



Family &
Children's
Trust Fund
OF VIRGINIA

Strategic Plan

2023-2026

Legislative Mandate

The Family and Children's Trust Fund (FACT) was created by the General Assembly in 1986 as a public-private partnership to raise funds for the prevention and treatment of family violence, including child abuse and neglect, domestic violence, dating violence, sexual assault, and elder abuse and neglect. FACT is governed by a Board of Trustees, appointed by the Governor, to raise and distribute funds for family violence prevention and treatment efforts, as well as to promote public awareness of family violence issues across the Commonwealth. The Board of Trustees is vested with statutory authority to:

- Encourage public awareness activities concerning child abuse and neglect and violence within families
- Administer and disburse funds to partner organizations
- Encourage and accept gifts, contributions, bequests, or grants in cash or otherwise from any source, public or private, to carry out the purposes of FACT
- Monitor the use of funds to ensure the accountability of recipients of the funds
- Engage in fundraising activities to expand and promote FACT
- Advise the Department of Social Services, the Board of Social Services, and the Governor on matters concerning programs for the prevention of child abuse and neglect and family violence, the treatment of abused and neglected children and their families, and other such issues related to child abuse and neglect and family violence as identified by the Commissioner
- Communicate to the Departments of Behavioral Health and Developmental Services, Corrections, Criminal Justice Services, Education, Health, and Juvenile Justice, other state agencies as appropriate, and the Attorney General activities of the Board of Trustees related to efforts to prevent and treat child abuse and neglect and violence within families

Additionally, FACT's Child Abuse and Neglect Committee serves as one of three Citizen Advisory Panels mandated in the Child Abuse Prevention and Treatment Act (CAPTA).

FACT's most recent strategic plan was approved in 2018 and focused on the following three-year period. In lieu of attempting a full strategic planning process during the pandemic, the FACT Sustainability Report was commissioned to assess structural challenges to the organization's sustainability. This strategic plan will cover 2023-2026, building on the FACT Sustainability Report.

The Sustainability Report provided several recommendations that focus specifically on FACT's structure, authority, and funding, with additional considerations as state government transitions to a new administration in January 2022. The new administration's priorities and initiatives were taken into consideration as part of this strategic planning process.

Strategic Plan Processes and Themes

During the first quarter of 2023, twenty-four stakeholders in the family violence field provided input via phone or video interviews, and their names and affiliations are listed at the end of this document. The Sustainability Committee provided guidance to the process and FACT Trustees provided input via survey prioritizing FACT's current work and participated in a day-long planning session.

A review of the state-level ecosystem, made up of public and private organizations, provided a starting point for the planning process. The following documents provided context for the development of FACT's strategic plan: Virginia's Plan to Prevent Child Abuse and Neglect, Fiscal Map of Children's Supports in Virginia, The Implementation Plan (an addendum to Virginia's Plan to Prevent Child Abuse and Neglect), Greater Richmond SCAN's Plan for Child and Family Wellbeing, and the first annual report from the Office of the Children's Ombudsman. Information from the Children's Trust Fund Alliance and Prevent Child Abuse America were key national sources in this work.

Input was solicited from FACT trustees via survey and a one-day planning session, guided by input from the Sustainability Committee. Many stakeholders questioned FACT's ability to fulfill its role as a Citizen Review Board while being housed at VDSS. That said, multiple stakeholders acknowledged the positive and respectful working relationship that FACT has with VDSS staff.

FACT is highly regarded by stakeholders as a critical partner and subject matter expert that identifies emerging trends and focuses on root causes, policies, and practices. VDSS staff who work with the Child Abuse and Neglect Committee (the Citizen Review Panel) value FACT's data-driven approach and deep dive into issues that impact child welfare. FACT was credited for supporting efforts to make Virginia's service delivery system more trauma-informed funding local coalitions and addressing policy issues.

Stakeholders emphasized the importance of FACT's work on systemic changes rather than providing grants to the many local organizations serving families. While grants to serve additional families are appreciated by local organizations, doing so is not sufficient to impact communities. Systems change follows when policies and programs address the root causes of

an issue such as family violence. Without systems change, overall efforts to prevent and effectively treat family violence are not sustainable.

FACT's ability to be flexible and nimble was also highlighted by stakeholders, allowing FACT to mobilize multiple partners to take advantage of new opportunities.

To move from planning to implementation, FACT should develop annual work plans that specify tactics and measurable outputs and outcomes.

Mission and Vision

FACT will amplify community programs and initiatives focused on the prevention and treatment of family violence and the protection of children through funding and awareness.

FACT envisions a world in which no one in Virginia experiences family violence and all children are safe.

Goals and Strategies

- 1) **FACT will focus its efforts on state and local systems that prevent, reduce, and treat family violence across the lifespan**
 - a) FACT will raise awareness of the importance of and distinction between primary, secondary, and tertiary prevention efforts related to family violence across the lifespan.
 - b) FACT will prioritize issues identified by the Child Abuse and Neglect Advisory Committee in its work.
 - c) FACT will support and promote efforts to collect and utilize accurate data to evaluate the impact of current practices so that it can recommend effective policies and practices.
 - d) FACT will support efforts that assess, prioritize and promote the implementation of trauma-informed policies and practices.

- 2) **FACT will educate policymakers on ways to prevent and treat family violence.**
 - a) FACT will identify opportunities and provide input on studies, policies, and proposed legislation related to family violence.
 - b) FACT will educate policymakers including other state-appointed boards and commissions, legislative advisory groups, secretaries, and commissioners by making presentations at relevant meetings.
 - c) FACT will increase the use of advisory letters, in concert with issue briefs, for other agencies within the Health and Human Resources secretariat and across agencies outside of the secretariat that support children and families.

- 3) **FACT will grow and leverage resources to address the prevention, reduction, and treatment of family violence.**
 - a) FACT will coordinate with organizations that have complementary missions.
 - b) FACT Trustees will personally educate their local and state officials about the prevention and treatment of family violence across the lifespan.
 - c) FACT will identify ways to deepen the impact of ad-hoc grants, increasing the capacity of organizations and service providers.
 - d) FACT will allocate the majority of its funding towards systems-level issues.

4) FACT will seek changes in its governance, financial, and operational structures to enhance its effectiveness.

- a) FACT will seek administrative and legislative support for Code changes and a line-item appropriation that will establish it as an independent state agency
- b) FACT will modify its funding processes based on the requirements of the new structure, as needed.

The following partners and subject matter experts provided input to this plan.

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| Marta Keane | Area Agencies on Aging Association |
| John Oliver | Child advocate, former FACT member |
| Teresa Rafael | Children's Trust Fund Alliance |
| Amy Atkinson | Commission on Youth |
| Paige McCleary | Dept of Aging and Rehab Services - Adult Protective Services |
| Melissa Oneil | Department of Criminal Justice Services - CASA |
| Kristina Vadas | Department of Criminal Justice Services - Victims Services |
| Shannon Hartung | Virginia Dept of Social Services - Child Protection & Prevention |
| Laurel Aparicio | Early Impact Virginia |
| Ali Faruk | Families Forward |
| Mia Crockett | Families Forward |
| Judy Kurtz | Former FACT chair |
| Jeanine Harper | Greater Richmond SCAN, VA Trauma Informed Community Networks |
| Eric Reynolds | Office of the Children's Ombudsman |
| Janice Dinkins-Davidson | Virginia Child Advocacy Centers |
| Marge White | Virginia Foundation for Healthy Youth |
| Valerie L'Herrou | Virginia Poverty Law Center |
| Tracy Gendron | VCU - Center on Aging |
| Gena Berger | VDSS - Office of the Commissioner |
| Nancy Fowler | VDSS - Family Violence |
| Emily Griffey | Voices for Virginia's Children |
| Allison Gilbreath | Voices for Virginia's Children |
| Carl Ayers | VDSS - Office of the Commissioner |
| Kristi VanAudenhove | Virginia Sexual & Domestic Violence Action Alliance |

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This planning process was developed under contract with consultant, Lisa Specter-Dunaway.