

Town of Richmond
Request for Special Appropriations
Request for Fiscal Year: 2027

Organization's Name: Vermont Family Network
Address: 600 Blair Park Road, Suite 240
City, State, Zip: Williston, VT 05495
Website address: www.vermontfamilynetwork.org

A. GENERAL INFORMATION

1. Program Name: Family Support Program
2. Contact Person/Title: Michelle Kessler, Executive Director

Telephone Number: 802-363-7522
E-mail address: Michelle.Kessler@vtfn.org
3. Total number of individuals served in the last complete fiscal year by this program:
1366 individuals and/or families were served by VFN in FY25
4. Total number of the above individuals who are Town residents:
13 of these families/individuals are Richmond Residents with 97 assistance transactions

Percent of people served who are Town residents: 1%
5. Amount of Request: \$500
6. Total Program Budget:
The Family Support Program budget is \$1,170,449.97 with the entire organizational budget of \$1,615,132.31.

Percent of total program budget you are requesting from the Town of Richmond: less than 1%
7. Please state or attach the mission of your agency:
The mission of Vermont Family Network is to empower and support all Vermont children, youth and families, especially those with disabilities or special health needs. We do this by giving a strong start, lifting family voices, and advancing inclusive communities.
8. Will the funding be used to:
☒ Maintain an existing program ☐ Expand an Existing Program
☐ Start a new program

9. Has your organization received funds from the Town in the past for this or a similar program? Yes
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If yes, please answer the following:

- a. Does the amount of your request represent an increase over your previous appropriation? If yes, explain the reason(s) for the increase.

No

- b. Were any conditions or restrictions placed on the funds by the Selectboard? No
If yes, describe how those conditions or restrictions have been met. N/A

B. PROGRAM OVERVIEW

1. Statement of Need: Identify the issue or need that the program will address (use statistical data to justify the need for the program). To what extent does this need or problem exist in the Town of Richmond?

There is a high need from families for support with helping them navigate the complexities of raising their children with disabilities or special health needs throughout the state of Vermont and VFN is here to help them. Offers this valuable parent-to-parent peer support at no cost and no application process - most of the Vermont families seeking VFN's support services are not fiscally able to access private advocacy and assistance. Families need only send an email or make a phone call to access VFN's support.

18% of children in Vermont are on IEPs with the range throughout the state being 15.2-22.6%. This percentage is reflective of those children living in Richmond. Through our Family Support Program, VFN offers families individualized assistance through our education and health helplines, workshops, parent matches, sibling support, funding, and support at coordinated services plans. Our Family Support consultants are trained and parents with lived experience raising children with disabilities or special health needs who provide compassionate and knowledgeable peer-to-peer support to families who walk the same path. Parents can reach out to VFN for assistance in navigating both the health and education systems, including but not limited to, understanding how the evaluation and IEP systems work, how to access insurance, matching parents with mentor parents who have similar experiences.

2. Program Summary:

a. Identify the target/recipients of program services. Specify the number of Town residents your program will serve during the fiscal year and explain the basis upon which this number is calculated. Indicate any eligibility requirements your program has with respect to age, gender, income or residence.

Our target recipients of services are caregivers of children with special health needs, including mental health, and/or disabilities. We support anyone who is concerned about their child's development, free of charge. In FY25 VFN served 13 Richmond families over 97 interactions. VFN is also a partner on the Pathways to Partnership initiative with a mission to provide advocacy and

information to children transitioning from high school into adulthood. VFN provides its services to all families in Richmond with children under the age of 26. As we continue to witness many programs being canceled, it is likely that the engagement will increase in the coming year.

b. Identify what is to be accomplished or what change will occur from participating in the program. How will people be better off as a result of participating in the program? Describe the steps you take to make the project known to the public, and make the program accessible and inclusive.

The monies requested will go specifically to funding our Family Support Program. This program allows families to receive various services helping them to adapt to a child's diagnosis, understand the various systems they will need to navigate, and educate them in a multitude of areas to help them be the best advocate for their child that they can be. VFN provides this service to all families throughout the state. We reach out to medical providers and educators about our program so that they can share with families that we are here. MMUUSD's Special Services website contains a link to our website which offers extensive information, resources and ways to connect with us. with most staff housed in Williston, and staff members in both Rutland and the Northeast Kingdom. Our Family Support Services are available to anyone in the state by phone, via email, text or in-person. Our helpline is available from 8:30 am until 4:30 pm Monday through Friday. Our main office is located in Williston with satellite offices in Rutland and Newport. Staff are also available to meet with families off site when needed/appropriate.

3. Program Funding:

a. Identify how Town funds, specifically, will be used (i.e., funds will provide "X" amount of units of service)

VFN is reaching out to towns all over the state, where we have had a significant impact on families, for funding to be able to continue this valuable program assisting families all over the state. The last few years have seen major cuts in governmental grants and foundation monies, and it is through the generosity of Town Grants that VFN is able to continue its services to families. A \$500 appropriation would fund approximately 20 hours of direct family support services.

b. List the other agencies to whom you are submitting a request for funds for this program and the amount requested. How would this program be modified should revenues be lost.

The majority of the Family Support program budget comes from grants, the two biggest being from Children with Special Health Needs (CSHN) through the Vermont's Department of Health and Parent Training Information (PTI) through the Federal Department of Education. We receive a variety of smaller grants from the federal Health and Human Services and the state Department of Mental Health, as well as a few foundation grants and town appropriations throughout the state. Because our work is primarily direct service through parent-to-parent support, loss of funds would be a direct loss of services to families.

Last year, VFN received the following funds from town grants which were critical to ensuring we are able to continue to provide this valuable service to Vermont families raising children with disabilities or special health needs.

Town of Bethel	\$250	Town of Marshfield	\$150
Town of Brattleboro	\$2,500	Town of Plainfield	\$150
Town of Brookline	\$250	Town of Richmond	
Town of Duxbury	\$250	Town of Sheldon	\$250
Town of East Montpelier	\$500	Town of St. Albans	\$1,000
Town of Elmore	\$150	Town of Starksboro	\$250
Town of Fairlee	\$250	Town of Stowe	\$1,000
Town of Glover	\$250	Town of Wallingford	\$100
Town of Granby	\$250	Town of Waltham	\$250
Town of Highgate	\$500	Town of Weathersfield	\$500
Town of Hinesburg	\$1,000	Town of Westfield	\$250
Town of Isle of La Motte	\$250	Town of Westmore	\$250
Town of Hubbardton	\$250	Town of Weybridge	\$250
Town of Killington	\$250	Town of Williston	\$2,000
Town of Lemington	\$250		
Town of Lunenburg	\$250		
Town of Middlesex	\$250		
Town of Middletown Springs	\$250		
Town of Maidstone	\$250		
Town of Norton	\$250		

C. ORGANIZATIONAL CAPACITY

1. Describe your agency's capability to provide the program including its history, previous experience providing this service, management structure and staff expertise.

Vermont Family Network (VFN) is the federally designated Parent Training and Information Center, the Family-to-Family Health Information Center, and the Vermont chapter of both Family Voices and Parent-to-Parent USA for the state of Vermont. VFN has been serving Vermont families and the professionals who work with them for more than 30 years. Vermont Family Network was formed 16 years ago through a merger of two organizations, Parent to Parent Vermont and the Vermont Parent Information Center. In 2017, Puppets in Education joined the "family" by becoming a program of Vermont Family Network.

VFN helps raise family voices in Vermont by participating as members of the Vermont Coalition for Disability Rights (VCDR) and the Vermont Early Childhood Advocacy Alliance. We also collaborate with the Vermont Developmental Disabilities Council, Green Mountain Self-Advocates, and the University of Vermont Center on Disability and Community Inclusion to offer the Vermont Leadership Series. This training Series is for parents of children and youth with disabilities or special health needs and self-advocates. In 2024, VFN partnered with other nonprofit organizations, such as HireAbility, VCIL, and the state for a 5-year project advocating and assisting families and young adults with the transition from high school to higher education or the workforce.

The Vermont Family Network's management structure is a collaborative environment between the Board of Directors and the VFN Executive Management Committee, which includes the Executive Director and the Co-Directors of Family Support. The Treasurer of the Board and the Finance

Committee are responsible for the fiscal oversight of the organization. The Executive Committee and the Board Governance Committee are responsible for the VFN operations and management oversight. All Family Support Consultants at VFN are parents who have children with disabilities and/or special health needs.

2. How will you assess whether/how program participants are better off? Describe how you will assess program outcomes. Your description should include: what (what kind of data), how (method/tool for collecting the data), from whom (source of data) and when (timing of data collection).

Every six months we survey families (caregivers) who have used VFN's support services to assess satisfaction. As result of these surveys staff will modify how they interact with caregivers when supporting them. Caregivers are also given a list of topics of interest to select from. Those answers help to determine what types of training and webinars VFN will provide.

3. Summarize or attach program and or service assessments conducted in the past two years.

Please find the survey results attached for FY 24. FY25 survey results will be published with the FY25 annual report scheduled to be completed in November 2025.

4. Does your organization have a strategic plan and a strategic planning process in place? The strategic plan should include a mission statement, goals, action steps to achieve the goals, and measures that assess the accomplishments of the goals.

Yes, please find strategic plan attached.

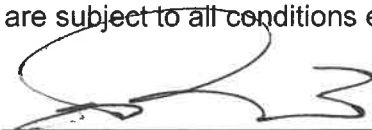
5. What is the authorized size of your board of directors?

VFNs authorized board of directors size is between 5 and 23. At least 50% of the board members must be the parent of a child with special health needs and/or disabilities who is between the ages of 0 to 26.

How many meetings were held by the board last year? 10 meetings

I, the undersigned, confirm the information contained herein is accurate and can be verified as such. I understand and agree that if the requested funds are approved, the disbursement of funds are subject to all conditions established by the Richmond Selectboard.

Signature of Applicant



Date: 10/7/2025

VFN Spring 2024 Caretaker Survey

A voluntary electronic survey was conducted between 6/11/24-9/14/24. Participants were caregivers who had received information/services from Vermont Family Network in the previous 6 months.

The Information/services received included:

- Answers to questions about my child's health condition
- Help finding other families with a child with a disability or special health care needs like mine
- Help finding services for my child in my community
- Help finding a doctor or health care provider
- Help with school/education issue
- Help with transition to adulthood issue
- Help with insurance

Survey results

Respondents were asked to respond to the following five statements and questions

The information or services I received met my needs.

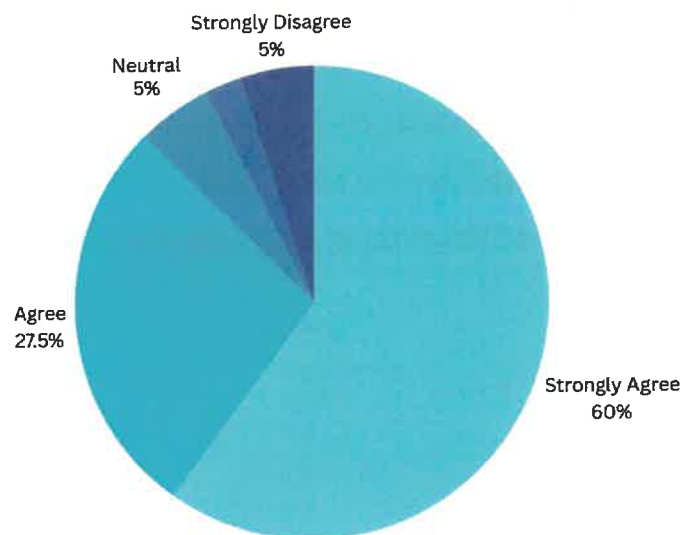
60% of respondents (24) *strongly agreed*

27.5% respondents (11) *agreed*

5% of respondents (2) were *neutral*

2.5% of respondents (1) *disagreed*

5% of respondents (2) *strongly disagreed*



Statement: The information or services I received will help me work with those who serve my child (e.g., health care providers, service providers, and other professionals).

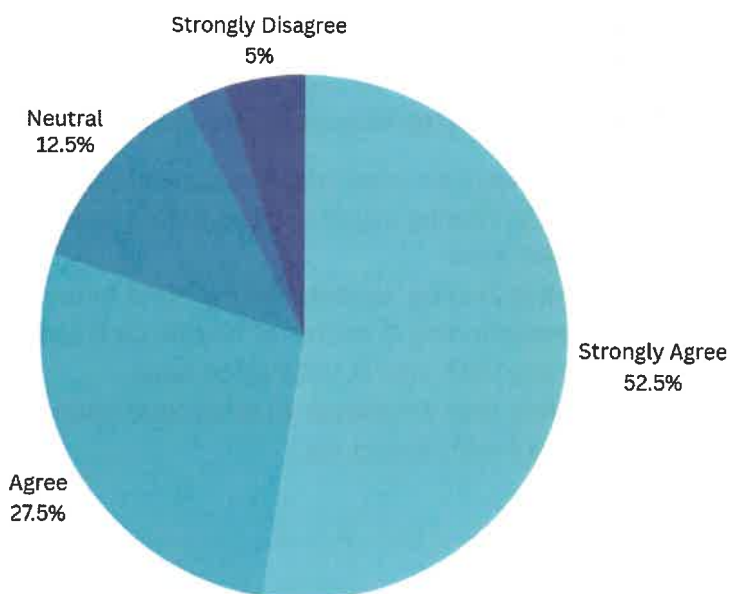
52% of respondents (21) *strongly agreed*

27.5% respondents (11) *agreed*

12.5% of respondents (5) were *neutral*

5% of respondents (1) *disagreed*

5% of respondents (2) *strongly disagreed*



Statement: I will use what I learned to help my child/family.

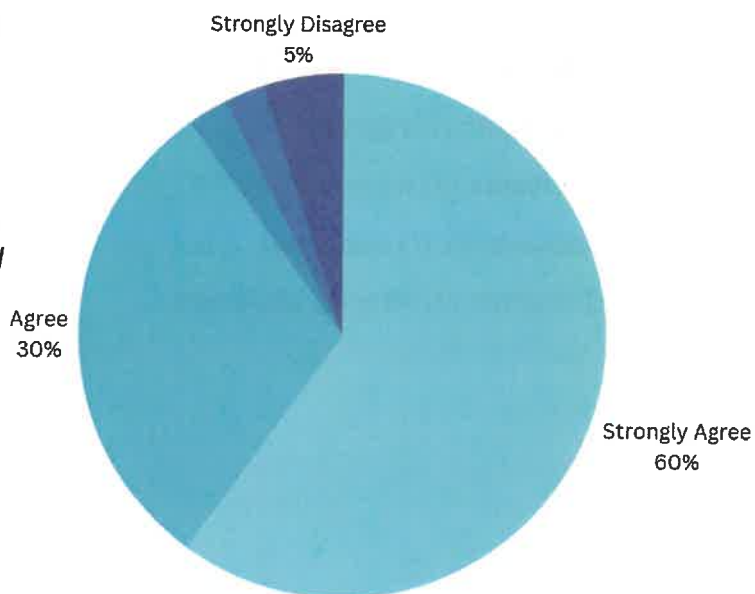
60% of respondents (24) *strongly agreed*

30% respondents (12) *agreed*

2.5% of respondents (1) were *neutral*

2.5% of respondents (1) *disagreed*

5% of respondents (2) *strongly disagreed*



Statement: **I would recommend Vermont Family Network to other families.**

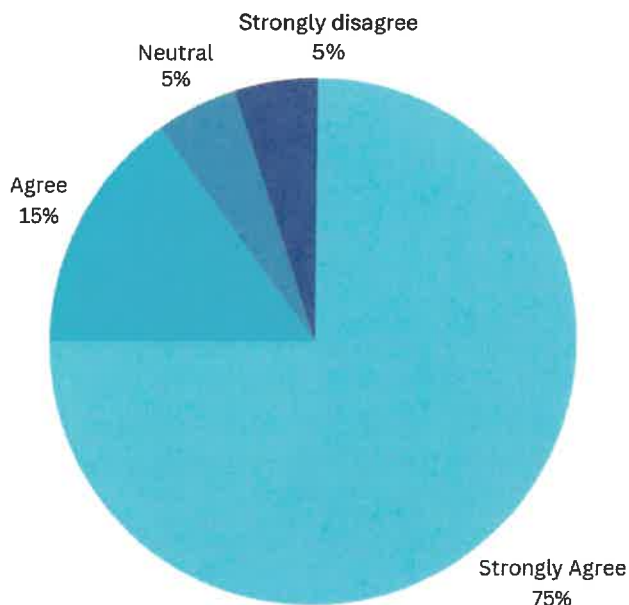
75% of respondents (30) *strongly agreed*

15% respondents (6) *agreed*

5% of respondents (2) were *neutral*

0% of respondents (0) *disagreed*

5% of respondents (2) *strongly disagreed*



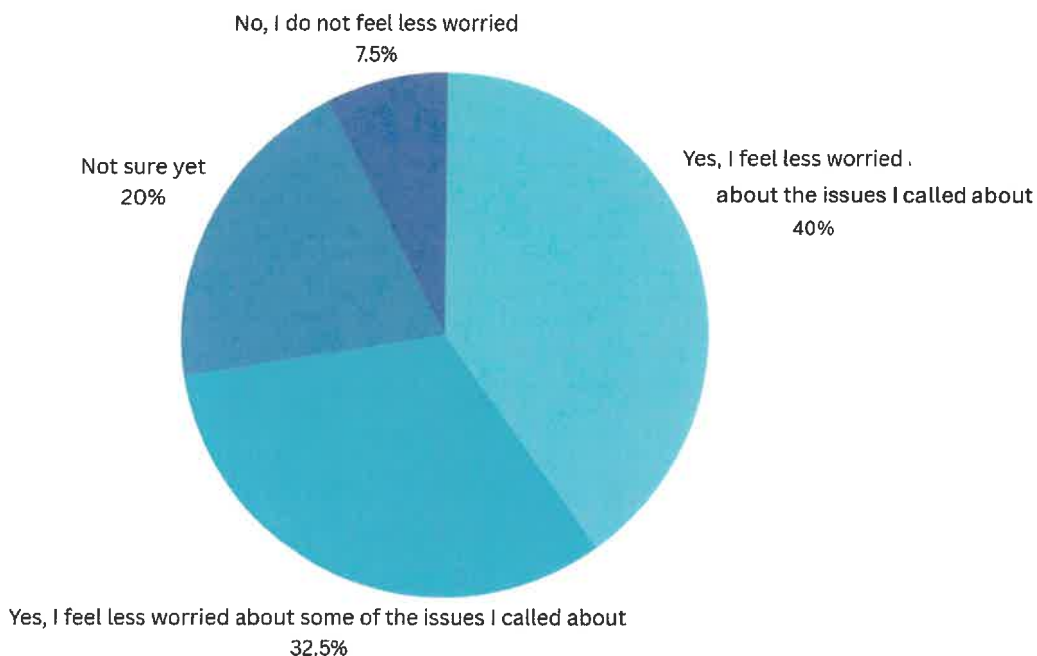
Question: **Since receiving support and/or information via email or phone from a Family Support Consultant, do you feel less worried about the issues you called about?**

40% of respondents (16) selected *Yes, I feel less worried about the issues I called about*

32.5% of respondents (13) selected *Yes, I feel less worried about some of the issues I called about*

20% of respondents (8) selected *Not sure yet*

7.5% of respondents (3) selected *No, I do not feel less worried*



Vermont Family Network Strategic Plan – July 1, 2025-June 30, 2026

Activity Tracking Sheet							
Goal	Strategy	Objective	ORIGINAL	Primary Responsible Party	Secondary Responsible Party	Timeframe	Evaluation
Goal 1: Capacity Building VFN will be the lead organization in Vermont providing and/or connecting diverse families (including parents, children, youth and young adults) and professionals to comprehensive, effective information, education, and support.	Strategy 1.1: Providing sufficient, high quality, relevant, useful, & up-to-date individual assistance at varied levels of intensity that leads to enhanced family-professional partnership & effective advocacy.	Objective 1.1.a: Make sure VFN is listed as a resource for families in every state agency (i.e., Parental Rights document for EI and special education): Identify state agencies with parental rights documents/guides, reach out to request VFN inclusion	Family Support (FS)	Fam. Support	L-Team	quarterly	Evidence of VFN inclusion in documents
		Objective 1.1.b: Develop outreach plan that includes identification of and outreach to child- and family-serving entities in the areas of early childhood/education (EI, pre-schools, childcares, schools), Health (medical offices, hospitals, FQHCs), mental health (providers, hospitals), disability, etc.; provide materials to them about VFN to give to families	Family Support and PIE, interns	L-Team	Fam. Support	Annually	Evidence of Outreach
		Objective 1.1.c: Periodically review and update outreach and informational materials	Subgroup within FS and PIE, with review by L-Team, communications & marketing	L-Team	Fam. Support	At least annually	Evidence of updated materials
		Objective 1.1.d: Enhance the intake process to make it easier and more family-friendly and to gather and share information up front to reduce burden on FS; develop any universal resources needed for the new process	FS, Intake	Fam. Support	L-Team	Completed 11/2024	Evidence of revised intake process New materials
		Objective 1.1.e: Conduct staff development in coaching and mentoring to increase efficiency and effectiveness when interacting with families	FS Co-Directors	Fam. Support	L-Team	At least annually; 1 st training by 10/1/23	Staff development sign in sheet Presentation materials , pre and post surveys re: learning
	Strategy 1.2: Providing sufficient, high quality, relevant, useful, & up-to-date parent, youth, and professional development that	Objective 1.2.a: Review our annual conference and make sure it is relevant, do we want to try mini conferences throughout the state once we are in person again?	Family Support Staff, L-Team	Fam. Support	L-Team	Annually	Meeting notes including this discussion Meeting decisions

leads to enhanced family-professional partnership & effective advocacy	Objective 1.2.b: Advanced training or workshop for leadership graduates	Training and Outreach Coordinator, Policy Advocacy Coordinator, VLS partners	Fam. Support	Training Coordinator	Review Annually	Evidence of advanced training curriculum; Dates for advanced training
	Objective 1.2.c: Connect with mentor programs throughout the state to see what information and/or training we might be able to offer them	PIE	PIE	PIE	Completed 1/2022	List of mentor programs with contact info Evidence of outreach to mentor programs Collaboration agreements
	Objective 1.2.d: Periodically review and update all training offerings including for parent to parent matching, PTI, F2F, PIE, etc. – is it still current, is it meeting family needs, is it still the highest priority, do evaluations show it's effective, are we missing any important audiences, etc. Scan for gaps and opportunities.	Training & outreach coordinator, FS Team, PIE	Training Coordinator	L-Team	Periodically, beginning January of 2022	Review of trainings Revised trainings
	Objective 1.2.e: Increase number of fee-for-service professional development opportunities with a focus on PIE: survey professional training needs, create PD workshops to address needs identified through the survey, review potential to provide CEUs, develop/update fee-for-service fee structure, outreach materials, etc. Implement expanded program and provide at least 2 workshops by 2025	PIE, Training and outreach, ED, FS	Fam. Support	PIE	Completed 12/2025; revisit for goals update 6/2026	Survey as needed Survey results PD list Fee-for-service materials Evidence of outreach Evidence of fee-for-services
	Objective 1.3.a: Connect with organizations who serve diverse families and determine how we might partner with them and support those families (example: Parent Child Centers and Designated Agencies)	L-Team, Family Support, PIE, and Board	DEI Workgrp	L-Team	Ongoing Revisit at least annually	List of orgs. / Evidence of outreach / Collaboration agreements
Strategy 1.3: Achieving greater visibility for VFN as a source of accurate information and meaningful support for diverse families and as a resource for professionals working with children and families.	Objective 1.3.b: Continue to offer virtual tours and tours in a box when we can be in person so we can reach more people throughout VT and get the word out about VFN	Thrives Team	Thrives Team	L-Team	Ongoing	Dates of tours Participants Evidence of completed tours
	Objective 1.3.c: Review information that is given to children who participate in Puppet Shows and make sure VFN is highlighted as a resource for families	PIE	PIE	PIE	Completed 8/2021	Evidence of review & results

Goal 2: Fostering Change VFN will strengthen the impact of the voices of families of children with disabilities and special	Strategy 1.4: Developing greater awareness of, & familiarity & collaboration with, other child- & family-serving agencies & organizations, to maximize the information, education, & support available to families & professionals.	<i>Objective 1.3.d:</i> Proactively position VFN as an expert in family-professional partnerships and as the go-to for statewide entities on family engagement	L-Team and Family Support and Board	L-Team	Policy Advo. Coord.	Ongoing	Evidence of increased usage by professionals, agencies, etc. Contracts/grants to do more!
		<i>Objective 1.3.e:</i> Contact 5 state legislative committee chairpersons to educate them about VFN as a source of support for families including their constituents	CEO, L-Team, Board	L-Team	Policy Advo. Coord.	Annually	Evidence of communication
		<i>Objective 1.4.a:</i> Develop a model for how VFN & partner organizations (i.e., Parent Child Centers, VT Children's Hospital, FQHCs, medical homes)) can collaborate including through formal MOUs/LOAs, funded partnerships, and embedding of VFN employees	L-Team and Family Support and PIE	L-Team	CEO	2022	Evidence of outreach Collaboration agreements
		<i>Objective 1.4.b:</i> Identify partners to expand Family Faculty (ie., VT Tech and Castleton Nursing programs)	Family Support	Fam. Support	Fam. Support	Ongoing	Evidence of outreach Collaboration agreements
		<i>Objective 1.4.c:</i> Enhance collaboration with VFFCMH	CEO, L-Team, FS	CEO	L-Team	Immediately and ongoing	Evidence of outreach, discussions, MOA, etc.
		<i>Objective 1.4.e:</i> Consider use of "tours" to build awareness, allow for Q&A for this group; use tours (and if necessary modify them) with partners	CEO, L-Team, Thrives Team	L-Team	Thrives Team	Benevon model canceled... revisit how tours will continue in 2026	Evidence of tours used for partners
	Strategy 2.1: Increasing VFN's representation on local, state, &, to the extent resources & opportunities are available, national advisory	<i>Objective 2.1.a:</i> Leadership Series Grads represent VFN in multiple settings, i.e. VICC, hospitals (this would require ongoing staff support, volunteer coordination)	Policy Advocacy Coordinator (PAC)	Policy Advo. Coord.	L-Team	Ongoing	Evidence of settings where LS Grads represent VFN

healthcare needs and equity in systems through representing the interests of diverse families in policymaking & preparing families to increase their effectiveness as change agents.	committees, Task Forces, etc. on issues of importance to the children, youth, families, & professionals we serve.	<i>Objective 2.1.b:</i> Examine the “portfolio” of boards/committees that we are on and determine which are most important. What can we drop? What do we need to add? What makes the best and most effective use of staff time? How to have the greatest impact for our existing bandwidth. Assess outcomes each year.	L-Team, PAC, Board	L-Team	Policy Advo. Coord.	Annually	List of Boards & committees with identified importance/prioritization Evidence of annual priorities & goals for each
		<i>Objective 2.1.c:</i> Train staff, Board and family leaders to represent VFN and assign them to cover priority groups as needed	L-Team, PAC, Training Dir.	L-Team	Policy Advo. Coord.	1 st training by 6/22; ongoing	List of trained staff, leaders Training materials
		<i>Objective 2.1.d:</i> Identify, solicit, and secure funds to prepare family leaders to sit on groups	L-Team, PAC Board	L-Team	Policy Advo. Coord.	Identify 1/22 Solicit 4/22	List of sources \$\$\$ secured
		<i>Objective 2.2.a:</i> Outreach to VT LEND program (training for families with neuro-developmental disabilities) to explore ways we might be able to coordinate around policy	New ED	CEO	CEO	Completed 2/2023	Meeting notes Collaboration agreement
		<i>Objective 2.2.b:</i> More partnership opportunities with UVM Center for Diversity and Community Inclusion (CDCI, Jesse Suter, ED)	FS Co-Directors, CEO, PIE Program Manager	L-Team	CEO	ongoing	Meeting notes Collaboration agreement
		<i>Objective 2.2.c:</i> Define diversity very broadly in addition to race and ethnicity to include socioeconomic, range of disabilities, geography, educational status, housing status, employment status, parents with disabilities, kin as parents, etc. and work with organizations that serve these groups to locate and develop trust with families.	DEI workgroup, FS Co-Directors	DEI Workgrp	Fam. Support	ongoing	Evidence of broad definition of diversity List of orgs. Collaboration agreements
		<i>Objective 2.2.d:</i> Identify, solicit, and secure funding to support outreach to diverse groups (i.e., Vermont Community Foundation)	CEO or designee	CEO	CEO	By Jan.2022 Ongoing	Evidence of outreach to VCF
		<i>Objective 2.2.e:</i> Solicit more diverse Board members both in terms of disability and racial/ethnic background and geography	Board Governance Committee, CEO	Board Governance	CEO	ongoing	Evidence of diverse Bd. Recruitment New members
		<i>Objective 2.2.f:</i> Partner with diverse affinity groups (investigate year 1, outreach year 2, collaboration year 2-3)	Bd members, DEI workgroup, CEO, L-Team, FS & PIE managers	DEI Workgrp	L-Team	Investigate FY22 Outreach FY23 Collaborate FY24	Evidence of outreach, agreements
		<i>Objective 2.2.g:</i> Increase diversity of trained parent leaders by 10% (race, ethnicity, language, geography, etc.): review existing diversity of trained parent leaders and training participants and identify gaps. review/revise materials as needed to meet needs of “gap” communities, facilitate training for parents representative of “gap” communities”	VFN staff – All DEI workgroup to determine target %	DEI Workgrp	Policy Advo. Coord.	Gap analysis: by 4/1/22 Materials: 7/1/22 Gap training: 10/1/22 All annually	Gap analysis Revised materials Gap training Materials, dates Evidence of participation

Goal 3: Sustainability VFN will strengthen & maintain its organizational effectiveness & vitality.	Strategy 2.3: Sharing information on existing & emerging issues of importance to the children, youth families & professionals we serve & connecting trained family leaders & their professional partners to opportunities to make an impact.	<i>Objective 2.3.a:</i> A dedicated staffer/consultant will keep up-to-date (up to the moment) on emerging policy developments at the Statehouse and bring back policy news to the leadership group to create call to action <i>Objective 2.3.b:</i> Determine the capacity needed to organize and coordinate a community of interested families (see 2.2.c) that can be called upon for a call to action <i>Objective 2.3.c:</i> Determine the capacity needed to develop relationships with mainstream media; build and manage online communities <i>Objective 2.3.d:</i> As the Board expands, consider reconstituting an Advocacy Committee (consider how the Board engages in advocacy with and on behalf of VFN)	PAC	Policy Advo. Coord.	CEO	By January 1, 2022	Existence of identified PAC, calls to action
			PAC	Policy Advo. Coord.	L-Team	Throughout FY22	Capacity need statement
			PAC, Dev & Commun Manager, FS Staffer	Policy Advo. Coord.	L-Team	By midpoint of FY 23	Capacity need statement Priority media list Existence of online communities
			PAC, CEO, Board Governance	Policy Advo. Coord.	Board Governance	Within FY22 and forward	Existence of Bd. Advocacy Comm.
			PAC, CEO, FS Co-Directors	Policy Advo. Coord.	L-Team	Fall of 2021 to be ready for 22 legis. Sess.	List of targeted partners
			CEO, FS Co-Directors, Operations Director, Board Co-Chairs, Finance Manager	CEO	Board Execs	ongoing	Meeting minutes Collaboration or merger agreement
				L-Team	Policy Advo. Coord.	ongoing	L Team notes, policy platform
			Board, L-Team, Development staff, PAC	L-Team	Board	FY22	Existence of message & consistent use
			Thrives Team PIE	Thrives Team	PIE	ongoing	At least ___ tours are facilitated with ___ businesses each year, evidence of sponsorships for Breakfast, PIE shows, and Conference
	Strategy 3.1: Increasing short, medium, & long-term financial stability & sustainability of VFN including through securing funding from diverse sources with the active participation of the VFN Board.	<i>Objective 2.4.a:</i> Target pediatric, family, ob/gyn and EI to get the word out. Add other important like-minded organizations in various sectors where VFN has a strong interest <i>Objective 2.4.b:</i> Continue conversations with VT FFCMH re: collaboration, merger <i>Objective 2.4.c:</i> Periodically review coalition advocacy work, make needed changes, etc. <i>Objective 3.1.a:</i> Make sure there is a strong, short, consistent message/branding that is used consistently across the organization, state, etc. <i>Objective 3.1.b:</i> Strengthen partnerships with businesses – tour, other outreach					

Strategy 3.2: Ensuring the existence & long-term sustainability of knowledgeable, skilled, committed, & diverse staff at all levels, including management, mid-level, & line staff, through effective recruitment, onboarding, initial & ongoing professional development, regular performance review, support for self-care, & creation, maintenance, & implementation of needed policies, procedures, & protocols.	<i>Objective 3.1.c: Revisit the Benevon goals and continue to implement the Benevon approach (this include growing the giving circle, sponsors, etc.)</i>	Thrives Team	Thrives Team	L-Team	ongoing	Meeting notes Revised goals
	<i>Objective 3.1.d: Explore foundation support (Kim K) and grants for capacity building (Stephanie C)</i>	L-Team, Kim, Stephanie C, Claire	L-Team	Thrives Team	ongoing	At least 3 new potential foundation sources are identified by 7/1/22
	<i>Objective 3.1.e: Review, update/enhance & implement a gift and an investment policy</i>	CEO, Board Finance Comm.	Board Finance	CEO	Review Annually	Existence of revised policies
	<i>Objective 3.2.a: Strengthen VFN as an attractive place to work – competitive salary and benefits, flexibility, work environment, informal get-togethers, etc. – and ensure staff retention; look</i>	Board, L-Team, Finance Manager	L-Team	Board	ongoing	Identify salary/benefit benchmark source by 1/22 Compare VFN with
	<i>Objective 3.2.b: Succession planning within the entire organization at all levels</i>	L-Team, Exec. Comm.	L-Team	Board Execs	By spring of 2022	Emergency succession plan existence; ED Succession plan
	<i>Objective 3.2.c: Develop, implement, evaluate, enhance remote work policy and support system.</i>	L-Team, Exec. Comm.	L-Team	Board Execs	Ongoing	Evidence of remote work policy & system
	<i>Objective 3.2.d: Periodically review and update staff hiring and promotion policies to ensure they are culturally appropriate, consistent with current law, and contribute to an overall positive climate at VFN</i>	DEI Workgroup L-Team Board if results in policy changes/ changes to Personnel Manual	L-Team	DEI Workgrp	Annually	Evidence of revised policies
	<i>Objective 3.3.a: Solicit Board members with PR/marketing/development/branding</i>	Governance Committee, CEO, Board	Board Governance	CEO	Ongoing--- committee by Dec. 31, 2021	Existence of subcommittee At
	<i>Objective 3.3.b: Implement better, more complete Board orientation including participation in a Benevon tour before completing a Board member application</i>	Governance, CEO	Board Governance	CEO	By 6/1/22	Existence of Bd. orientation
	Strategy 3.3: Ensuring the existence & long-term sustainability of knowledgeable, skilled, committed, & diverse Board members including officers, through effective recruitment, onboarding, initial & ongoing professional development, regular Board self-reviews, support for self-care, & creation, maintenance, & implementation of needed policies & procedures.					

