1971 Children's Advocacy Center

of Franklin County and North Quabbin Area



A safe home and community for every child.

Strategic Plan 2024 - 2026



A Letter from our Executive Director

February 1, 2024

I am pleased to share the Children's Advocacy Center of Franklin County and North Quabbin's 2024 – 2026 Strategic Plan to highlight our vision for the future and roadmap to a safe home and community for every child.

Much has changed since the Children's Advocacy Center first opened its doors at 56 Wisdom Way in Greenfield in 2016. At the time, there was a part-time executive director, a dedicated and visionary board of directors, and a partnership with a dynamic Multidisciplinary Team lead by the Child Abuse Unit at the Northwestern District Attorney's Office.

Today, the Children's Advocacy Center continues to work in close partnership with the Northwestern District Attorney's Office, the Massachusetts Department of Children and Families, and law enforcement throughout Franklin County and the North



Jeffrey Trant, Ph.D. Executive Director

Quabbin Region to support the most vulnerable among us, child victims of sexual abuse, serious physical abuse, and exploitation.

However, over the past eight years, the Children's Advocacy Center has grown from a single part-time staff member to a talented and dedicated team of advocates, mental health clinicians, and medical providers Bill Benson President, Board of Directors

delivering specialized mental health and medical services that are not available elsewhere in the community. In fact, more than 800 children have received services at our nationally accredited children's advocacy center.

We are especially grateful to the communities of Franklin County and North Quabbin who have embraced our vital mission and supported our agency every step of the way.

Finally, to the children and families we are privileged to serve, thank you for the trust you place in us and for allowing us to accompany you on your journey of healing and recovery.

Sincerely,





Board of Directors



Officers

Bill Benson Board President Government and Community Relations Coordinator ServiceNet

Lynda Zukowski Board Vice President Director of Clinical Service (Retired) Baystate Franklin Medical Center

James Alexander Board Treasurer Vice President, Commercial Lending Greenfield Cooperative Bank Stacy Boron Board Secretary Regional Director of Health Care Quality Baystate Health



Gina Crossman Patch Coordinator Valuing Our Children

Susan Dillon Community Volunteer | Vice President & Market Manager of Franklin County (Retired) People's United Bank **Scott Dredge** Assistant Principal Frontier Regional School

Elizabeth Fisk Senior Account Executive WHAI/Bear Country

Corinne Fitzgerald Broker / Owner Fitzgerald Real Estate

Cassandra Morrey Vice President, Residential Lending Officer Greenfield Savings Bank

Donna Lloyd Bookkeeper Frontier Regional School Board of Directors as of 12/1/2023

Jeffrey Trant, Ex Officio Executive Director Children's Advocacy Center of Franklin County and North Quabbin

Honorary Members

David Sullivan District Attorney Northwestern District Attorney's Office

John Merrigan Registrar Franklin County Probate and Family Court





Jeffrey Trant, PhD, LICSW Executive Director



Erin Koshinsky, MSN, FNP-BC, SANE Pediatric Sexual Assault Nurse Examiner



Jackie Humphreys, MSW, LICSW Mental Health Consultant



Kelly Broadway, BA Commercial Sexual Exploitation of Children (CSEC) Coordinator and Community Educator



Lynn Blanchard, MS Clinician



Abby Bliss, BA Family Advocate



Beth Agostino-Evans, MSW, LICSW Clinician

Our Mission Statement

The mission of the Children's Advocacy Center of Franklin County and North Quabbin is to provide children and families in need with healing and compassionate care to help them achieve their full potential and to unite the community in disrupting the cycle of child abuse and exploitation.

Introduction

Beginning in June 2023, the Children's Advocacy Center of Franklin County and North Quabbin (Children's Advocacy Center) formed a Plan to Plan Committee to coordinate the strategic planning process. The Executive Committee of the Board of Directors, President Bill Benson, Vice President Lynda Zukowski, Treasurer James Alexander, and Secretary Stacy Boron, along with executive director Jeffrey Trant and process facilitator Maurice Boisvert served as the Plan to Plan Committee. The committee's charge was to identify representatives from key stakeholder groups to engage in the strategic planning process, coordinate all meetings and activities, and ensure that timelines were met.



On October 10, 2023, a group of representatives from stakeholder groups met to develop the mission statement, vision statement, core beliefs, and values of the Children's Advocacy Center. Twenty-five individuals representing survivors, family members of children who have received services, board of directors, staff, donors, funders, multidisciplinary team members, law enforcement, district attorney's office, medical, mental health, prevention, early childhood and education, child and youth serving organizations, and prevention participated in the session. On November 2, 2023, a second stakeholder session was held to review the results of the Environmental Scan and complete a SWOT Analysis (Strengths, Weaknesses/ Challenges, Opportunities, and Threats). Twentyseven representatives attended the session for a total of 35 individual stakeholders participating throughout the process.

Informed by the comprehensive work of the stakeholders, the Board of Directors and staff met on December 11, 2023 and identified five strategic initiatives that are vital to advance the mission of the Children's Advocacy Center and impact of the agency for children and families throughout Franklin County and the North Quabbin Region.

66 A safe home and community for every child.



Stakeholder

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Participants



Beth Agostino-Evans Children's Advocacy Center of Franklin County and North Quabbin

James Alexander Greenfield Cooperative Bank

Sandy Bastone Community Action Pioneer Valley

Kellie Beaulieu Child Abuse Unit Northwestern District Attorney's Office

Bill Benson ServiceNet

Lynn Blanchard Children's Advocacy Center of Franklin County and North Quabbin Abby Bliss Children's Advocacy Center of Franklin County and North Quabbin

Maurice Boisvert Y.O.U., Inc. (Retired)

Stacy Boron Baystate Health

Kelly Broadway Children's Advocacy Center of Franklin County and North Quabbin

Rebecca Coolong Human Service Forum

Gina Crossman Valuing Our Children

Susan Dillon People's United Bank (Retired)

Scott Dredge Frontier Regional School Katherine Dudich Pediatric Sexual Assault Nurse Examiner Program Massachusetts Dept. of Public Health

Corinne Fitzgerald Fitzgerald Real Esate

Jennifer Gagne Community Volunteer & Educator

Merrill Gagne Gagne Wealth Management

Jackie Humphreys Private Practice Psychotherapist

Erin Koshinsky Pediatric Sexual Assault Nurse Examiner Program Massachusetts Dept. of Public Health Josh Lemay Greenfield Police Dept.

Cassandra Morrey Greenfield Savings Bank

Geoff Naunheim United Way of the Franklin & Hampshire Region

Lori Odierna Child Abuse Unit Northwestern District Attorney's Office

Nancy Parland Center for Human Development (CHD)

Justin Purinton Greenfield Police Dept.

Anthony Rizzuto Massachusetts Children's Trust Massachusetts Legislative Task Force on the Prevention of Child Sexual Abuse

Belinda Stacy Massachusetts Dept. of Children and Families

District Attorney David E. Sullivan Northwestern District Attorney's Office

Jeffrey Trant Children's Advocacy Center of Franklin County and the North Quabbin

Grady Vigneau Franklin County's YMCA

Kena Vescovi Valuing Our Children

Kim Williams Ja'Duke

Lynda Zukowski Baystate Franklin Medical Center (Retired)









Core Values: Protection. Advocacy. Healing. Hope.

Strengths & Challenges



Core Beliefs:

- We place the needs of children and families first.
- We provide a safe environment for children, families, and staff.
- Children are our greatest asset for the future of our community.
- Every child deserves a safe community where they are protected, treated with dignity, and supported with integrity and empathy.
- We advocate for children's safety.
- We believe in the importance of inclusivity for all.
- We provide equity in prevention, care, and treatment.
- We provide and support healing and protective services to the community.

The CAC has the following strengths:

- A high-quality professional staff team.
- A dedicated, talented, and professionally diverse Board of Directors.
- A welcoming, well-maintained facility.
- A strong commitment to the CAC community.
- A very good connection with community partners.
- A diverse, flexible fundraising base.
- A strong and innovative executive leadership team.
- · An outstanding reputation in the community.

- An ability to grow the services offered at the CAC.
- A great relationship with area legislators.
- A supportive advocate in the DA's offices.
- A dynamic executive director.
- A connection and positive relationship with Department of Children and Families, Law Enforcement, and the Northwestern District Attorney's Office.
- Accessible to the children, families and communities the CAC supports.

The CAC has identified the following challenges:

- The need for sustainable growth and funding.
- The need for awareness and education about the scope of child abuse.
- Economic challenges, rural poverty, and intergenerational trauma contribute to vulnerability within the population.
- There is minimal diversity (language, race, culture, and ethnicity) throughout the agency.
- There is limited capacity for services within a system of care with large waitlists.
- The negative impact on children, families and the community from social media.
- The mental health system is struggling to recruit and retain talented professional staff.
- The community lacks knowledge of the Pediatric Sexual Assault Nurse Examiner (Pedi SANE) Program.

- There are limitations to the physical space at the CAC.
- The agency needs to include third-party payers (private and insurance-based funding) to expand and sustain mental health care.
- There is the need to focus on clear priorities and strategic initiatives.
- Transportation is often a barrier to accessing services.
- A single location can create a barrier to accessing services.

The CAC has the following opportunities:

- To capitalize on the excessive demand for mental health services and to reduce wait times for children and families to receive mental health care.
- To develop plans to address equity and accessibility issues for children and families.
- To create a strong training program (traumainformed care, etc.) for staff both internal and external to the agency.
- To provide education/outreach on CAC services through multiple platforms (e.g., social media, etc.).
- To expand both services and funding by taking advantage of third-party income.
- To continue exploring creative opportunities for local, state, and federal funding.

- To continue to explore expanding the CAC services in Franklin County and the North Quabbin with a sensitivity to the unique culture and needs of both communities.
- To ensure the CAC staff and board is representative of the greater Franklin County and North Quabbin communities.
- To make evidence-based mental health interventions accessible and readily available for every child referred to the CAC.

The CAC has the following threats:

- Reduced funding due to local, state, and federal cuts.
- Changes in political administrations which negatively affect funding.
- Private funding (grants, corporate, and individual donations) are unpredictable and may be reduced due to poor economy.
- Keeping up with the demand for services.
- · Keeping up with technology changes.
- Lack of transportation to services.
- Is the CAC growing too fast?
- Will telehealth negatively impact in-home and in-office mental health care?
- Will the culture of violence, misinformation, and distrust of social service agencies negatively impact the CAC?
- Succession planning and staff recruitment are important needs for the agency.





Strategic Initiatives

- 1. CAC Board of Directors and Leadership Team will continue to increase the sustainability of current programs and expand services within Franklin County and the North Quabbin Region, including securing a site in the North Quabbin to increase access to services.
- 2. CAC Board of Directors and Leadership Team will continue to expand services through a diverse set of revenue sources that include grants, private donations, local, state, federal project funding as well as the addition of third-party payments (public and commercial health insurance) for services.
- 3. CAC Board of Directors and staff will develop and implement a plan to support and strengthen education and prevention strategies throughout the region.
- 4. CAC Board of Directors will create a Diversity, Equity, and Inclusion policy and implement practices to work toward improved community representation to increase access to services.
- 5. The CAC Leadership Team will develop robust recruitment, training, and retention plans for current and future staff.



Capacity-building support provided by...

The Children's Advocacy Center of Franklin County and North Quabbin's Strategic Plan is funded in part by a grant from the Blue Cross Blue Shield of Massachusetts Foundation.

Created in 2001, the mission of the Blue Cross Blue Shield of Massachusetts Foundation is to expand access to health care in Massachusetts through grantmaking and policy initiatives.



of Franklin County and North Quabbin Area





MEMBER



