

# Strategic Plan | 2019-2022



Adopted August 21, 2018



Alone we can do so little; together we can do so much.

~ Helen Keller

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| Lori Howe          | Healthy Relationships Project Trainer   |
| Steve Ness         | Family Support Programs Manager   |
| Cindy Wells        | Family Support Programs Coordinator   |
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| Ann Shangraw       | Shaken Baby, Safe Sleep,<br>Nurturing Toddler Care Manger/Trainer                 |
| Jenny Casserly     | Healthy Relationships Project Trainer   |
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| Heather Niquette   | Family Support Programs Coordinator   |
| Amy Cox            | Development Associate, Nutrition Program<br>Coordinator, Administrative Assistant |
| Natanya Vanderlaan | Child Sexual Abuse Prevention Trainer   |

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# 1 Executive Summary

Prevent Child Abuse Vermont (PCAVT) has been in existence for over 40 years and has been a strong voice for assuring that Vermont maintains a focus on preventing child abuse and neglect. It has provided excellent, trauma-informed programs to support families in the difficult challenges of parenting, to train adults and children around child sexual abuse, and to train parents of newborns and prospective parents about the prevention of abusive head trauma, and the promotion of safe sleep practices. PCAVT works as a partner with a range of schools and community organizations and sees itself as a supporter of all statewide efforts, supporting and complementing the work of others, as well as providing direct services where it is better equipped to do so.

This strategic plan commits the organization to three major initiatives that will push it to new levels as an organization.

1. Assertive Outreach to inform and engage Vermont citizens and communities around the prevention of child abuse and neglect in its many forms. Build stronger partnerships. Create greater capacity for the management and dissemination of communications. Seek funding partners throughout Vermont to sustain this effort.
2. Strategic Expansion of Capacity to deliver family support programs, child sexual abuse prevention, and programs to prevent abusive head trauma, promote safe sleep practices and the prevention of infant suffocation. Effort in these three areas will involve understanding the need and the opportunity: Who cares about these issues? Who has funding resources to address the issue? How can PCAVT help fill the need? What kinds of partnerships can be forged to help all involved achieve a common vision for a safe and healthy environment for all children?
3. Strengthening PCAVT as an Organization to better achieve its mission with a focus on communication, fundraising, staff development and support; be a data-driven organization that employs the use of Results-Based Accountability (RBA); and strengthen the organization's public visibility.

PCAVT is passionate about its mission and its statewide role, and looks forward to moving forward with its partners throughout the state.

Prevent Child Abuse Vermont promotes and supports healthy relationships within families, schools and communities to eliminate child abuse and neglect.



### 3. PCAVT

PCAVT's core is people: Staff, volunteers, and board working together passionately and collaboratively with the entire Vermont community to support healthy children and families and to prevent child abuse and neglect. Our knowledge and dedication to children and families is evidenced in all of our programming and activities.

Our programming is strong and solid, with attention to detail. Programs and practices are evidence-based and data driven. Programs are evidence-based and evaluated using Results-Based Accountability. Programs for all ages are delivered with cultural awareness and are trauma informed.

We have a statewide presence as a strong voice for the well-being of children and families. We raise public awareness about facts regarding child well-being and child abuse prevention. Our expertise is recognized widely by political and human services leaders and the media.

PCAVT offers programs across the State. We have strong connections with many communities and organizations. We are responsive to community needs and nimble as we work with community groups.

PCAVT programs engage children, youth and families as partners in prevention. PCAVT empowers adults, children and youth through skill building and training to have nurturing healthy relationships with one another.

We are a well-run and frugal organization, carefully using the financial resources that are available through a range of contributions and grants from individuals, foundations, businesses, and governmental agencies.

Prevent Child Abuse Vermont is passionate and persistent in carrying out our mission.



## 4. SOAR Analysis

**Part of the planning process with a large group of stakeholders included a SOAR analysis—looking at organizational Strengths, Opportunities, Aspirations, and Results.**

Strengths	Opportunities	Aspirations	Results
<p data-bbox="103 474 282 548">What can we build on?</p> <ul data-bbox="79 646 412 1409" style="list-style-type: none"><li>• Great partnerships with program partners</li><li>• Volunteer base</li><li>• Greater demand for services than we can properly serve with current resources</li><li>• Talented skilled staff with expertise in the prevention of child sexual abuse, development of healthy family relationships, positive parenting, and trauma-informed practice</li><li>• Reputation for effectiveness</li><li>• Data driven –Results-Based Accountability and scientific evaluation instruments</li></ul>	<p data-bbox="475 474 708 548">What do we care deeply about?</p> <ul data-bbox="451 646 784 1871" style="list-style-type: none"><li>• Effectively responding to the unmet needs of children, families and communities.</li><li>• Building stronger partnerships with government agencies and other municipalities</li><li>• Developing more volunteers</li><li>• Better positioning ourselves as the experts in childhood abuse and neglect prevention</li><li>• Increasing our effectiveness with social media and tell stories of people impacted by services</li><li>• Increasing awareness of all of our services</li><li>• Identifying the resources to bring programming to all schools and any group who would benefit from it</li><li>• Targeting more specific pocket audiences</li><li>• Exploring funding sources of people who have obligations that tie into what we offer</li><li>• Developing more curricula</li></ul>	<p data-bbox="849 474 1032 590">What are our stakeholders asking for?</p> <ul data-bbox="824 646 1157 1230" style="list-style-type: none"><li>• Increased awareness through technology - social and traditional media –<ul data-bbox="849 772 974 846" style="list-style-type: none"><li>- TED Talks</li><li>- YouTube</li></ul></li><li>• Be known statewide</li><li>• Build more collaborative system statewide for child safety</li><li>• Provide bullying prevention and education</li><li>• Be Pervasive - everyone knows our name</li></ul>	<p data-bbox="1222 474 1498 548">How do we know we are succeeding?</p> <ul data-bbox="1198 646 1531 1283" style="list-style-type: none"><li>• Vermonters will know about PCAVT and there is a 20% increase in service requests by 2022</li><li>• PCAVT has resources to fully fund its programs and has a viable plan to sustain those resources</li><li>• When polls like the Vermont Community Foundation, Vermont State Employee Association and others take place, PCAVT will demonstrate an increase in name recognition.</li></ul>

## 5. Stakeholder Value Propositions

### A For Children

First and foremost, this organization is based on love for children. Board, staff and volunteers display passion for their work on behalf of children. Everything we do is trauma-informed and developmentally appropriate. Our impact on children comes through increasing public awareness, through training and supporting parents, school faculty and staff and community agency staff, and through direct programs for children and youth. External stakeholders engage us because of our high level of expertise.

### B For Families

PCAVT supports improved parenting and the reduction of child abuse and neglect. Our programs decrease isolation, promote better communication, and increase parental understanding of child development and appropriate developmental expectations. They are designed to increase empathy, non-violent methods of discipline, appropriate child and adult roles in families, and to help children find their voices.

PCAVT achieves this both through its direct efforts and by supporting and strengthening the work of schools and community programs.



## C For Communities

PCAVT supports strong communities in Vermont. It is the only statewide organization with a sole mission to support families and communities in ending child abuse and neglect.

In addition to providing direct services to children and to families, PCAVT provides information, awareness, and well-researched materials to support community and school efforts. Many of our programs are provided in partnership with schools, health care systems, and community agencies.

Strong communities are built from strong families and well-parented children. Prevention is understood to be a great investment in the present and the future.

## D For the World

The measure of our values as a nation and a world are the manner in which we care for and support our children. PCAVT efforts support Vermonters and our communities in promoting healthy children, families, and communities. Many Vermont children grow up to make amazing contributions to the broader world.

In addition, our materials and programs have been used by other states, communities and organizations. The success of our programs has led to interest and inquiries from around the country and the world. We serve as a model for others.

## E Organizational Flourishing

PCAVT provides great value. It is a small, but potent, organization. It operates on a small budget, is very frugal, using its financial resources wisely in pursuit of results. It enlists large numbers of volunteers in conducting its work.

It does not seek to duplicate the work of others, but is committed to working alongside a broad range of community providers and schools.

PCAVT increases awareness and delivers effective programs across the State of Vermont and beyond.



## 6. Key Results for 2019-2022

The following results are priorities for the next four years.

### Result 1

Prevent Child Abuse Vermont has the public visibility and financial stability to carry out its mission.

#### Indicators

Measurement of public awareness.  
Fundraising success.

#### Objectives

Increase public awareness of PCAVT, its programs and their results. Increase dollars raised through all forms of fundraising.

#### Strategies

Develop a comprehensive marketing and fundraising strategy that supports all aspects of this plan. Plan to be developed by December 31, 2018.

### Result 2

Citizens of Vermont are aware of the best ways to develop healthy children and families and to prevent child abuse and neglect in its many forms.

#### Indicators

Volume of communications regarding child well-being.

#### Objectives

Over the period 2019-2022, to systemically and strategically expand the level of communications statewide regarding the strengthening of children and families and prevention of child abuse and neglect.

#### Strategies

Continue to develop and maintain a staff with exceptional expertise related to child abuse prevention. (Ongoing)

Implement comprehensive marketing and fundraising plan under result #1.

Create a structured approach to assure widespread and continuous distribution of information and engagement across the state ("every day billboards", social media, media, outreach, etc.). (Plan to be developed by December 31, 2018 and implemented by Spring, 2019).

Develop sponsors to support this effort in a sustainable way. (Sponsors to be committed and engaged by March 31, 2019.)

### Result 3

In partnership with communities across the state, exceptional Family Support Programs are available throughout the state at a level adequate to meet the need.

#### Indicators

Measure delivery vs need in each region over time.

#### Objectives

Expand the availability of Family Support Programs to cover all regions of Vermont at a level proportional to identified need.

#### Strategies

Assess need across the entire state.

Develop comprehensive approach to marketing, funding, and delivering programs in conjunction with communities across Vermont, building on current service levels. (Spring, 2019)

Implement 2019-2022.

## Result 4

All schools, early childhood providers, child-serving entities, and communities across Vermont are able to meet their obligations around child sexual abuse prevention, including those required to comply with Act 1 (2009).

### Indicators

Number of children, families, and organizations receiving PCAVT support in the areas related to prevention of child sexual abuse.

### Objectives

Expand the number of children, parents, and organizations that receive PCAVT support in these areas by 10% each school year, 2019-20 through 2021-22.

### Strategies

Expand our overall approach to marketing, funding, and delivering child sexual abuse prevention programs in conjunction with schools and communities across Vermont.

Implement spring 2019.

## Result 5

All parents of newborns and toddlers and prospective parents receive critical information that promotes safe and healthy environments, preventing abusive head trauma and preventable infant suffocation.

### Indicators

Number of parents, prospective parents, and youth receiving information on “safe and health environments”.

### Objectives

Expand the number of parents and prospective parents receiving information and training by 10 percent each year 2019-2022.

### Strategies

Cultivate a strong partnership with health care providers, insurers, and funders in achieving this objective. (Fall 2018-Winter 2019)

Continue to develop and implement multiple delivery strategies to reach all desired populations—more than once.

## Result 6

PCAVT is a flourishing organization, prepared to deliver desired results.

### Indicators

Financial health.

### Objectives

Development plan goals are met annually.

Assure a strong organization and continuity of leadership.

Achieve an unencumbered balance of 8% of the annual budget by the end of 2022.

Increase and further diversify revenue streams without compromising current base funding.

### Strategies

Implement comprehensive marketing and fundraising plan under result #1.

Develop staff compensation and benefits plan, plan to be completed by spring, 2019.

Develop a succession plan for senior management. Plan to be developed by February, 2019.

Expand the development and sale of prevention materials across the nation and internationally. Analyze opportunities to market training on-line and in-person to higher education.

Prevent Child Abuse Vermont (PCAVT) wishes to thank all of our many public and private funders, individuals, organizations, parents, volunteers, board members and staff for contributing their time, knowledge and wisdom to us throughout the development of PCAVT's Strategic Plan.

In particular, we wish to thank Pru Sullivan, national consultant and Practitioner in Residence at the David L. Cooperrider Center for Appreciative Inquiry, at Champlain College, Burlington, Vermont, for giving so generously of her time and expertise to PCAVT, designing, guiding and facilitating this planning process.



On behalf of the children and families of Vermont we thank you all.



**Prevent Child Abuse**  
Vermont™

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