



STRATEGIC PLAN

2022-2025

WELCOME LETTER

Dear ATASK Community,

This is such an important time for ATASK as we look to our future. It is with great pride and a strong belief in the work we do on behalf of survivors that we present our Strategic Plan for 2022-2025.

We would like to thank the Strategic Planning Committee for their hard work and dedication over the past year. They made sure that we engaged in a thoughtful and reflective process that represented all stakeholders.

Our Strategic Plan centers on our renewed mission:

ATASK empowers Asian survivors of domestic violence and abuse to rebuild their lives. Our work bridges language and cultural gaps for Asian communities and advocates for social change.

Our plan will strengthen our organization, and ensure that we have the infrastructure to sustain ATASK's work as we continue to expand our services and reach.

The Board of Directors voted unanimously to adopt this Strategic Plan. It is a thoughtful reflection of our past and a roadmap to building a successful future, and will be a guiding force for our Board, our staff and the entire ATASK community.

Together as a community, we look forward to realizing our plan to ensure continued success for our clients.

Poonam Patidar
Board Chair

Cristina Ayala
Co-Executive Director

Dawn Sauma
Co-Executive Director



INTRODUCTION

The Asian Task Force Against Domestic Violence (ATASK) is the only multicultural and multilingual domestic violence organization serving the Asian and Pacific Islander (API) population in Massachusetts. ATASK was founded in 1992 to address the lack of services accessible to Asian victims of domestic violence with limited English proficiency.

While we will help anyone who calls, ATASK's clients are 95% Asian (including Middle Eastern) and 98% female. Approximately 90% are immigrants, refugees, or asylum seekers, and 85% require some form of translation or interpretation to access mainstream services. Roughly 80% of our clients are at or below poverty levels. Most are employed but they can only obtain low wage service industry jobs due to their lack of English proficiency. The majority are single parents with young children who also require translation or interpretation services from our Advocates.

30 YEARS SINCE INCEPTION

1200 SURVIVORS HELPED ANNUALLY

27 DIRECT SERVICE STAFF

20 LANGUAGES SPOKEN IN-HOUSE

95% OF ATASK'S CLIENTS ARE ASIAN

90% OF THE SURVIVORS WE HELP ARE IMMIGRANTS & REFUGEES

85% OF ATASK'S CLIENTS REQUIRE TRANSLATION & INTERPRETATION

80% OF ATASK'S CLIENTS LIVE BELOW THE POVERTY LEVEL

3 LOCATIONS IN MASSACHUSETTS

14 COUNTIES WHERE SERVICES ARE AVAILABLE (STATE-WIDE)

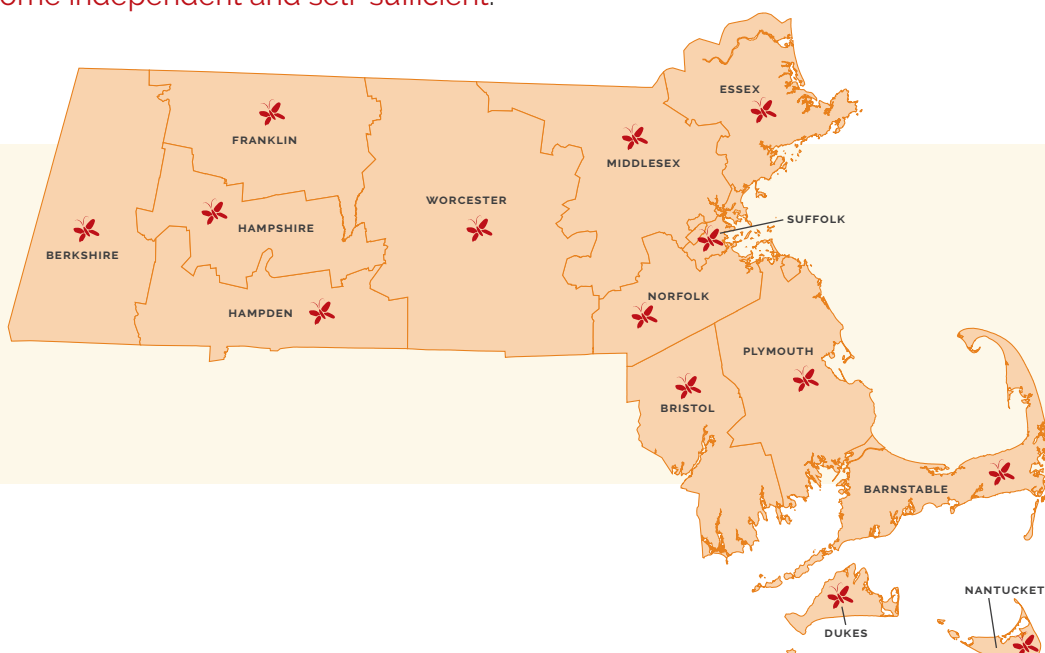
CULTURALLY SPECIFIC

Our program model is built on the premise that victims are more inclined to seek services from organizations familiar with their culture, language, and background. At ATASK, we provide competent socio-cultural and linguistic programs in a style respectful of community norms, values, and traditions, which are endorsed by cultural leaders and accepted by the community. ATASK clients are at high risk due to linguistically inaccessible services, cultural misunderstanding, and isolation due to a lack of in-language information. ATASK bicultural and bi/multilingual staff reflect the Asian ethnic communities we serve and bridge linguistic and cultural barriers; connecting Asian victims/survivors to otherwise inaccessible and critical services. Our staff's lived experiences, input, and leadership inform the way we design our programming.

Our model works. Our comprehensive and holistic services are intended to restore safety, stabilize lives, and empower clients to become independent and self-sufficient.

Over the years we have helped thousands of Asian victims of domestic violence receive the services they need to become survivors and lead lives free of violence. Our challenge is that there are still more Asian and Pacific Islander victims throughout Massachusetts in need of our services.

Coupled with this is the need to educate communities and providers about domestic violence and, more specifically, about changing the systems to better accommodate Asian and Pacific Islander victims and survivors of domestic violence. We believe we are up to the challenge. We will meet it by evolving our program so it is flexible enough to accommodate everyone who needs us. We will increase our outreach and educational programs and advocate for social change which will benefit all victims of domestic violence. And we will strengthen our organizational infrastructure so we are sustainable and have the resources to do our work.



PROGRAMS

24-HOUR MULTILINGUAL HOTLINE



Our hotline is often the first point of access to services. Trained staff and volunteers speak 20 Asian languages. In contrast, others use 3rd party telephonic interpretation services, which lack cultural understanding and sensitivity.

EMERGENCY SHELTER



Our shelter serves 12 families or up to 23 individuals fleeing from domestic violence. Shelter staff collaborate with ATASK community-based Advocates to provide crisis intervention and support.

COMMUNITY BASED SERVICES



Our multilingual Advocates in Boston and Lowell provide links between domestic violence survivors and critical resources. They provide case management, serve as interpreters and translators, and help clients navigate unfamiliar customs and systems.

LEGAL ADVOCACY & REPRESENTATION



We bridge the gap between the legal system and victims of Asian domestic violence who do not have meaningful access to justice. We provide legal services in a safe, compassionate environment while prioritizing their cultural and linguistic needs.

LANGUAGE ACCESS PROGRAM (LAP)



Our Client Navigators provide critical language and cultural support for clients by interpreting and bridging communication, fostering life skills, and providing support throughout a client's journey.

ENGLISH FOR SPEAKERS OF OTHER LANGUAGES (ESOL)



This program teaches English and self-sufficiency, supporting clients in leading violence-free lives.

ECONOMIC EMPOWERMENT PROGRAM



A new program designed to address the linguistic and cultural barriers that Asian survivors face when seeking economic independence.

COMMUNITY ENGAGEMENT



We work toward preventing domestic violence through education, cultural competency training, policy change, community organizing, and raising awareness about family violence, intimate partner violence, and dating violence.

STRATEGIC PLAN

PROGRAM

Better serve victims of domestic violence and abuse in Asian communities across Massachusetts.

ATASK is the leading service provider for Asian and Pacific Islander victims of domestic violence and abuse in Massachusetts, particularly for those who are immigrants or refugees with limited English proficiency.

Our programs and services are highly regarded and have bridged a significant gap in social services, making them accessible to thousands of victims and their families. However, there is much more we can and need to do. We aspire to provide services across Massachusetts to all Asian and Pacific Islander communities, regardless of location or language. Over the next three years we want to expand our geographic, linguistic and cultural capabilities and networks.



- 1** Redesign our current service delivery model to clearly define the levels of service which we can provide and the methodology to do so.
- 2** Increase our outreach efforts to reach more victims of domestic violence and abuse.
- 3** Develop a program to serve in one (or two) specific populations or agencies (i.e., government programs, housing, elder services, LGBTQIA+)



POLICY ADVOCACY

Establish our role as a leading voice for Asian communities in addressing the root causes of racism and social inequities.

At ATASK, we advocate every day. Our staff work with victims of domestic violence, helping them get the vital services they need to lead lives free of violence and abuse. ATASK clients are more than just domestic violence survivors, they are also immigrants, exploited workers, single parents, low income, limited-English-proficient and often at high risk of homelessness. Consequently, they interact with government agencies and institutions (i.e., legal, law enforcement, health care, education) who provide services to these populations. These interactions equip ATASK with detailed knowledge of the many systemic barriers that Asian and Pacific Islander survivors face.

We are in a unique position to influence legislative priorities that enhance successful outcomes for Asian and Pacific Islander survivors and to push public policies to remove barriers that leave Asian and Pacific Islander victims behind. Given ATASK's depth and breadth of knowledge, we have a responsibility to Asian and Pacific Islander victims in Massachusetts to increase our efforts on multiple fronts. We must continue to be zealous advocates for individuals, and we must integrate our individual and systemic advocacy to engage our communities at the grassroots level and impact public policies and practices at the systemic level. Doing so will expand our capacity to protect and serve our Asian survivor communities, while at the same time allowing us to create systemic change that will benefit all victims of domestic violence and abuse.



1 Increase ATASK's capacity to engage in policy advocacy work.

2 Develop ATASK's policy platform.

3 Advocate for policy that impacts Asian and Pacific Islander communities, specifically victims of domestic violence and abuse.

STRATEGIC PLAN

MARKETING & COMMUNICATIONS

Increase awareness of ATASK's mission and programs and maximize engagement among key constituents.

1

Develop comprehensive marketing and communications goals and strategies.

ATASK is well known among the agencies and organizations which partner with us and those who serve victims of domestic abuse. Over the years, we have also worked diligently to communicate with those who are in need of our services, as well as those who support ATASK and its programs.

2

Raise the profile and reputation of ATASK across Massachusetts and the U.S.

To achieve all that we hope with our expanded mission and this strategic plan, we will need to amplify our organizational presence to increase our reach and impact within the communities we serve and with those who support us.



SUSTAINABILITY

Ensure our long-term financial sustainability so we are able to continually fund our program.

ATASK's ongoing sustainability depends on sound financial management and the ability to generate additional consistent sources of revenue to support the growing need for our services. Over the course of the next three years, we will expand beyond our government funding by engaging both new and existing individual, institutional, and corporate supporters to embrace our mission and give generously.

To supplement our fundraising and grant revenue, we will also work to identify earned revenue opportunities. We will continue to ensure that we are responsible stewards of these funds by developing prudent operating, investment, and financial reserves plans.

1 Develop long- and short-term financial and investment plans.

2 Identify and develop earned revenue opportunities.

3 Plan and implement a comprehensive development program to diversify and prioritize our funding sources and reduce our reliance on government grants.



STRATEGIC PLAN

INFRASTRUCTURE

Strengthen ATASK's organizational infrastructure to ensure high quality program delivery, workplace satisfaction, and strategic growth.

ATASK's hallmark is its cultural sensitivity and broad language capabilities. This cannot be sustained without our uniquely qualified staff. It is therefore important that we maintain a supportive work environment, appropriate professional development, and competitive wages and benefits. Similarly, we rely on our board of directors for guidance and support. The Board will further develop its governance infrastructure to fulfill its responsibilities most effectively.

1

Optimize staff structure, function, productivity, and well-being.

2

Increase Board engagement to provide effective governance and financial oversight of ATASK, and guide and monitor the execution of the strategic plan.



CONTRIBUTORS



BOARD OF DIRECTORS

Poonam Patidar, *Chair*

Vincent Chun, *Vice-Chair*

Julia Chandler

Elisa Choi

Dee Hadley

Grace Lee

Stephanie Pham

Minita Shah-Mara

Rajesh Soundar

STRATEGIC PLANNING COMMITTEE

Vincent Chun, *Chair*

Cristina Ayala

Dee Hadley

Silvia Nerssessionian

Poonam Patidar

Dawn Sauma

Noah Schneiderman

Minita Shah-Mara

MISSION STATEMENT TASK FORCE

Stariska Abadi

Cristina Ayala

Geumhee Cho

Vincent Chun

Yi Lam

Poonam Patidar

Dawn Sauma

Lei Zhang



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Asian Task Force Against Domestic Violence, Inc.

PO Box 120108, Boston, MA 02112

www.atask.org

EIN: 04-3103354

info@atask.org

Hotline: 617.338.2355