to more effectively advocate for policy and legislation related to victims' and survivors' rights, services, and supports.
    - 5.1.1. Develop a consistent means of working with the field to identify areas of consensus related to policy change priorities (e.g., changing federal prosecution priorities impacting VOCA funding, regulatory changes, VOCA funding requirements, etc.)
    - 5.1.2. Advocate for policy change in partnership with field leaders on identified priority issues.
    - 5.1.3. Increase MOVA's communication efforts with the field and the public regarding legislation impacting victims and survivors.
  
6. **MOVA will increase diversity in representation and inclusion in decision making within MOVA's staff, leadership, and the VWA Board.**
  - 6.1. Develop foundational agency policies, procedures, practices, and training that support increased diversity, equity, and inclusion within MOVA.
    - 6.1.1. Revise the grants application and grants review processes to promote equitable access to grant opportunities.
  - 6.2. Create vehicles to facilitate meaningful involvement by victims and survivors in decision-making processes at MOVA by prioritizing victim and survivor leadership on the VWA Board and/or by developing an appropriate advisory committee that has a substantive role informing Board-level decisions.

- 6.3. Account for the diversity of the Commonwealth's communities by prioritizing more diverse membership on the VWA Board and/or by developing an appropriate advisory committee that has a substantive role in MOVA decision making.

## Conclusion

Organizational planning is fundamentally about understanding what is most important to your organization and then considering how what is most important ought to factor into the decisions that you make in the future. In a field like victim services that is so importantly about reacting to events, it is absolutely critical to be adept at planning because plans often need to change quickly, to adapt to new and unforeseeable circumstances, and to respond to changing financial realities. Embracing this concept may be one of the most important legacies of this process for MOVA and for the victim services field at large.

In light of this, the overarching recommendation from the consulting team is for MOVA's staff and leadership to embrace planning not as a once-in-three-years event, but as a way of approaching organizational thinking.

Recently MOVA has undertaken a series of organizational initiatives, including an organizational assessment, strategic planning, program evaluation, undertaking diversity equity and inclusion work in partnership with a consultant, and an upcoming needs assessment. These are all efforts that are deeply interconnected, and so there is an excellent opportunity to use this strategic plan as a guide and map for these efforts. If these initiatives are well coordinated, proceed on the basis of the same organizational development frameworks, use similar or complementary language, and involve the same broad goals, they can be mutually reinforcing and act synergistically to improve organizational health and effectiveness, and drive real, positive, robust change for victims and survivors.

## Strategy Matters

Strategy Matters, LLC is a consulting group working with organizations to develop creative solutions to complex problems. Expert at working across issue areas, our consultants work with businesses, nonprofits, government agencies, collaboratives, and public-private partnerships to address organizational and societal challenges.

Using custom-designed approaches and instruments, we work collaboratively with organizations to build teams and their capacity, expand resources and reach, and sharpen strategy. Leveraging insight derived from years of cross-sector experience, we bring new ideas, energy, and approaches to the obstacles and opportunities critical to an organization's necessary breakthroughs in the areas of stability, expansion, and future success.

## The Consulting Team

### Josh Moulton, PhD

Senior Consultant, project team leader

### Liz O'Connor

Principal Consultant, project team member

### Todd Baker

Consultant, project team member

## Contact Us

### Strategy Matters, LLC

[info@strategymatters.org](mailto:info@strategymatters.org)

617-826-6008

717 Washington Street, Dorchester, MA 02124

[strategymatters.org](http://strategymatters.org)

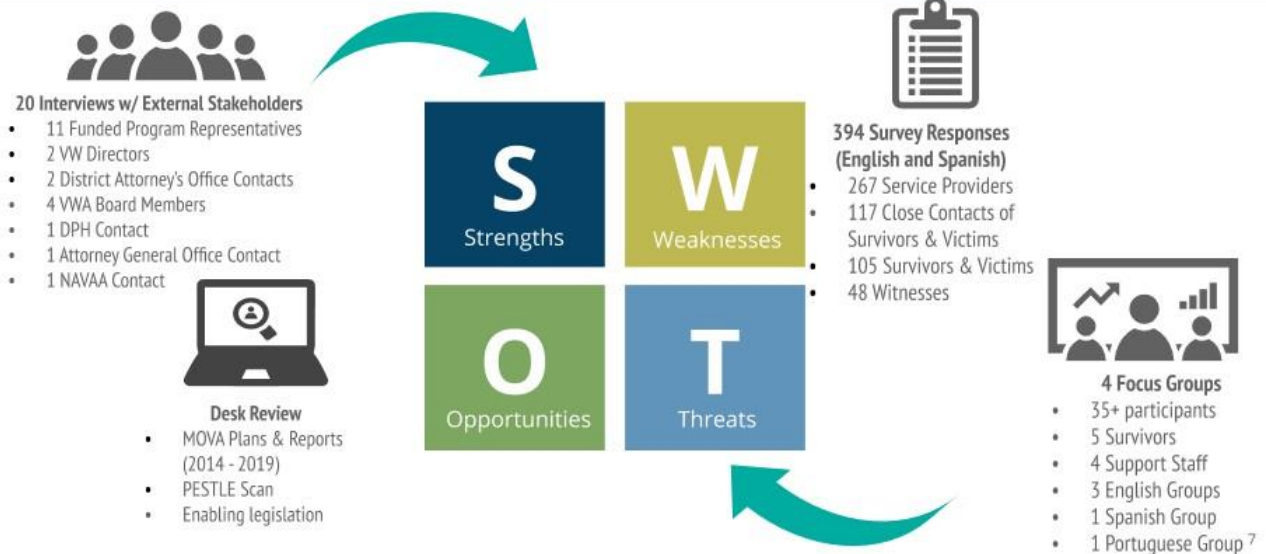
Appendix: SWOT Analysis

# Where Are We Now?

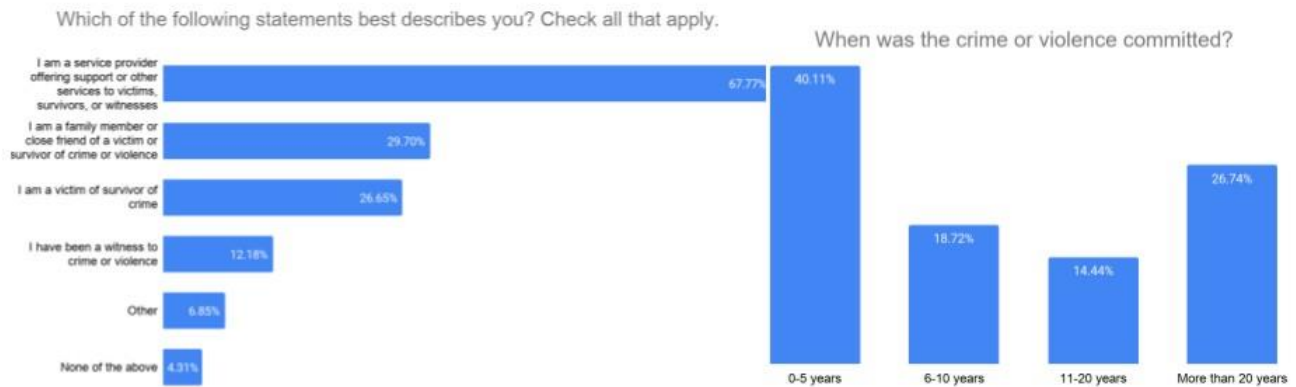
## Strengths, Weaknesses, Opportunities, Threats

What is going on within and around MOVA that might impact its ability to deliver on its mission?

### SWOT Analysis Data Informing the SWOT



## Survey Demographics



8

## SWOT Analysis: Framing

Assessments of SWOTs in three broad categories:

- Grant administration and direct services funded
- Advocacy
- Convening and field-building

9

## Grant Administration Strengths Overview

MOVA is held in high regard by providers, who have confidence in their efforts at the state and federal level, and trust and appreciate MOVA's work in all of their roles.

### MOVA puts victims and survivors first:

- "We appreciate the work on behalf of victims rights. I'd like to see them continue to occupy that role. They push out a lot of info about funded orgs in newsletter and reach out for input on legislative stuff - appreciate that as well." (survey respondent)
- "Listen to survivor needs (you are doing this through this survey) Respond to their needs (you have been doing this very well)" (survey respondent)
- "They're good at finding ways to hear the voices of victims." (stakeholder interview)

### MOVA has a great, competent, friendly staff

- "Great staff, very accessible and helpful" (stakeholder interview)
- "MOVA works hard to connect with the organizations they fund. Grant management is working very smoothly. Great staff to work with - relationship with them is great." (survey respondent)

10

## Grant Administration Strengths Overview

MOVA is held in high regard by providers, who have confidence in their efforts at the state and federal level, and trust and appreciate their work in all of roles. In their words...

### MOVA is thoughtful in their funding allocation:

- "MOVA funds a lot of our community based services - not all CJ focused." (stakeholder interview)
- "MOVA has done a great job in strategically administering its grant funding." (survey respondent)

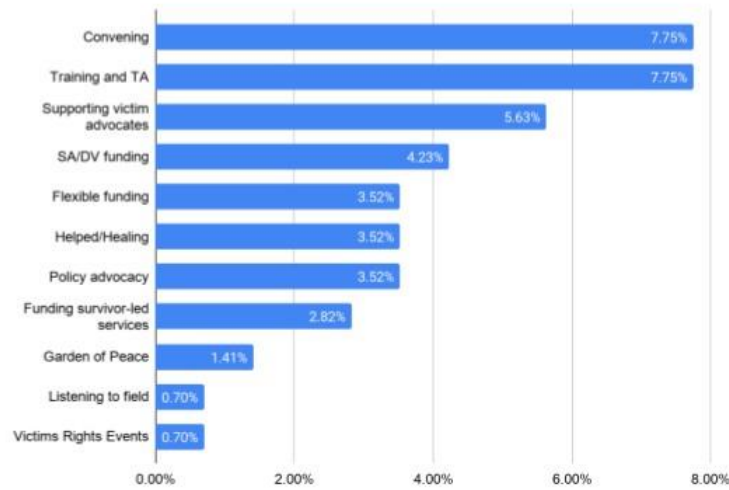
### MOVA supports its grantees

- "The annual conference is really inspiring for small orgs like us working with immigrants- makes us feel part of the movement." (stakeholder interview)
- "MOVA understands how integrated much of our work is - they try to bolster partnerships and that is great. Also, appreciate the professional development opportunities and elevating great work and innovation of people out in the field and celebrating practices and people." (stakeholder interview)

11

## OVERALL STRENGTHS (from survey Q39)

Where has MOVA's work been most successful or impactful in supporting victims and survivors?



12

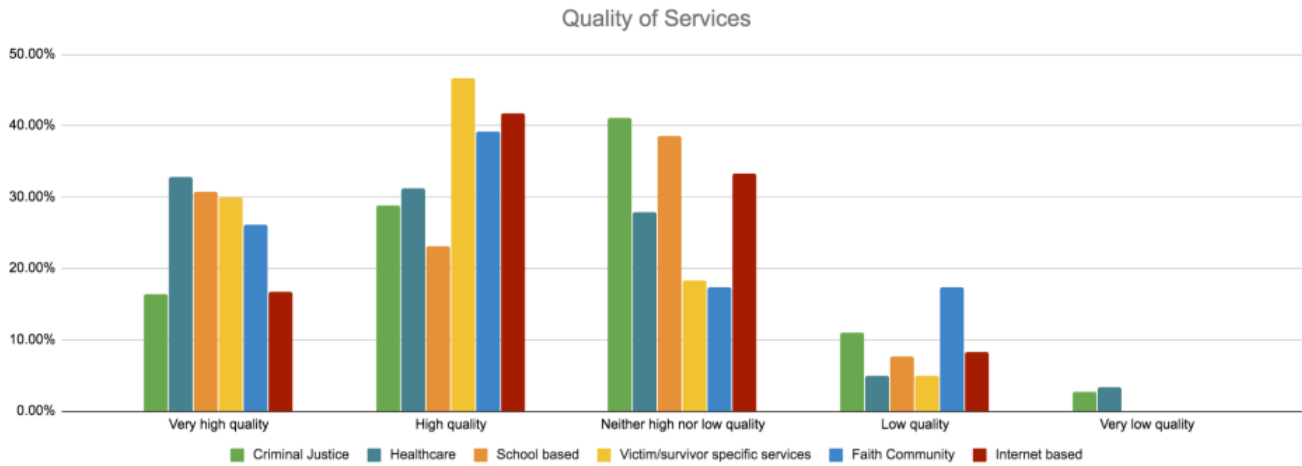
## Grant Administration

MOVA's primary method for ensuring access to services

*Note: this section refers to both MOVA's work in administering grants and the services that those grants support.*



## Grant Administration Strength & Room to Improve Quality of Grant Funded Services



14

## Grant Administration Strength & Room to Improve Quality of Grant Funded Services

### Strength

- *"Law enforcement was involved in my case from the beginning of my tragedy which was the abduction and murder of my daughter. I'm not sure how much more effective my services could be. In my case everyone was so amazing"* - Stakeholder on Criminal Justice Services
- *"I was transported to 3 different hospitals after the attack - The doctor who helped me at the first ER was no longer at the hospital at the time of trial but she reached out and wanted to come to testify - above and beyond for justice. She clearly knew what I would be up against, again well before I understood that"* - Stakeholder on Healthcare Services

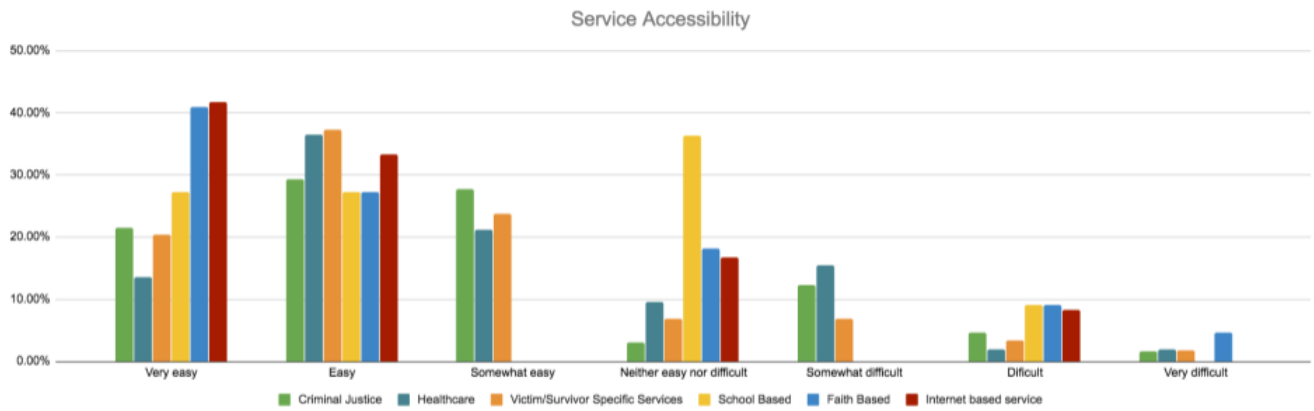
### Room to Improve

- *School personnel could use more training on domestic violence"* - Stakeholder on School-Based Service
- *I had to do most of the advocating for myself, even though I had asked the rape victim service advocate to help me navigate the police and making the report"* - Stakeholder On Service Provider Specifically Serving Victims & Survivors

15

## Grant Administration Strength

Services are accessible

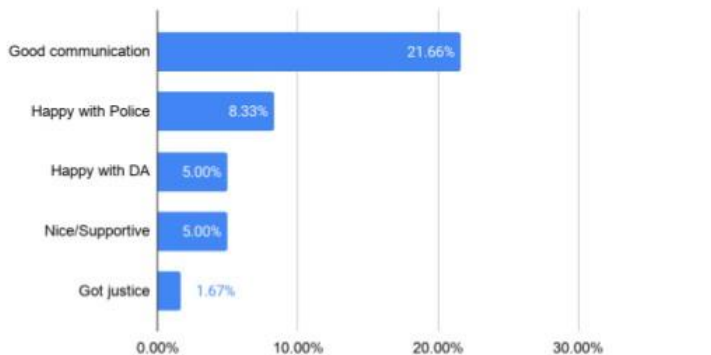


16

## Grant Administration Strength

Sometimes services from the criminal justice system are helpful ...

You said that the services you received through the criminal justice system were \_\_\_\_\_. Why?

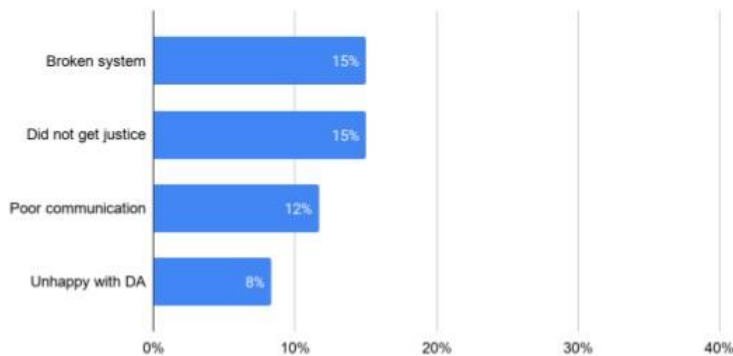


17

## Grant Administration Weakness

And sometimes they are frustrating and challenging.

You said that the services you received through the criminal justice system were \_\_\_\_ Why?



18

## Grants Administration Opportunity

MOVA can support improvements in delivery of victims' services through the CJ system

We asked MOVA survey respondents and focus group participants what might be done to improve the services they received/used through the criminal justice system.

Their suggestions:

*"More access to translation for the \*Cambodian community"*  
- Survey Respondent

*"Get back with family once a month"* - Survey Respondent

*"More attainable, easier to access, more community based programs (support groups, etc.), more help with personal safety and security (& educating people on how to access it to help themselves) and reduce the stigma"* - Survey Respondent

*"More outreach to the school system"* - Survey Respondent

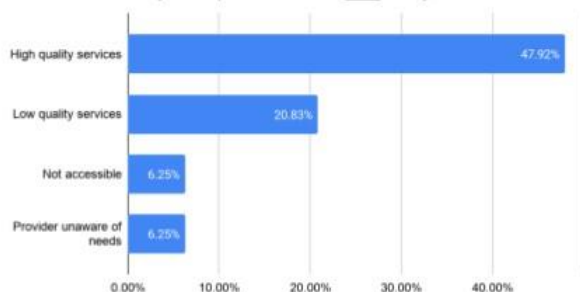
\*This also holds true for Portuguese and Spanish communities in certain geographic locations around the state.

19

## Grant Administration Strength

Services from the health care system are (mostly) very helpful, with some notable areas for growth and change

You said the services you received through the healthcare system/provider were \_\_\_\_\_. Why?



*"I sought help from Beth Israel Deaconess Medical Center's Violence Prevention and Recovery Program, as well as an individual therapist who was very willing to take me on as a client considering my current DV situation. Both were incredible in access to legal resources, guidance, BI offered DV consultation to my therapist, the risk assessment was helpful in having something tangible to show police in case of serious stalking/harassment. My therapist (located in Brookline, found through my college) is extremely competent."*

*"Asking a child victim to meet with her offender (biological father) is absolutely unacceptable. There is such limited access for young victims of Sexual abuse by qualified professionals."*

*"More coordination between the providers and insurance company."*

-Stakeholder survey responses

20

## Grant Administration Strength

MOVA is perceived as flexible and agile in its approach to funding

- MOVA is regarded positively for its ability to interpret funding regulations in ways that enable diverse programming. "very creative in the way that they think and spend their VOCA dollars. They are a model program from [the perspective of OVC] [...] definitely in that top percent [of VOCA administering agencies] across the nation for how they meet victims' needs and in how they handle policy."
- Stakeholders note with appreciation the speed with which MOVA reacted to service provider needs during COVID (SHE)

21

## Grant Administration Weakness

Regulatory barriers prove challenging to some approaches that have gained interest

- Outreach and education are at the top of the list of efforts according to MOVA's mission, but currently some view MOVA as not being especially active in these capacities. (SHE)
- Service providers report that reliance on VOCA funding may sometimes create barriers to funding the "right work." (SHE)
  - **However: some programs might be eligible if framed correctly...**
- Stakeholders are very interested in working with services and programs that may be categorized as "prevention" but VOCA won't fund prevention.

*"Widen the lens of how MOVA looks at [victimization]. I would like to see the goal, ultimately, be to put MOVA out of business, give prevention a stronger focus." - Stakeholder survey response (Q40)*

22

## Grant Administration Strength

MOVA invests in best practices, and also innovation

- Stakeholders offer contrasting views about MOVA's relationship to innovation (interestingly, both angles are positive!):
  - MOVA is good about funding the programs that are "tried and true" rather than expanding into other communities
  - MOVA pushes the field to grow and innovate, and "they do this most effectively by modeling in their own approaches"

23

## Grant Administration Weakness

MOVA is a buffer, but not a full protection, against the burdens of bureaucracy on the limited resources of providers

- Administrative burdens on grantees are heavy. Grants reporting is onerous and repetitive, and the purpose is often unclear.
- Grantees do not get much data back from the reporting process
- *Much of this is out of MOVAs control, and stakeholders realize this.*

*"As a leader at a nonprofit and former service provider, I feel that we're limited by the amount of regulation in place around the funding and much of our attention is put toward those bureaucratic details, and additionally I think a lot of our attention is focused on chasing after funding. If we could focus more on direct services provision, the services and survivor experience would be elevated." - Stakeholder survey response (Q40)*

24

## Grant Administration Opportunity

Increased communication with grantees concerning uses of collected data may help

- Focus group participants from MOVA funded programs have expressed some frustration about the amount of reporting necessary for grants
- However, increased communication about the use of the data, and its role in ensuring continued VOCA funding for the state would "make the pill easier to swallow."

25

## Grant Administration

### Weakness

Room to grow in ensuring the impacted voices are always at the decision making table

- Missing diversity in decision-making
  - Insufficient racial and ethnic diversity among MOVA staff and board
  - Only 1 in 5 MOVA board members identifies as a victim or survivor
  - 4 out of 5 are lawyers
- Supports and services for rural communities remain a challenge
- Language support remains a burden for victims and survivors who speak English as a second language - (despite funding for language access built into many grants.)

26

## Grants Administration

### Threat

Many victims are not connecting to our systems for services and assistance and are sometimes even actively excluded from services

Trauma and victimization occur as a result of many things that are not crimes or even easily classified as violent.

For example, the national focus on racial justice, and a growing awareness of racial trauma, are bringing to light the fact that racism and other oppressive systems have serious and traumatizing effects.

*"As a provider who also worked with adolescent "offenders" for years, I would encourage MOVA to consider the idea of when we, as a society, start to view somebody as (and change our language to) a "perpetrator" or "offender" versus a "victim" or a "survivor," because every single incarcerated youth I worked with had been a survivor of multiple traumatic experiences, as well as crimes." - Stakeholder survey response (Q40)*

*"There's still a ton of opportunity in who we consider to be victims, and how we use that information to dictate services to folks" - Stakeholder interview*

27

## Grants Administration Opportunity

MOVA might be well placed to support changes in the ways we think about and respond to victimization, and fund services on behalf of victims and survivors

### In response MOVA might consider:

- ❑ **Leading a conversation** to change the ways we think about victimization - stretching the concept of victimization to include harms caused by unjust structures and practices, even if VOCA funding cannot follow.
- ❑ **Leading a conversation** to enable the general public as well as funding sources to get beyond the simplistic formulation of victim/offender, and to begin to recognize that many people are/will be both at different moments in time.
- ❑ Consider prioritizing effective, innovative services that support victims and survivors (broadly construed) outside the context of the criminal justice system.

*"Value survivors who think the criminal justice model is broken and who will not participate." - Stakeholder survey response (Q40)*

28

## Grants Administration Opportunity/Threat

Victimization trends show changes; more can be anticipated

We may have some concerning deficits in available types of services for victims. For example:

- A huge number of Americans are victims of cybercrime each year\*; with the move to so much of life to digital platforms, will that rise even more?
- Knowing that young black men are the most likely victims of violent crime, do we know that our service delivery systems are capacious or culturally competent enough to meet their needs?

### In response we might consider:

- ❑ Conducting some analysis of the types of victimization that are on the rise and the correlation to new investments
- ❑ Develop new networks of advisors to support robust and rigorous consideration of the relationship between the development of services and the victims most in need/most left out

29



## Grants Administration Opportunity/Threat

Rising need/demand, inequitable delivery systems, and inflexibility in allocations

Funding for victims services is limited, may be shrinking overall at least for some period of time due to declining prosecutions, and additionally we know that:

- a) There is already too little funding
- b) Intolerable access inequities are being amplified by the pandemic
- c) DV and child abuse rates are likely to be rising due to COVID quarantine and national stress around economic impacts, and
- d) The funding that we have is often restricted and limits or prohibits funding services that victims very much need to be safe and healing.

In response we might consider:

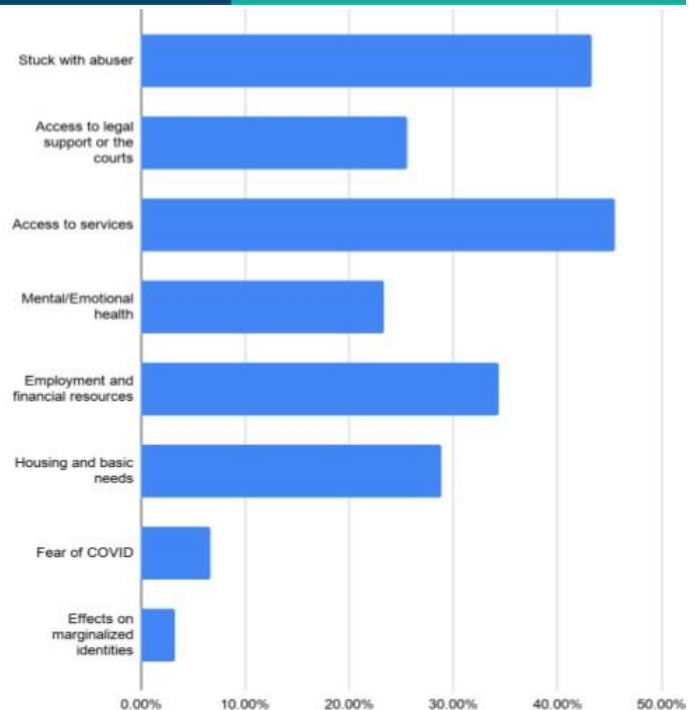
- Facilitating greater collaboration across disciplines, geographies, for synergies and efficiencies (SHE)
- Collaborating with state agencies (EOHHS, DHCD) in areas outside MOVA's scope but important/integral to great victim's services, e.g. housing (SHE) - consider joint RFP to enable service providers to apply for funding to serve victims in non-VOCA/beyond-VOCA allowable ways through other state funding. Build relationships across state agencies with overlapping funding purview (e.g., DPH)
- Developing clarity around criteria for funding across the field, i.e. the mix of providers, the levels, etc. and link to victimization data (field-level, vision-driven criterion for allocating funding)

30

## Grant Administration Threat

MOVA providers lack resources to respond to quarantine challenges

- The delivery of victims' services is challenging in "normal" times. Victims report additional challenges in the pandemic lockdowns, and there are scant resources or even advising on how to meet these challenges.



31

## Grants Administration Opportunity

While quarantine increases victimization, isolation, and mental health concerns, there may be ways to help

We asked MOVA survey respondents and focus group participants what might be done to alleviate the stress and harms facing victims in quarantine.

Their suggestions:

- ❑ Educate the public on what to do/how to help someone who discloses their own victimization
- ❑ Work with medical and insurance professionals to better understand early intervention and treatment options (and how to pay for them/parity)
- ❑ Increase ways to report/reach out through text messaging
- ❑ Identify expanded safe housing options, perhaps through collaboration with hotels, dormitories, etc.

32

## Grants Administration Opportunity/Threat

Victims are always hard to reach; it's getting harder

Public health restrictions related to COVID are making it more complicated to reach and serve victims across the board, with disparate negative impacts on those who were already hardest to reach.

New federal funding is increasing for technological advancements in telemedicine for sexual assault victims\* and in the medical and educational fields, rapid accelerations are supporting conversion of in-person to online service delivery.

In response, we might

- ❑ Invest in replicating best practices from other fields into our own digital/remote conversions, e.g.
  - ❑ Invest in expanding access to judicial proceedings. Courts increasingly and rapidly incorporating technology into proceedings /enabling remote participation - MOVA could help to expand and preserve this after the courts reopen to increase access to the legal system and potentially lower the barrier some victims face in undertaking court-related processes.
- ❑ Invest in mobile services for rural areas
- ❑ Invest in translation services to connect remotely across language barriers (shared across programs?)

33

## Grants Administration Opportunity/Threat

Service providers are often overworked and overwhelmed.

Throughout the survey, victims and providers alike commented on the challenges of interacting with insurance companies, including challenges of getting paid, getting authorizations, and finding covered counselors, practitioners, etc.

In response, we might

- ❑ Provide training on issues related to accessing insurance and covered providers for service delivery providers
- ❑ Negotiate with insurers and insurance regulators to clear hurdles for victims and victims services providers.

34

# Advocacy

MOVA's vehicle for amplifying voices of victims and survivors

## Advocacy Strength

MOVA's advocacy work has gained wide recognition, and there's an appetite for more

- MOVA has gained increased visibility and a stronger reputation at the state legislature (SHE)
- OVC interviews show that this is true nationally as well (SHE)
- Many stakeholders have expressed a desire for MOVA to have more of a brand presence via the press, media, and social media (KI Interviews)

36

## Advocacy Strength

MOVA is a strong ally for advocates

- MOVA has done a very good job "advocating for advocates". The annual victim rights conference, the award ceremony, and VWA Academy are generally highly regarded and appreciated by the field "The Academy is helpful and appreciated" (SHE)
  - Some groups want to be more connected to VWA Academy
  - *"Would love to be more connected with it [The Academy]"* - Key Informant
  - *"The Academy is really good and important. There is good content and education and networking, and it shows advocates that they are valued"* - Key Informant
  - *"I love the trainings, need more"* - Survey Respondent

37

## Advocacy Strength/Weakness/Threat/Opportunity

### MOVA, The Criminal Justice System, and the Victim Services Field

- **Weakness:** many of MOVA's grantees see the criminal justice system as a system that causes widespread victimization among marginalized groups. Specifically, a disproportionate and negative effect on communities of color, and on Black men in particular.
- **Strength:** MOVA staff and board have deep experience working within the criminal justice system. This gives MOVA a good understanding of and strong credibility among criminal justice-based service providers (e.g., VW Advocates.) MOVA funds more community-based providers than CJ based providers
- **Threat:** CJ reform has been unfolding aggressively over the last several years, and it is likely to accelerate.
- **Opportunity:** with a foot in each world (CJ system, and grassroots orgs) MOVA is in a position to facilitate dialogue and help to identify and implement shared goals. Continue to file amicus briefs as a means of maintaining victims' perspectives as CJ reforms continue.

38

## Advocacy Opportunity/Threat

### There are many marginalized communities across the Commonwealth that are, or may be, underserved

Black male teenagers are the most likely of all Americans to be victims of violent crime\*\*\*.

The public is paying attention to victimization at the hands of police (especially Black victims), and there are many legislative efforts aiming to expand these victims' rights, and to advocate for them.

*"I wish MOVA was better able to acknowledge that victims' relationship to law enforcement can be complicated.*

*Many communities - like queer folks, communities of color, immigrants, people living with disabilities – often have negative experiences with law enforcement."*

*- Stakeholder survey respondent*

39

## Advocacy Opportunity/Threat

The relationship between marginalized victim communities and law enforcement is challenging, and often negative

Black male teenagers are the most likely of all Americans to be victims of violent crime<sup>\*\*\*</sup>.

The public is currently paying attention to victimization at the hands of police (especially Black victims), and there are many legislative efforts aiming to intervene.\*

MOVA's role is to advocate for victims, some of whom have been helped and protected by law enforcement, others of whom have been horribly mistreated.

*"I wish MOVA was better able to acknowledge that victims' relationship to law enforcement can be complicated.*

*Many communities - like queer folks, communities of color, immigrants, people living with disabilities – often have negative experiences with law enforcement."*

*- Stakeholder survey respondent*

40

## Advocacy Opportunity/Threat

Changes are coming, and not necessarily with victims' rights at the center.

There is a LOT of activity in legislatures, courts, and other policy making bodies reacting to:

- ❑ COVID-revealed inequities
- ❑ victims rights
- ❑ ongoing juvenile justice and justice system reform efforts,
- ❑ immigration debates, and
- ❑ concerns about police use of force

For example:

- ❑ There are 18 bills currently pending which will (if passed) have a direct impact on juvenile victims and the systems addressing juvenile justice in the MA legislature,\*
- ❑ The Crime Victims' Rights Act of 2020, which among others things calls for the creation of an Office of Crime Victims Rights within DOJ.
- ❑ 'In re Wild' held that federal prosecutors did not have an obligation under the Crime Victims' Rights Act (CVRA), to tell Jeffrey Epstein's victims of the decision not to prosecute Epstein for sex trafficking.\*\*

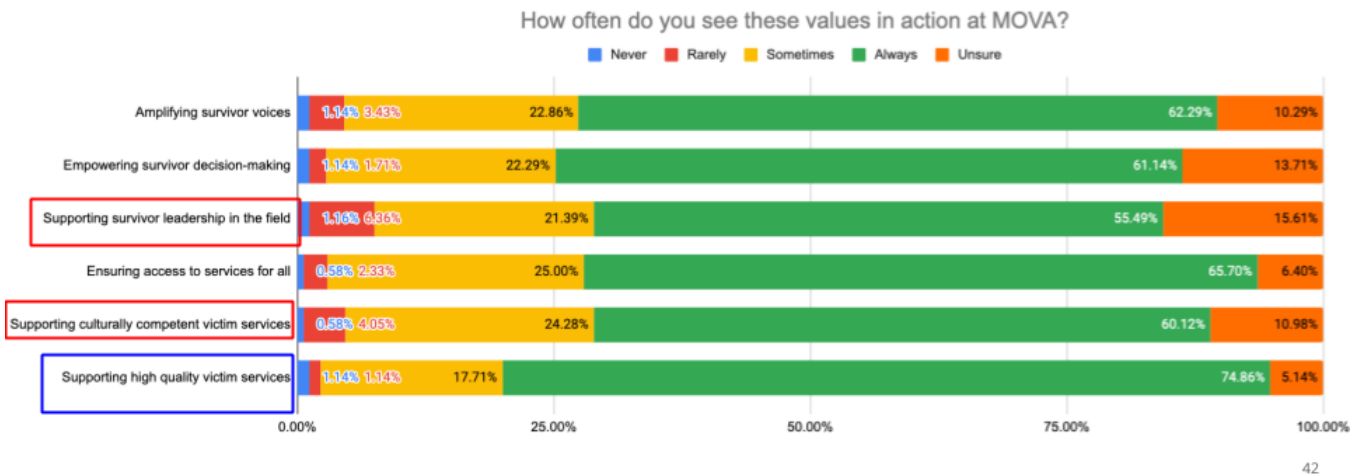
In response, MOVA might:

- ❑ Increase presence in states legislature for purposes of more effectively advocating for the rights and interests of victims
- ❑ Identify avenues to share, amplify, and connect stories from the field, from victims
- ❑ Invest in developing new leadership to engage politically and socially in these debates, legislative draftings, etc.
- ❑ Develop new partnerships across sectors and geographies on key issues
- ❑ Continue to support change through filing amicus briefs

41

## Advocacy Strengths/Weaknesses

How can MOVA best advance its values?



## Advocacy Opportunities

How can MOVA best advance its values?

### Amplifying survivor voices

- Provide opportunities for victims and survivors to be **heard**
- Ensuring greater diversity in who is heard (racial, ethnic, type of victimization)
- Offer training for victims and survivor on improving self-advocacy
- Require every funded organization to have at least one survivor on their BOD

### Empowering survivor decision-making

- Increase effort to educate victims, survivors, and the public about the rights, options, and services available for victims - "knowledge is power; make the knowledge accessible"
- Avoid paternalism in the legal system and in service delivery  
*"Service providers are not gatekeepers, we are door openers" - Stakeholder focus group*
- Assemble a survivor advisory board

## Advocacy Opportunities

How can MOVA best advance its values?

### Supporting survivor leadership in the field

- Encourage peer leaders in community outreach efforts
- Create venues for survivors to develop and use leadership skills (e.g., offer training in self-advocacy and coordinate speaking opportunities)
- Put survivors in positions to develop programming

### Ensuring access to services for all

- Increase language support *everywhere*
- One barrier to access may be that survivors can't identify with their providers - hire providers who "reflect what the survivor looks like."

### Supporting culturally competent victim services

- Support hiring practices that promote a staff that reflects the people it serves
- DEI training for providers
- Proactively engage communities that are disproportionately affected by crime

44

## Advocacy Opportunities

MOVA funded programs have some common aspirations for the future of the field

Imagine It's 2040. Massachusetts is being recognized for its extraordinary success on behalf of the rights and services available to victims and survivors. **Two overarching themes:**

### Inclusivity and equity in services

"Centering those who are most marginalized. Design systems *around* groups such as disabled persons, trans individuals, women of color, undocumented."

"Training and resources to meet the needs of victims and survivors from all backgrounds and walks of life with focus on trauma, resilience, kindness, and connections. Marginalized communities have been centered."

### Interrupt systems of victimization

**"MOPA celebrates it's 10-year anniversary!"**  
We changed the name to Massachusetts Office of **Prevention** and Assistance to denote the shift in the field's work from reactionary to preventive

"Nothing is changing. So, we need to change our **framework**. Starting this year, MOVA is going to fund violence prevention 100%, as opposed to reactive measures, so that in 2040 we're celebrating the fact that Massachusetts is crime free."

45



## Advocacy Opportunity

Be aggressive in understanding and addressing racial and ethnic disparities

There are likely to be disparities between the racial and ethnic identities of communities whose members are most likely to suffer victimization, and the racial and ethnic identities of communities where the services are plentiful and accessible. **Now is the time to get serious and explicit in addressing these disparities - and who better among state agencies than an agency whose sole purpose is to support people who have been harmed by wrongdoing?**



**A proposal for addressing disparities in victim services**

- 1. Conduct a needs-assessment of victims across the state, taking care to use a holistic definition of "victim" (for example, racial and ethnic minorities may be less likely to address victimization in the CJ context and so a CJ definition will exclude the very populations we are looking to reach).**
- 2. Do a demographic analysis of populations served by funded programs.**
- 3. Compare the results of (1) and (2) to identify disparities**
- 4. Prioritize programs and services (or help create them) that address these disparities.**

46

## Convening & Field Building

MOVA's efforts to support clarity, coherence, and capacity across the field

## Convening & Field Building Strength

Providers trust MOVA and that MOVA is doing this work with them

- MOVA is a trusted, strategic leader that has demonstrated commitment to learning from and with the field (says a surprisingly large number ) (SHE)
- MOVA's role as convener is appreciated. *"When MOVA is doing it's best work, they are bringing stakeholders together...to collaborate. Through statewide conferences, through programming, through resources. It let's those leaders not work in silos and move forward together as a state."* (SHE)
- The field leaders appreciated the network mapping exercises (and would like more of it) (October 2019, feedback forms)

48

## Training & Technical Assistance Strength

MOVA is responsive to the needs of the field

MOVA has made significant strides in addressing some of the needs identified in the 2014-2015 needs assessment.

- A better statewide presence with a new office in Western Ma.
- Facilitated improved access to services for victims
- Field leadership appreciates expanded networking and field building work sponsored in 2019\*

49

## Convening and Field Building Threat

Skepticism and low confidence in law enforcement impact field building efforts.

*“MOVA’s role really should primarily be to monitor contracts. I don’t see a federal and state agency convening victims movements or survivors movements given where the field is going.*

*Acting as a convener could put MOVA in a difficult position because they’re funded directly and exclusively through state and federal government, so they are pushed by those funding sources to have certain attitudes and approaches to serving victims.”*

Some in the field may be concerned about an agency with as much influence and as resource-rich as MOVA assuming the role of convener as it may cut against grassroots leadership, and amplifying victims’ voices.

50

## Convening & Field Building Opportunity/Threat

We are still a very young field

Nationally, MA is a model in many areas related to victims advocacy and services\*

However, within the state, we see some serious future challenges, including:

- ❑ Succession planning: many of the leaders in the victim services field were part of the early movement on behalf of victims and survivors, and they are now facing retirement.
- ❑ Leadership at the top level, where funding decisions are made, is not diverse enough in terms of both inherent and acquired diversity.

To make the most of this leadership role, we might:

- ❑ Expand our convening role beyond providers, include others working in/adjacent to victim’s services
- ❑ Lead improvements in victims services nationally through mentoring, thought leadership
- ❑ Invest in new initiatives to recruit, retain, and promote the next generation of diverse leaders

51

## Future Priorities

### **Advocate for victim-centered policy and legislation**

Ensure that we “don’t lose focus in the rights of victims,” and that “victims and survivors are not lost in the name of criminal justice reform.” - Stakeholder survey (Q40)

### **Increase efforts to provide clear, comprehensive, and accessible educational materials**

“Stay engaged with victims, survivors and witnesses. How do you transform information on a handout about MOVA that gets distributed to a violent crime victim into something more meaningful and relevant? How do you invite survivors to be engaged on a deeper level?” - Stakeholder survey (Q40)

### **Make “wrap around services” a higher priority for grant funded services**

**Increase diversity, equity and inclusion everywhere. Focus on cultural competence and humility in service provision, in funding and in how you advocate**