



# Strategic Plan

## 2019-2024

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## Strategic Plan

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The Wayne County Children’s Advocacy Center (WCCAC) is the area’s premier provider of forensic medical exams and interviews after child sex and severe physical abuse is suspected. Due to more children disclosing and education, our organization recognized the need for growth. Our strategic plan details the roadmap to ongoing success and future growth of the WCCAC. In part, our efforts resulted in updated mission and vision statements.



## Our NEW Vision

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All children feel safe and live in a trauma-informed community, where the stigma of being a survivor of abuse has been eradicated. The Wayne County Children’s Advocacy Center is a household name, providing multidisciplinary intervention, abuse education and prevention services to all children and families.



## **Our NEW Mission**

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The Wayne County Children's Advocacy Center is a safe place for abused children and their families to be heard and begin the healing process. The WCCAC allows children to share their experience and reduce trauma by bringing together health professionals, law enforcement, and child protective services from Wayne, Holmes and Ashland counties. As the region's only fully accredited, not-for-profit children's advocacy center, the WCCAC relies on community support to provide the highest standards of care for our children.



## Message from Dawn Cazzolli, Executive Director

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With much pride and enthusiasm, I share with you Wayne County Children's Advocacy Center's 5-year strategic plan, which will guide the Center's work in effectively carrying out our roles and responsibilities aimed at improving the lives of the most vulnerable in our community—sexually abused and severely physically abused children. Our new vision is that all children feel safe and live in a trauma-informed community, where the stigma of being a survivor of abuse has been eradicated.

Large-scale social change requires multidisciplinary partnerships. Coordinated and significant collaborative efforts are the focus of this strategic plan. Our community partners are many. They include the wonderful residents of Wayne and Holmes counties, multiple Law Enforcement jurisdictions, Wayne County Children's Services, Holmes County Department of Job and Family Services, Wayne and Holmes County Prosecutors Offices, local mental health agencies, Akron Children's Hospital, Wooster Community Hospital, and the dedicated members of our Board of Directors. It is only through a collective impact approach that we will significantly improve the well-being of our children.

Creating a shared vision and working to accomplish a common mission moves us forward together, beyond the sum of what any one of us can accomplish alone. As the WCCAC Director, I am committed to strengthening existing partnerships, as well as forging new relationships, to make this vision a reality.

I look forward to our journey as we work together to create opportunities and foster the environments needed for everyone to attain their full potential.

Please join me on #TeamBeAChildsVoice

### **Our History & Who We Are**

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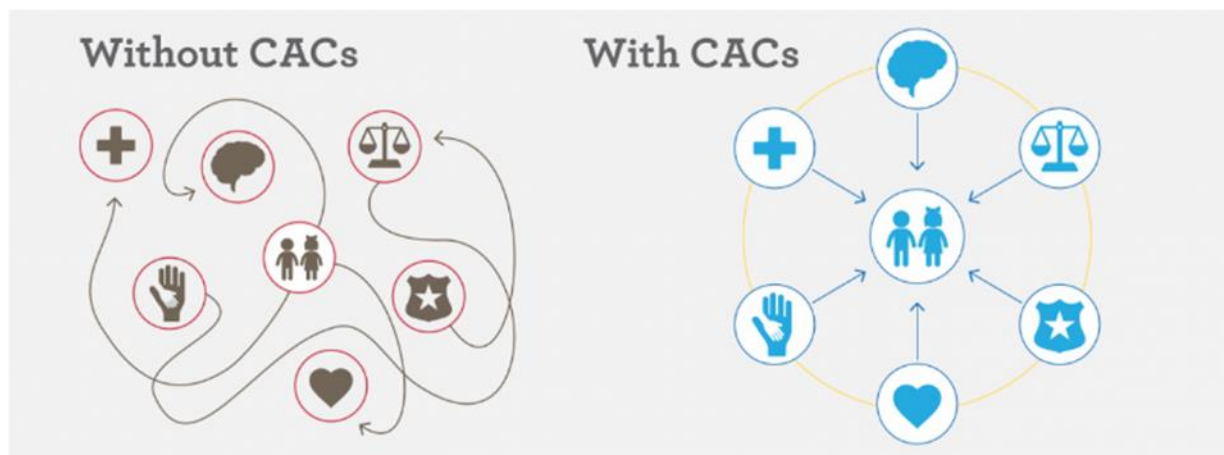
The Wayne County Children's Advocacy Center, Inc. (WCCAC) opened its doors in June 2004, via a National Children's Alliance (NCA) Program Development Grant of \$25,559. The WCCAC partners with over 32 agencies across Wayne and Holmes counties to provide a coordinated specialized response to the investigation, intervention, treatment and prosecution of child sexual and physical abuse cases. The WCCAC is an independent non-profit 501(c)(3) organization and an accredited member of the NCA since 2006. The Center is governed by a 12-member Board of Directors. The WCCAC utilizes four employees (three full-time and one part-time) and three part-time professional contractors. The employees are the Executive Director, Coordinator of Case Management/Victim Advocate, Forensic Interviewer, and Accountant/Bookkeeper.

The contractors are the Medical Director and two Pediatric Sexual Assault Nurse Examiners.

The WCCAC provides an array of child sexual and severe physical abuse intervention services to child abuse victims and their families in order to minimize the long-term effects of abuse. These services include Family and Victim Advocate Services, Forensic Interview Services, Mental Health Services, Medical Services, and coordination of investigations by our Multidisciplinary Team. Over the course of the last fifteen years over 2,650 children have been served by the WCCAC.

### **About the Wayne County Children’s Advocacy Center**

“To understand what a Children’s Advocacy Center (CAC) is, you must understand what children face without one. Without a CAC, the child may end up having to tell the worst story of his or her life repeatedly, to doctors, cops, lawyers, therapists, investigators, judges, and others. They may have to talk about that traumatic experience in a police station where they think they might be in trouble or may be asked the wrong questions by a well-meaning teacher or other adult that could hurt the case against the abuser.” (National Children’s Alliance, 2014)



The WCCAC is the regions only not-for-profit, National Children’s Alliance accredited Center. The WCCAC is a child-oriented facility, which serves as a centralized location for interviewing and examining children who are victims of sexual abuse and severe physical abuse. The children are interviewed by specially trained forensic interviewers and medically examined by specially trained medical professionals in a child-friendly environment. The cases are managed by a multidisciplinary task force comprised of those interviewers, county children services caseworkers, county prosecutors, law enforcement officers, mental health workers, victim advocates, medical professionals

and clinical staff. Members of the task force team help the child and family cope with the abuse and begin the recovery process.

The WCCAC utilizes three full-time employees:

Dawn Cazzolli, Executive Director  
Jodi Figueroa, Coordinator of Case Management  
Michelle May, Forensic Interviewer

We could not fully operate without the expertise of four part-time professional contractors:

Dr. Shellie Russell-Skerski, MD, FAAP, Akron Children's Hospital, Medical Director of the WCCAC  
Mary Anne Belanger, RN, Adult and Pediatric Sexual Assault Nurse Examiner  
Christine Hawkins, RN, BSN, Adult Sexual Assault Nurse Examiner  
Cheryl Lefebvre, Accountant/Bookkeeper

The Center is governed by a 12-member Board of Directors:

Gil Ning, Retired Business Professional	Board President
Matthew Ogden, First-Knox National Bank	Board Treasurer/Finance Committee Chair
Nate Huffman, McElroy Packaging	Board Vice Chair
Colby Chamberlin, The Commercial & Savings Bank	Board Member
Jeff King, Wayne Savings Community Bank	Board Member
Stacy Lewis, Village Insurance	Board Member
Megan Lezzer, BASF SE	Board Member
Eric Michener, Critchfield, Critchfield & Johnston, Ltd.	Board Member
Lauren Mingay, Howard Hanna	Board Member
Dee Black, Flex Yoga	Board Member
Jen Warden, Wooster City Councilperson & Analytical Ones	Board Member
Open	Board Member

We are proud to have an Advisory Committee of area leaders:

Chief Matthew Fisher, Wooster Police Department  
Sheriff Travis Hutchinson, Wayne County Sheriff's Office  
Daniel R. Lutz, Wayne County Prosecuting Attorney  
Deanna Nichols-Stika, Executive Director, Wayne County Children Services Board  
Dr. Shellie Russell-Skerski, Akron Children's Physicians Associates- Pediatrics  
Judy Wortham-Wood, Executive Director, Mental Health & Recovery Board of Wayne and Holmes Counties

The partners in our multidisciplinary team is comprised of over 35 professionals from across the region:

Akron Children's CARE Center  
Anazao  
Apple Creek Police Department  
Catholic Charities Services of Wayne County  
Creston Police Department  
Dalton Police Department  
Doylestown Police Department  
Liberty Center Connections  
Marshallville Police Department

Mt. Eaton Police Department  
Noble Foundation  
Orrville Area United Way  
Orrville Police Department  
Rittman Police Department  
Shreve Police Department  
Smithville Police Department  
The Counseling Center of Wayne and Holmes Counties  
The Village Network  
Wayne County Children's Services Board  
Wayne County Common Pleas Court  
Wayne County Juvenile Court  
Wayne County Health Department  
Wayne County Municipal Court  
Wayne County Prosecutor's Office  
Wayne County Sheriff's Department  
Wayne County Victim Witness Assistance Program  
West Salem Police Department  
Wooster Community Hospital  
Wooster Police Department

## **A Message from Our Board President**

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The year 2018 was an exciting and pivotal year for the Wayne County Children's Advocacy Center as we remain dedicated to continually improve the lives of vulnerable children and their families through a trauma informed, victim centered response to child abuse and neglect. The momentum of 2018's successes has given us extraordinary motivation to look forward to 2019 and beyond as we ventured into a yearlong strategic planning initiative. The result of this work by the Board of Directors will positively affect the direction of our organization and our CAC movement for the future. This report provides an introduction of who we are, what we do, and highlights where we are going.



Gil Ning



## **Interested in joining the Board of Directors?♦**

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To serve as Board Member for the Wayne County Children's Advocacy Center (WCCAC), you must meet the following minimum eligibility requirements:

- In your current profession for a least 3-5 years
- Resident of Wayne, Ashland, or Holmes Counties for at least 3-5 years
- Never been removed from a Board of Directors
- Have no criminal record or pending criminal charges
- Be free of any real or perceived conflict of interest that might reasonably be expected to prevent you from acting in the best interest of the Wayne County Child Advocacy Center
- Complete an application and an areas of expertise/experience assessment contained in the application

The Board of Directors of the Wayne County Children's Advocacy Center set policy, direct management, fundraise, and engage in public relations activities. It is essential that the Board of Directors have the skills, qualifications, and expertise to carry out these responsibilities. In general, the Board of Directors must have the ability to act in the best interest of the WCCAC, operate on a team at the Board level, promote the WCCAC in the community, and fundraise.

### **ATTRIBUTES**

The WCCAC and current Board Members expect each Board Member have the willingness and time to serve: meetings are held monthly, as well as participate in and promote all fundraising endeavors. Board Members must also possess personal integrity, the highest ethical standards, objectivity, the ability to act without a real or perceived conflict of interest, and the ability to work productively with others.

### **EXPERIENCE**

Because governance responsibilities are sensitive, confidential, and significant, Board Members must bring a high level of competency and experience to the role. They must possess the capabilities to exercise leadership, work within a team, think independently, respectfully voice ideas, concerns, etc., understand the difference between the Board's and leadership's roles, as well as possess sound judgement on difficult and complex matters that come before the Board. Therefore, the WCCAC requires Board Members to have at least 3-5-years' experience in their profession. The WCCAC serves Wayne, Holmes, or Ashland Counties, thus Board Members are required to live in any of those counties for at least 3-5 years.

♦may need to wait for an open position

Email Dawn Cazzolli, [dcazzolli@waynecac.org](mailto:dcazzolli@waynecac.org), for facility tour and application.

## Knowledge is Our Strongest Weapon

Child sexual abuse is sexual contact between a child and adult, or between two minors when one exerts power over the other; forcing, coercing, or persuading to engage a child in any type of sexual act. Child sexual abuse includes non-contacts acts such as exhibitionism, exposure to pornography, voyeurism, and communicating in a sexual manner by social media, phone, etc.

The prevalence of child sexual abuse is difficult to determine because it is often not reported; experts agree that the incidence is far greater than what is reported to authorities.

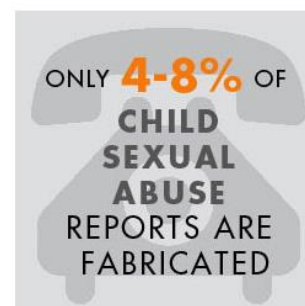
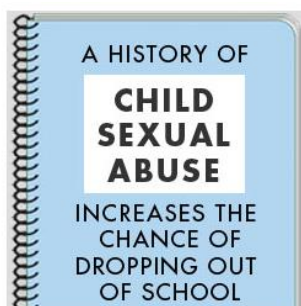


Photo Credit: Darkness to Light

### Resources:

American Association of Pediatrics

<https://www.aap.org/>

National Children's Alliance

<https://www.nationalchildrensalliance.org/>

OHuddle

<https://www.ohuddle.org/>

Ohio Network of Children's Advocacy Centers

<http://www.oncac.org/>

The National Child Traumatic Stress Network

<https://www.nctsn.org/>

United Way of Wayne and Holmes Counties

<https://www.uwwh.org/>

## WorthyWorks Recipient 2018

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Each year the Wayne County Community Foundation (WCCF), in conjunction with the Wooster Area Chamber of Commerce and the Orrville Area Chamber of Commerce, honors two local non-profit organizations that make a significant impact in their local communities. The WorthyWorks Award is made based on an organization's commitment to the quality of life, social conscience and betterment of the community.

Executive Director, Dawn Gazzolli accepting The WorthyWorks Award.



Photo Credit: The Daily Record

## #TeamBeAChildsVoice

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During the strategic planning process, we developed **#TeamBeAChildsVoice**.

Definition: *Team*=we work with our partners and come together as a team to achieve the common goal of eradicating child sexual abuse

*Child*=under the age of 18

*Voice*=the way children express themselves

We are passionate about empowering children during one of the most difficult times in their tender lives. Children leave WCCAC knowing their voice was heard, they are supported, and that if criminal charges are forthcoming, we will work with our partners to advocate for justice.

We encourage you to join our **#TeamBeAChildsVoice** and educate your circle of influence about the WCCAC and child sexual abuse.

Follow us on  <https://www.facebook.com/wccacohio/> and **#TeamBeAChildsVoice**

## Strengths, Weaknesses, Opportunities, Threats

The strategic planning team spent one year identifying WCCAC's strengths, weaknesses, opportunities and threats.

	<b>HELPFUL</b>	<b>HARMFUL</b>
<b>I N T E R N A L</b>	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>-dedicated forensic interviewer &amp; medical staff</li> <li>-experts in field</li> <li>-accredited</li> <li>-adheres to best practice standards</li> <li>-calm, warm atmosphere</li> <li>-responsive to community's needs</li> <li>-dedicated to mission &amp; vision</li> <li>-solid MDT partnerships</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>-lack of private donors</li> <li>-at the mercy of grants</li> <li>-no mental health position</li> <li>-lacks IT, marketer, fundraiser &amp; social media personnel</li> <li>-community is not aware of existence unless a friend or relative needs the services</li> </ul>
<b>E X T E R N A L</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>-mental health position</li> <li>-increase community education &amp; awareness</li> <li>-implement a prevention program</li> <li>-increase pool of pediatric sexual assault nurse examiners</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>-if Executive Director or medical staff leave</li> <li>-lawsuit</li> <li>-expenditures exceed budget</li> <li>-decrease in VOCA and other grants</li> <li>-house lease is up in 2022</li> <li>-lack of Board &amp; volunteer involvement</li> <li>-compassion fatigue or burnout of staff</li> <li>-change of Prosecutor's attitude towards alleged offenders</li> </ul>

# We will achieve our identified future goals.

## Prevention is Our #1 Goal

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### **WE GENUINELY BELIEVE THAT CHILD ABUSE IS PREVENTABLE!**

**April is Child Abuse Prevention Month.** To learn more, check out <https://www.childwelfare.gov/topics/preventing/preventionmonth/>

In April 2020, WCCAC will announce the details of a community wide prevention/education event for all parents and community members.



#### **HOW YOU CAN HELP:**

1. Be an informed voter, know where your community leaders stand on the issue of preventing child sexual and physical abuse.
2. Attend the prevention/education event with your neighbors, friends, and family.
3. Follow #TeamBeAChildsVoice
4. Email Dawn Cazzolli, [dcazzolli@waynecac.org](mailto:dcazzolli@waynecac.org), to schedule a tour of WCCAC.

#### **GOAL: We are looking to EXPAND our services**

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WCCAC understands the trauma that families experience before, during and after their visit to the Center. We are currently partnering with The Counseling Center of Wayne and Holmes Counties to provide on-site crisis and trauma screening for children and their families so that immediate referrals and follow-ups can be made to provide best practices.

Children receive therapeutic comfort items, such as blankets, journals with colored pencils, and coloring books with crayons while at the Center.

By 2024, we hope to add a Coordinator of Advancement to our team. This person would help us build and cultivate our existing donor base, sponsorships, and grants so that we

may grow stronger and expand our reach into the Ashland, Holmes, and Wayne County communities.

### **HOW YOU CAN HELP:**

1. Donate journals for boys and girls of all ages, colored pencils/pens, and coloring books for boys and girls, and crayons.

### **GOAL: Need for 2 Pediatric Sexual Assault Nurse Examiners (SANE-P®)**

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SANE-P® is a registered nurse who completed specialized education and clinical preparation in the medical forensic care of a child who has experienced sexual assault or abuse. <https://www.forensicnurses.org/page/aboutSANE>

WCCAC is fortunate to have contracts with Mary Anne Belanger, RN, Adult and Pediatric Sexual Assault Nurse Examiner; and Christine Hawkins, RN, BSN, Adult Sexual Assault Nurse Examiner, who are dedicated to performing forensic medical exams to children of all ages. Together they have over 60 years of experience and are considered experts in their field.

Through a partnership with Akron Children's Hospital, Dr. Shellie Russell-Skerski, MD, FAAP, serves as our Medical Director overseeing the forensic medical exams. Dr. Russell-Skerski is also a founding member of the WCCAC.

By 2021, WCCAC needs at least 2 additional contract Pediatric Sexual Assault Nurse Examiners. We are working with area colleges/universities, Wayne County Schools Career Center's Adult Education Program, and area hospitals to fulfill this goal.

### **GOAL: Memorandum of Understanding (MOU) with Holmes County**

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We are excited to announce that in 2018 we signed an official MOU with Holmes County. WCCAC coordinates the investigation and treatment of Holmes County's child sex abuse and serious physical abuse cases. It has been our pleasure working with community leaders in Holmes County.

We also serve children and families from Ashland County. The Board and Dawn have met with community leaders from Ashland and hope a formal partnership can be formed by 2024. We welcome the opportunity to serve Ashland County's children and families.

## GOAL: Fundraising is Always Essential to Our Mission

WCCAC is NOT a government entity. We are 90% funded by grants and rely on support from community members to provide the full array of services. **Families are not charged and never receive a bill for our services.**



### Join the FUN at any/all of our yearly fundraisers

January	Zumbathon at Wooster YMCA <i>NEED:</i> sponsors, attendees, gift baskets for raffle, share event on social media, bottles of water, volunteers during the event
April	Gift Card Raffle; <i>at least one</i> \$25 gift card given away every day during the month of April, tickets are \$5 each or 3 for \$10 <i>NEED:</i> \$25 (or more) gift cards to area businesses, share event on social media, purchase tickets
May	Dine-To-Donate (location TBD) <i>NEED:</i> share event on social media, attend event
July	Strykes for Tykes Bowling Event at Wayne Lanes <i>NEED:</i> event sponsors, lane sponsors, teams of 5, gift baskets to raffles, share event on social media, volunteers during event
September	Dine-To-Donate (location TBD) <i>NEED:</i> share event on social media, attend event

Contact a Board Member or check out the website <http://www.waynecac.org> for additional details.

## HAVE A FUNDRAISING IDEA AND A GROUP TO CHAMPION THE EVENT?

Contact Gil Ning, Board President, [gning@sssnet.com](mailto:gning@sssnet.com).

## GOAL: For YOU to be a Champion on #TeamBeAChildsVoice

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**TIME**...Whether you have *1 hour or more a week* or *1 hour or more a month*, we need your help.

- ◆ share your knowledge about WCCAC with your friends and family
- ◆ follow #TeamBeAChildsVoice
- ◆ like our Facebook page <https://www.facebook.com/wccacohio/>
- ◆ maintain our social media presence
- ◆ maintain our website
- ◆ file, scan and format documents on Mondays and/or Fridays
- ◆ volunteer for one or more of our fundraisers

**TALENT**...We need **dedicated Board of Directors**. Board applications are on the website. Completed applications\* should be emailed to Dawn Cazzolli, [dcazzolli@waynecac.org](mailto:dcazzolli@waynecac.org). Meetings are the 3<sup>rd</sup> Thursday of every month, 7:30 a.m. – 9:00 a.m. at the WCCAC. Committee meetings are scheduled as needed.

\*Applications for Board Membership do not guarantee acceptance.

We need **contract PRN Pediatric Sexual Assault Nurse Examiners (SANE-P®)**. Ask Dawn about reimbursement for certification and training, [dcazzolli@waynecac.org](mailto:dcazzolli@waynecac.org).

**TREASURE**...WCCAC is a qualified 501(c)3 non-profit organization. We are fiscally responsible stewards of our dollars and operate as leanly as feasible. We can always use your generous donations of:



★ money\*



★ journals and coloring books for the children helped\*\*





★ crayons, colored pens and pencils for the children helped\*\*

\*Monetary donations are considered tax deductible expenses, they can reduce your taxable income, lowering your tax bill as determined by the IRS. Consult with your tax specialist for eligibility. Written receipts are provided for monetary donations.

\*\*The fair market value will be assessed for all goods or property donated, they can reduce your taxable income, lowering your tax bill as determined by the IRS. Consult with your tax specialist for eligibility. Written receipts are provided for donated goods or property.

**INFO**...we would like to contact you 4-6 times/year with WCCAC updates, fundraisers, and just to say “Hi!”



Please send your email address to Dawn, [dcazzolli@waynecac.org](mailto:dcazzolli@waynecac.org). You have our promise that we will not sell or share your information or spam your email.

Looking Ahead...



Hats off to Wooster Community Hospital, we appreciate their past, present, and anticipated future generosity and support. Since our inception, the Hospital has been a committed partner and is passionate about forwarding the mission of WCCAC. We are out of usable space in our current location. Our lease is up in 2022 and

WCCAC's future location is uncertain at this time. Our goal is to have a solidified direction no later than the end of 2019.

Please contact Dawn, [dcazzolli@waynecac.org](mailto:dcazzolli@waynecac.org) or 330-262-1063, to schedule a tour.

## Conclusion

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The strategic plan lays out clear priorities, measurable outcomes, and action steps to strengthen WCCAC's effectiveness and expertise over the next 1, 3, and 5 years. Increased capacity and relationships, expanded programs, and ongoing resource development for a secure future are overarching goals. Continued progress toward becoming recognized as area experts, leaders of excellence, and the most compassionate and empathetic providers of care in the field of child sex and severe physical abuse drive our behavior. Continuing to work with our MDT partners will promote healing and hope for the children and families we serve. WCCAC's well-qualified staff and Board of Directors will implement and monitor all strategic plan activities, making modifications as needed along with way.

The strategic plan builds on the successes of WCCAC and propels forward movement toward great community impact. It also targets a future focused on expanding our reach in eradicating child sexual and severe physical abuse, educating adults around prevention, and creating a community in which **protecting children is everyone's business**.

## Meet the Strategic Planning Committee

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Dawn Cazzolli, Wayne County Children's Advocacy Center

Colby Chamberlin, The Commercial & Savings Bank

Angie Giltner, Empower Training & Assessment Co., LLC

Nate Huffman, McElroy Packaging

Jeff King, Wayne Savings Community Bank

Megan Lezzer, BASF SE

Eric Michener, Critchfield, Critchfield & Johnston, Ltd.

Gil Ning, Retired Business Professional

Matthew Ogden, First-Knox National Bank

Dr. Shellie Russell-Skerski, MD, FAAP, Akron Children's Physicians Associates-Pediatrics

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### **Keep your children safe, know who is living in your neighborhood**

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Wayne County: <http://waynecountysheriff.blogspot.com/p/the-wayne-county-sheriffs-office-makes.html>

Holmes County: <http://www.holmescountysheriff.org/sex-offenders/>

Ashland County: <http://ashlandcountysheriff.org/predators.cfm>