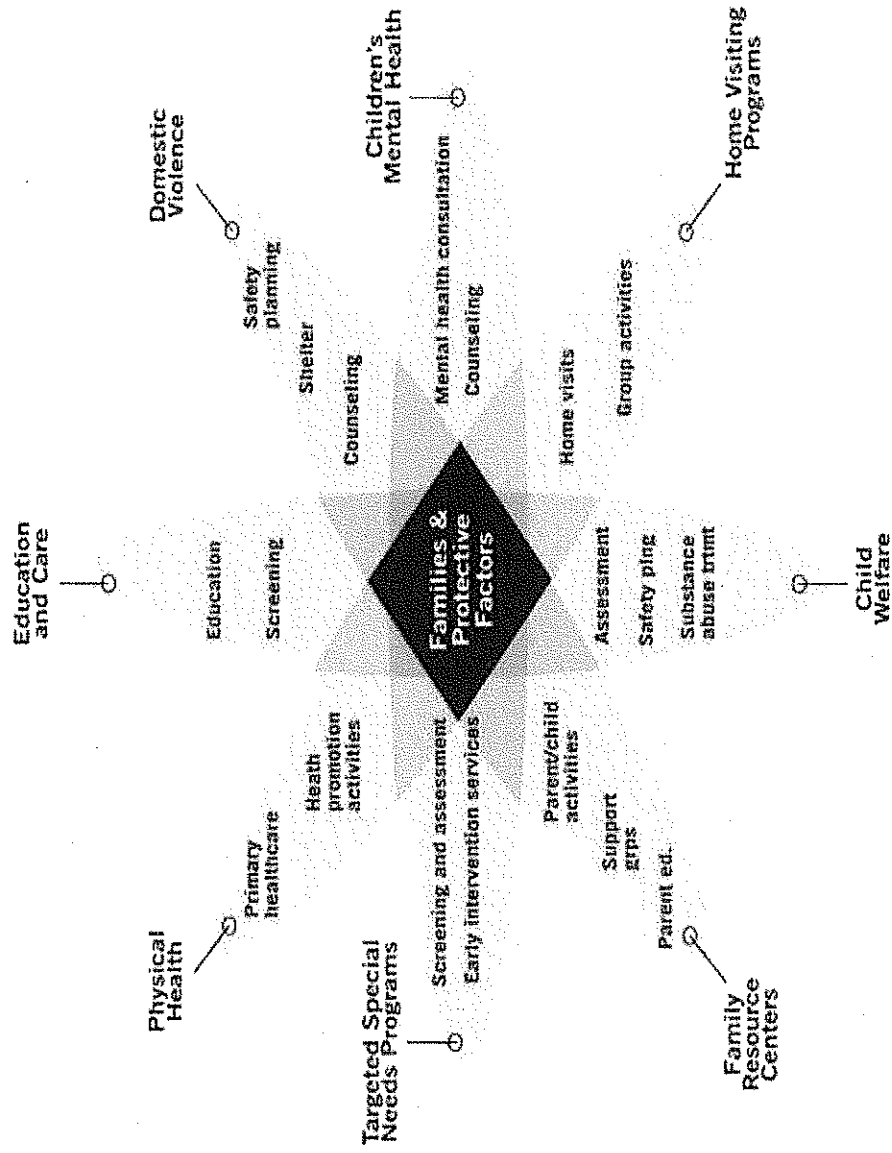
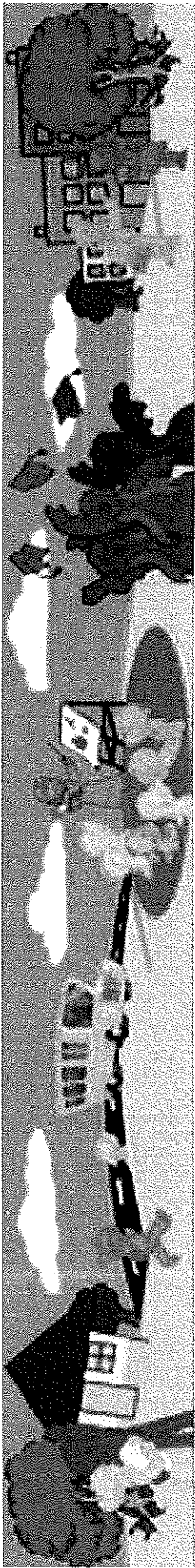




Community Child Abuse Prevention Plan

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S.O.A.R. Team

Strengthen Families, Provide Optimal Child Development And Reduce Child Abuse and Neglect

Vision Statement

Cumberland County is a safe and stable community, where children are nurtured and families thrive.

Mission Statement

Educate, empower, and support families so they are able to provide nurturing homes for their children.

Impact Area

1. Build the capacity of parents and prevention partners to understand, deliver, evaluate and advocate for the prevention of child abuse and neglect.
2. Cultivate beneficial prevention-focused partnerships to create a shared language, build efficiency and extend reach.

Guiding Principles

1. Staff and families work together in relationships based on equality and respect.
2. Staff enhances families' capacity to support the growth and development of all family members – adults, youth, and children.
3. Families are resources to their own members, to other families, to programs, and to communities.
4. Programs affirm and strengthen families' cultural, racial, and linguistic identities and enhance their ability to function in a multicultural society.
5. Programs are embedded in their communities and contribute to the community-building process.
6. Programs advocate with families for services and systems that are fair, responsive, and accountable to the families served.
7. Practitioners work with families to mobilize formal and informal resources to support family development.
8. Programs are flexible and continually responsive to emerging family and community issues.
9. Principles of family support are modeled in all program activities, including planning, governance, and administration.



SOAR Stakeholders

Prevention Partners	Mission Statement	Programs	Program Type	Team Members
Action Pathways	As an anti-poverty organization, we advocate for individuals and communities, through developing pathways into economic stability and by providing alerts and challenges to actions and policies that foster disadvantaged, poor, at-risk communities and individuals.	1. Early Head Start 2. Head Start	Skill Building/Education for Children Parent Education/Support Home Visiting	▪ Christiana Adeyemi, Executive Director, Head Start ▪ Wanda Baker, Family Services Manager ▪ Angela Bogges, Parent Representative – Aspire Program ▪ Ar-Nita Davis, GSBG Director ▪ Alysia Haddox, Head Start Parent Representative ▪ Kathy Hall, Executive Assistant- Parent Representative
Alliance Behavioral Healthcare	Improve the health and well-being of the people we serve by ensuring highly effective, community-based support and care.	3. Alliance Behavioral Healthcare	Information, Screening & Referral	▪ Sharon Glover, System of Care Coordinator ▪ Terrasine Gardner, Community Relations Manager
Army Community Service – Family Advocacy Program	Facilitate the command's ability to provide comprehensive, standardized, coordinated and responsive services that support soldiers, Department of Army civilians and families regardless of geographic location and to maximize technology and resources, eliminate duplication in service delivery and measure service effective.	4. Child Advocates 5. New Parent Support Program 6. Parent Education Trainers 7. Victim Advocates	Parent Education/Support Home Visiting	▪ Tom Hill, Family Advocacy Program Manager ▪ Scott Chase, Child Advocate Program Coordinator ▪ Stacy Hale, Parent Education Program Manager ▪ Sue O'Brien, Program Manager, New Parent Support Program
Army Community Service –Exceptional Family Member Program (EFMP)	Facilitate the command's ability to provide comprehensive, standardized, coordinated and responsive services that support soldiers, Department of Army civilians and families regardless of geographic location and to maximize technology and resources, eliminate duplication in service delivery and measure service effective.	8. Exceptional Family Member Program (EFMP)	Information, Screening, And Referral	▪ Tricia Newton, EFMP Program Manager
Balm in Gilead (BIG)	Rescue the dying and brokenhearted.	9. Pastoral Counseling	Parent Education/Support	▪ Dr. James.C. Basnight ▪ Jill Basnight ▪ Dr. Vivian Rhone
Boys and Girls Homes of North Carolina	Boys and Girls Homes of North Carolina, Inc. is dedicated to providing a comprehensive array of residential and	10. Foster Care	Parent Education/Support	▪ Tracey Natale, Program Supervisor ▪ Leilani Turner, Foster Care Consultant

Prevention Partners	Mission Statement	Programs	Program Type	Team Members
	community-based services to meet the needs of vulnerable children by addressing their physical, emotional, social, educational and spiritual development.			
Cape Fear Valley Health	Providing exceptional healthcare for all our patients.	11. Child Maltreatment	Parent Education/Support	▪ Jeannie Fiser, Child Maltreatment Coordinator
Center for Family and Community Engagement (CFFACE)	Our mission is to advance safe, healthy, and productive families and communities.	12. Community Engagement 13. Training and Technical Assistance	Service Providers Training and Technical Assistance	▪ Jenny King, Training Coordinator/Trainer
Child Advocacy Center (CAC)	Joining hands with community partners, we provide a safe and friendly center that supports the prevention, investigation, and prosecution of child abuse.	14. Annual Community Prevention Breakfast 15. Community Pinwheel Campaign 16. Human Trafficking Awareness Forum 17. Launching Hope 18. Partner in Prevention (PIP) 19. Professional Educational Trainings for Child Abuse Investigators 20. Scream Free Marriage 21. Scream Free Parenting 22. Stewards of Children Training	Parent Education/Support Public Education Service Providers Training and Technical Assistance	▪ Vanessa Allen, Community Coalition Member ▪ Faith Boehmer, Prevention/Volunteer Coordinator ▪ Roberta Humphries, Executive Director
City of Fayetteville Police Department	We are committed to leading the community problem-solving efforts that improve the quality of life for all citizens of Fayetteville. We will work assertively with the community to address the underlying conditions that lead to crime and disorder.	23. Adopt a Cop 24. Educating Kids on Gun Violence 25. Some Parts Are Not for Sharing 26. Sexting Program and Internet Safety	Skill Building/Education for Children	▪ Gina V. Hawkins, Chief of Police ▪ John Somerindyke, Youth Services/Special Victims Unit ▪ Peggy Smith, Youth Services/Special Victims Unit

Prevention Partners	Mission Statement	Programs	Program Type	Team Members
Coastal Horizons Center, Inc.	A critical access behavioral health agency that promotes choices for healthier lives and safer communities by providing a continuum of professional services for prevention, crisis intervention, sexual assault victims, criminal justice alternatives, and treatment of substance use and mental health disorders.	27. Intensive Family Preservation Services (IFPS)	Parent Education/Support Service Providers Training and Technical Assistance	Joshua Main, IFPS Program Supervisor
Cumberland County Child Protection Team		28. Child Protection Teams	Parent Education/Support	Jeannie Fiser, Child Maltreatment Coordinator
Cumberland County Department of Public Health	Provide high-quality service in a professional, efficient, and fiscally responsible manner while improving the health of Cumberland County.	29. Care Coordination for Children (CC4C)	Parent Education/Support Home Visiting	- Marika Hoeckmann, Local Public Health Administrator - Kimberly Davis, Care Coordination for Children Supervisor
Cumberland County Department of Social Services	Stands united to enhance the quality of life for the citizens of the county by promoting self-sufficiency and maximizing well-being thereby, enabling individuals and families to believe in their own abilities and become self-reliant.	30. Child Protective Services	Social Services	- Sandy Connor, Assistant Director of Children's Services - Martha Russel, Program Manager - Mary Taylor, Training Supervisor
Cumberland County Schools (CCS)	Is committed to empowering all students to collaborate, compete, and succeed in an increasingly interconnected world.	31. Early-Intervention/ Special Education 32. Title 1 Pre-K & NC Pre-K 33. Adult and Parenting Education Programs	Parent Education/Support	- Elizabeth Fishbaugh, Program Specialist with the Early-In Special Education Program - Wanda Wesley, Pre-K/Family Literacy Coordinator - Natasha Scott, Executive Director, Student Services - Pamela Story, Social Work Coordinator, Homeless Liaison
Cumberland County Sheriff's Office	The mission of the Cumberland County Sheriff's Office is to maintain a high quality of life for all residents and visitors of Cumberland County. We have adopted a philosophy of Community Oriented Law Enforcement working in partnership with citizens to develop policing services to meet the unique needs of the community, while assuring fairness, equal treatment, and protection to all.	34. Career Day at all of the Cumberland County Schools 35. Five Days of Christmas in July 36. Good Behavior Citation 37. Keys to Life 38. National Night Out	Public Education Skill Building/Education for Children	- Joe Parisi, Chief of Detectives - Kim Gagnon, Special Victims Unit/Youth Services - Larry Sheets, Special Victims/Youth Services

Prevention Partners	Mission Statement	Programs	Program Type	Team Members
		39. Operation Cease Fire (Promotes Gun Safety)/Movie Night 40. Read Across America Every March 41. Shop with the Sheriff		
Falcon Children's Home	We provide a safe, healing journey for hurting children and families - where love makes a difference.	42. Adoption 43. Foster Care 44. Residential Care	Parent Education/Support	Tracy Starling, Director of Social Services
Fayetteville Community Church (FCC)/	Loving God, Loving Each Other	45. Pastoral Counseling	Parent Education/Support	- Dr. James C. Basnight - Jill Basnight - Dr. Vivian Rhone
Giving Hands Association	Use biblical principles to promote stability in the community. Seek to assist families experiencing hardships, offer educational resources and supports for the prevention of cruelty to children, and provide volunteer opportunities.	46. Parent Cafés 47. Community Resources 48. Food Pantry 49. Closing Closet	Parent Education/Support	Shelly Savoy, Executive Director
Insight Human Services	Offer the highest quality care to reduce the negative impacts of substance abuse and mental illness in the communities we serve.	50. Substance Abuse Prevention Services	Parent Education/Support	Bernard Jones, Program Specialist
Partnership for Children of Cumberland County (PFC)	Be the driving force to engage partners to achieve lasting positive outcomes for all children, beginning at birth.	51. Community Engagement & Resource Development 52. Family Resource Center 53. NC Pre-K 54. Nurturing Parenting Program 55. Professional Development Center	Home Visiting Parent Education/Support Parent Family Skill Building Public Education Service Providers Training and Technical Assistance	- Michelle Bailey, NC Pre-K Coordinator - Violet Baker-Johnson, Individual Referral Assistant - Linda Blanton, VP of Planning & Evaluation - Eileen Cedzo, Family Resource Center Counseling Manager - Janice Hanner, Family Resource Center Counselor - Julanda Jett, Professional Development Manager - Sharon Moyer, Communication Engagement Administrator

Prevention Partners	Mission Statement	Programs	Program Type	Team Members
		56. Program Coordination/Evaluation	Skill Building/Education for Children	Tavares Wilkerson, Family Resource Center Counselor
Prevent Child Abuse North Carolina	Prevent Child Abuse North Carolina supports the development of safe, stable, nurturing relationships for children in their families and communities to prevent child abuse and neglect.	57. Prevent Child Abuse North Carolina	Public Education	Melea Rose-Waters, Parent and Community Engagement Manager

Background

In 2013, a group of early childhood supporters came together to answer the question, “What if we could create a system in Cumberland County that makes a suite of prevention and intervention parent education and family support services available for all children and their families?” Our journey has been guided by the wisdom, knowledge and experience of individuals who have helped us lay the groundwork, frame our approach, facilitate our discussions, and inform our recommendations.

What was the unmet need?	✓ The unmet needs identified for the community ○ Uncoordinated action among isolated organizations. ○ Lack of shared measures.
How was the unmet need identified?	✓ Mapped the Parent Education Programs By Level Of Intensity [2013–14] ✓ Conducted a Strength*Weakness*Opportunities*Threat* (SWOT) Strategy Session; Identified strategies to <u>capitalize</u> on strengths, <u>addressed</u> weaknesses, <u>maximized</u> opportunities and <u>minimized</u> threats [2013–14] ✓ Incorporated questions into our Annual Family Needs Assessment to get families perspectives [2014–15] ✓ Environmental scan of key data points.
What actions did our collaborative take to address the need?	✓ Two PFC staff members visited the Catawba Parenting Network Center to view the model [2013–14] ✓ PFC convened groups and individuals for broader goals and greater impact regarding parent education support. [2013–14] ✓ Developed a Strategic Goal and Objectives [2013–14] ✓ Developed Resolution of Support [2013–14] ✓ Cross-Service System Nurturing Parenting Program Training [2014–15] ✓ Community-Based Parent Education Workshops conducted [2014–15] ○ 44 individuals representing PFC and 10 other organization were certified in the evidenced-based <i>Nurturing Parenting Community Based Training</i>. ✓ Created a common vocabulary among stakeholders. ✓ First¹ certified national trainer for Protective Factors in NC [2015–16] ✓ Cross-Service System Protective Factors Training [2015–16] ○ 10 county and community-based agencies participated in pilot Protective Factors training curricula ✓ Partnered with Child Advocacy Center and Prevent Child Abuse NC to develop Child Abuse Prevention Plan [2016-17] ✓ Partnered with Coastal Horizon and Prevent Child Abuse NC to conduct Protective Factors Training [2016–17] ✓ Child Abuse Prevention Plan Teams Sessions [2016-17] ✓ Embedded Community ACEs and Protective Factors Surveys into PFC Family Needs Assessment [2016–17] ✓ Screening of <i>Resilience: The Biology of Stress & the Science of Hope</i> [2016–17] ✓ Child Abuse Prevention Plan Teams Sessions [2017–18] ✓ Community-wide screenings of <i>Resilience: The Biology of Stress & the Science of Hope</i> [2017–18]

Collective Impact Framework

For this task, we proposed the Collective Impact Model, established by John Kania's and Mark Kramer's 2011 study on the effectiveness of coordinated, collaborative efforts. This model relies on five conditions: a common agenda, shared measurements, mutually reinforcing activities and programming, continuous communication, and an effective backbone organization.

Common Agenda

Individuals, neighborhoods, key organizations, businesses, education groups, schools, faith communities and policy makers must actively support each other's efforts and work toward a common goal or vision.

Shared Measurement

After setting a bold community goal or goals, agree to collect data and measure consistent outcomes (i.e., results) across all participants to create alignment, accountability and the ability to see when strategies are or are not working.

Mutually Reinforcing Action Plan

The power of collective action does not come from the number of participants or the standardization of efforts, but from the coordination of activities through the plan of action.

Continuous Communication

Consistent and open communication is needed to build trust, assure mutual objectives and create common motivation.

Backbone Support

A successful plan requires central coordination by a "backbone" organization or organizations and widespread community involvement.

Common Agenda

Common Agenda

There are various agencies and programs responsible for specialized services based on the prevention framework. All of them have some aspect of their work focused on building capacity with families. The protective factors brings a simple, universal APPROACH to families, framing familiar research that already guides each system's work in a way that helped create a new way of thinking.

The SOAR Team's Common Agenda reflects years of work from a coalition of community leaders. The Common Agenda incorporates the Protective Factors Framework around two impact areas.

1. **Build The Capacity Of Parents And Prevention Partners To Understand, Deliver, Evaluate And Advocate For The Prevention Of Child Abuse And Neglect.**
 - a. Increase Social and Emotional Competence of Children
 - b. Build Parental Resilience
 - c. Increase Knowledge Of Parenting And Of Child And Youth Development
 - d. Build Concrete Support in Time of Need
 - e. Broaden Social Networks
2. **Cultivate Beneficial Prevention-Focused Partnerships To Create Shared Language, Efficiency And Reach.**
 - a. Collective Action To Reduce Child Protection Risks, Build Assets And Increase Thriving
 - b. Sustainable Networks Of Services And Supports Contribute To Child Protection
 - c. Influence Community To Promote And Support Child Protection



Shared Measurement

Shared Measurement

Relative to our community goal, collect data and measure consistent outcomes (i.e., results) across all participants to create alignment, accountability and the ability to see when strategies are or are not working.

What is Child Abuse and Neglect (Maltreatment)?

At the Federal level, the Child Abuse Prevention and Treatment Act defines child abuse and neglect as: Child abuse and neglect has been defined as “any recent act or failure to act on the part of a parent or caretaker which results in death, serious physical or emotional harm, sexual abuse or exploitation; or an act or failure to act, which presents an imminent risk of serious harm.”

What is the Scope of the Child Abuse and Neglect (Maltreatment) Problem?

In 2015-16, based on investigations conducted, North Carolina reported that an estimated 6,632 unique children were victims of abuse or neglect in 2016, resulting in a victimization rate of 76.99 per 1,000 children in the population compared to a state rate of 56.99. Annual rate of child victimization (per 1,000 children) for Cumberland County is 21.59 while NC's rate was 13.47. Victims of substantiated or indicated maltreatment who were NOT victims of another substantiated or indicated report within a 12-month period was 86.80% for Cumberland County while NC's percentage was 89.46%.

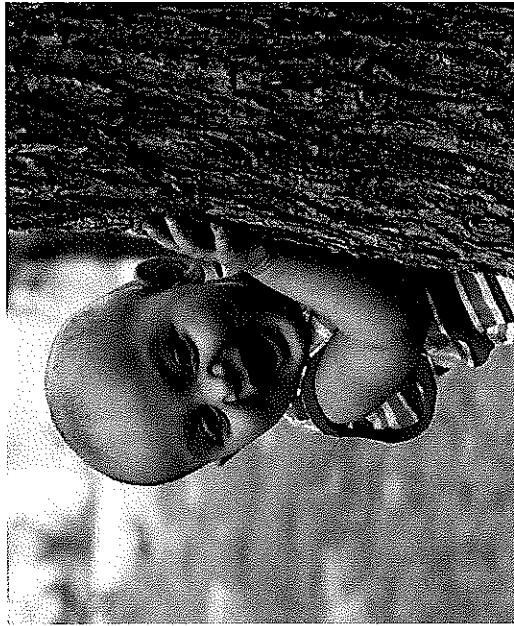
For Cumberland County, the percentage of child victims by gender was similar for boys and girls (51% and 49%, respectively). In 2016, children aged 0-5 years accounted for 55% of all victims. About 31% of victims were between the ages of 6 and 12 years, and 14% were aged 13-17 years. Similarly, although 34% of victims were White, rates of victimization were highest among African American at 44%, American Indian and Alaska Native children at 2.0%, and other races at 20%. Among all the children with a substantiated report of abuse and/or neglect within the first 6 months of the reporting period, 8.6% of this total for Cumberland County had another substantiated report within 6 months of the first report, while the state is 6.7%.

Of all children in foster care during a 12-month period, the rate of victimization per 100,000 days of care for Cumberland County was 11.97 compared to 8.41 for NC. The rate of placement moves per day of foster care for Cumberland County was 5.42 compared to the state's rate of 4.73. The national standard is 4.12 moves per 1,000 days in foster care.



Source: <http://fosteringcourtimprovement.org/nc/County/Cumberland/>; http://sasweb.unc.edu/cgi-bin/hroker?_service=default&_program=caweb.lexp.sas&county=Cumberland&label=County&entry=2

What Factors Contributes to Child Abuse and Neglect?



A variety of risk factors have been associated with child maltreatment. A brief, meaningful snapshot of some statistics, with origins in a 2003 report by the US Department of Health and Human Services, and a separate 2006 article related to the intergenerational transmission of abuse and neglect, will help to illuminate the impact of these risk factors.

<http://centerforchildwelfare.fmhi.usf.edu/kb/irprev/a%20coordinated%20response%20to%20child%20abuse%20and%20neglect-the%20foundation%20for%20practice.pdf>

Low Socioeconomic Status

Children from families with annual incomes below \$15,000 were 22 times more likely to be harmed by child abuse and neglect as compared to children from families with annual incomes above \$30,000.

Parental History of Abuse

Parents who were neglected as children are 2.6 times more likely to neglect and 2 times more likely to physically abuse their children than those who were not. Parents who were physically abused as children are 5 times more likely to physically abuse and 1.4 times more likely to neglect their children than those who were not.

Family Structure

The rate of child abuse in single-parent households is 27.3 children per 1,000, which is near twice the rate of child abuse in two-parent households (15.5 children per 1,000). Only 3.2% of the boys and girls who were raised with both biological parents had a history of maltreatment. However, 18.6% of those in other family configurations had been maltreated.

Marital/Parental Conflict & Domestic Violence

Between 30% to 60% of families where spouse abuse takes place, child maltreatment also occurs.

Child Disability

Children with disabilities are 1.7 times more likely to be maltreated than children without disabilities.



How Does Experiences in Childhood Shape Our Lives?

Adverse childhood experiences (ACEs) are stressful or traumatic events to include:

Abuse	Neglect	Dysfunction
- Physical abuse - Sexual abuse - Emotional abuse	- Physical neglect - Emotional neglect	- Intimate partner violence - Substance misuse within household - Household mental illness - Parental separation or divorce - Incarcerated household member

The ACE Pyramid: A New Framework for Prevention

Research has demonstrated a strong relationship between ACEs, substance use disorders, and behavioral problems. When children are exposed to chronic stressful events, their neurodevelopment can be disrupted. As a result, the child's cognitive functioning or ability to cope with negative or disruptive emotions may be impaired. Over time, and often during adolescence, the child may adopt negative coping mechanisms, such as substance use or self-harm. Eventually, these unhealthy coping mechanisms can contribute to disease, disability, and social problems, as well as premature mortality.

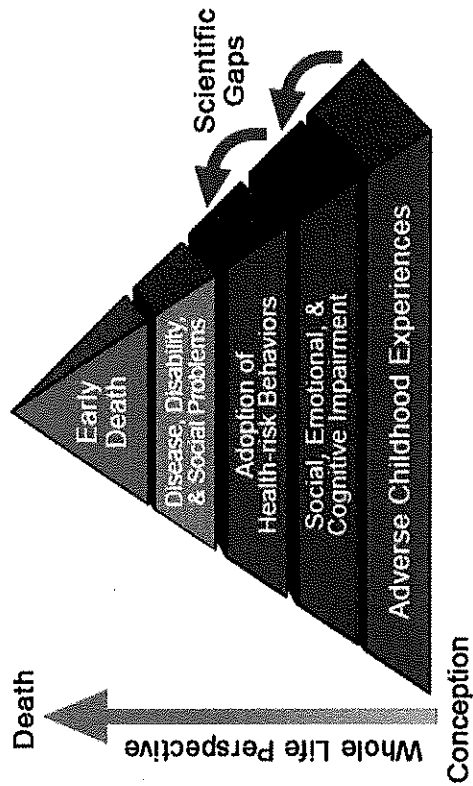
The Partnership for Children of Cumberland County included the ACE questions in its Annual Family Needs Assessment to get a community ACE Score. The ACE Score takes interrelatedness of ACEs into account to show how they add up to exert their effects. The number of categories of ACEs is added up for each person to produce the ACE Score (range: 0-10). An ACE Score of 0 means that none of the categories were reported, while an ACE Score of 2+ means that the person reported 2 or more categories of ACEs.

	Cumberland County	North Carolina	National
0 ACE	50%	50%	52%
1 ACE	19%	25%	25%
2+ ACE	31%	24%	22%

Additionally, the table below depicts how many respondents reported the following ACE factor.

Emotional abuse	Physical abuse	Sexual abuse	Emotional Neglect	Physical neglect	Intimate partner violence	Parental separation or divorce	Substance misuse within household	Household mental illness	Incarcerated household member
20% [85/415]	12.5% [52/415]	5% [22/415]	9% [36/415]	17% [25/415]	9% [38/415]	33% [136/415]	20% [84/415]	15% [61/415]	9% [36/415]

The ACE Score captures the cumulative negative impact on social, emotional and cognitive development, and other impairments in the function of brain and body systems. These impairments are the biologic pathways to health risks, disability, disease, and early mortality. The short- and long-term outcomes of these childhood exposures include many health and social problems. As the number of adverse childhood experiences increases, the risk of developing significant health problems increases in a strong and graded fashion; this is called a “dose response” reaction. More ACEs equals more risk for negative outcomes! The ACE Pyramid depicts how childhood stressors (ACEs) affect health and social well-being throughout the lifespan.



What Factors Promote Resilience and Reduce the Likelihood of Child Abuse and Neglect?

Research has found that successful prevention strategies must both reduce risk factors and build protective factors to best safeguard the safety and well-being of children. Just as there are factors that place families at risk for maltreating their children, there are other factors that may protect them from vulnerabilities—factors that promote resilience. Protective factors are defined as conditions or attributes of individuals, families, communities, or the larger society that both mitigate risk factors and actively enhance well-being. The protective factors within the Strengthening Families Approach are: (a) parental resilience, (b) social connections, (c) concrete support in times of need, (d) children’s social and emotional competence, and (e) knowledge of parenting and child development.

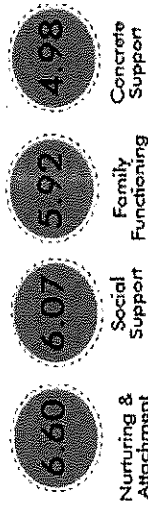
The Parents’ Assessment of Protective Factors (PAPF) was developed as a measure to assess the presence, strength, and growth of parents’ self-reported beliefs, feelings, and behaviors that are regarded as indicators of the Strengthening Families Protective Factors. The Partnership for Children of Cumberland County included the Protective Factors questions in its Annual Family Needs Assessment. The instrument measures protective factors in four areas: family functioning/resiliency, social support, concrete support, nurturing and attachment, and knowledge of parenting/child development.

- Family Functioning/Resiliency: Having adaptive skills and strategies to persevere in times of crisis. Family’s ability to openly share positive and negative experiences and mobilize to accept, solve, and manage problems. **5.92**
- Social Support: Perceived informal support (from family, friends, and neighbors) that helps provide for emotional needs. **6.07**
- Concrete Support: Perceived access to tangible goods and services to help families cope with stress, particularly in times of crisis or intensified need. **4.98**
- Nurturing and Attachment: The emotional tie along with a pattern of positive interaction between the parent and child that develops over time. **6.6**

Community Findings

What is Resilience?

Resilience is the ability to adjust (or bounce back) when bad things happen. Research shows resilience helps reduce the effects of ACEs. Protective factors are internal and external resources that help us to build our resilience.



What Our Prevention Partners Are Doing Regarding Child Abuse Prevention?



Social and Emotional Competence of Children

Several research studies have demonstrated that—for both mothers and fathers—high levels of emotional, informational, instrumental or spiritual support are associated with positive parental mood; positive perceptions of and responsiveness to one's children; parental satisfaction, well-being and sense of competence; and lower levels of anger, anxiety, and depression. The following list is of community resources addressing the *Social and Emotional Competence of Children*. The matrix is a starting point; it is not an exhaustive list. The list will grow as more partners join the effort.

Community Resources that Increase Social and Emotional Competence of Children			
Evidenced Based Practice	Name of Organization	Service Provided	Target Population
<i>Body Safety Awareness</i>	Child Advocacy Center	Public Education	3 to 12 year olds
<i>Career Day at all of the Cumberland County Schools</i>	Cumberland County Sheriff's Office	Public Education	School age children
<i>Children's Support Group</i>	Child Advocacy Center	Parent Education/Support	
<i>Conscience Discipline</i>	Action Pathway	Skill Building/Education for Children Parent Education/Support Home Visiting	Pregnant mothers Birth to age 3
<i>Disciples of Christ</i>	Fayetteville Community Church	Skill Building/Education for Children	10 to 12 year olds
<i>Early Head Start</i>	Action Pathway	Skill Building/Education for Children Parent Education/Support Home Visiting	Pregnant mothers, birth to age 3
<i>Early-In Special Education Preschool</i>	Cumberland County Schools	Skill Building/Education for Children	3 to 4 year-olds
<i>Educating Kids on Gun Violence</i>	Fayetteville Police Department	Public Education	Children in 2 nd Grade
<i>Exceptional Family Member Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support	Military Families
<i>Family Advocacy Program</i>	Army Community Services	Skill Building/Education for Children Information/Screening/Referral Parent Education/Support	Military Families
<i>Financial Readiness Program</i>	Army Community Services	Skill Building/Education for Children Information/Screening/Referral Parent Education/Support	Military Families
<i>Head Start</i>	Action Pathway	Skill Building/Education for Children Parent Education/Support Home Visiting	3 to 5 year-olds
<i>Host 19 Days of Prevention (November 1-19)</i>	Child Advocacy Center	Public Education	General Public
<i>King Kids</i>	Fayetteville Community Church	Skill Building/Education for Children	6 to 9 year olds

Community Resources that Increase Social and Emotional Competence of Children			
Evidenced Based Practice	Name of Organization	Service Provided	Target Population
<i>Let's Talk About It</i>	Fayetteville Community Church	Skill Building/Education for Children	Teens
<i>New Parent Support Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
<i>NC Pre-K</i>	Partnership for Children of Cumberland County, Inc.	Skill Building/Education for Children	3 to 4 year-olds
<i>Nurturing Parenting Program (NPP) Nurturing Skills (NSF) for Families Program</i>	Partnership for Children of Cumberland County, Inc.	Parent Education/Support Home Visiting	Birth to age of entry into kindergarten
<i>Nurturing Parenting Program (NPP) Parents & Their Infants, Toddlers & Preschoolers (PITR)</i>	Partnership for Children of Cumberland County, Inc.	Parent Education/Support Home Visiting	Birth to age of entry into kindergarten
<i>Pinwheel Campaign</i>	Child Advocacy Center	Public Education	General Public
<i>Read Across America Every March</i>	Cumberland County Sheriff's Office	Public Education	General Public
<i>Second Step Curriculum</i>	Action Pathway	Skill Building/Education for Children	3 to 5 year olds
<i>Sexting Program And The Dangers Of That And Internet Safety</i>	Fayetteville Police Department	Public Education	School Age Children
<i>Social and Emotional Foundations for Early Learning (SEFEL) Model</i>	Cumberland County Schools	Skill Building/Education for Children	3 to 4 year-olds
	Action Pathway		3 to 5 year olds
	Partnership for Children of Cumberland County, Inc.		3 to 4 year-olds
<i>Survivor Outreach Services</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
<i>Title I Pre-k/Family Literacy</i>	Cumberland County Schools	Skill Building/Education for Children Social and Emotional Foundation for Early Learning, and Parent Education	4-year-olds and their parents



Parental Resilience

Numerous researchers have concluded that how parents respond to stressors is much more important than the stressor itself in determining the outcomes for themselves and their children. Parents are more likely to achieve healthy, favorable outcomes if they are resilient. Resilience is the process of managing stress and functioning well even when faced with challenges, adversity, and trauma. The following list is of community resources addressing the *Parental Resilience*. The matrix is a starting point; it is not an exhaustive list. The list will grow as more partners join the effort.

Community Resources that Increase Parental Resilience			
Evidenced Based Practice	Name of Organization	Service Provided	Target Population
<i>123 Magic</i>	Cumberland County Dept. Of Public Health – Health Education	Parent Education/Support	2 to 12 year olds
<i>Active Parenting</i>	Cumberland County Dept. Of Public Health – Health Education	Parent Education/Support	1 to 4 year olds
Adolescent Parenting Program	Cumberland County Dept. Of Public Health	Parent Education/Support Home Visiting	Pregnant/Parenting teens
<i>Bring the Protective Factors Framework to Life in Your Work</i>	Coastal Horizons Center, Inc.	Service Providers Training and Technical Assistance	General Public
	Partnership for Children of Cumberland County, Inc.		
	Prevent Child Abuse North Carolina		
<i>Child birth Classes</i>	Cumberland County Dept. Of Public Health – Health Education	Parent Education/Support	Pregnant women
<i>Early Head Start</i>	Action Pathway	Skill Building/Education for Children Parent Education/Support Home Visiting	Pregnant mothers Birth to age 3
<i>Exceptional Family Member Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
<i>Family Advocacy Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
<i>Grieving Well</i>	Fayetteville Community Church	Parent Education/ Support	Those dealing with loss of loved one
<i>Head Start</i>	Action Pathway	Skill Building/Education for Children Parent Education/Support Home Visiting	3 to 5 year olds
<i>Launching Hope</i>	Child Advocacy Center	Parent Education/Support	Parents of Teens or Twins

Community Resources that Increase Parental Resilience			
Evidenced Based Practice	Name of Organization	Service Provided	Target Population
<i>MEND (Model Expectations, Needs and Determination)</i>	Fayetteville Community Church	Parent Education/Support	Married Couples
<i>Mighty Warriors</i>	Fayetteville Community Church	Parent Education/Support	Those dealing with anxiety, depression & addiction
<i>New Parent Support Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
<i>Nurturing Parenting Program (NPP) Nurturing Skills (NSF) for Families Program</i>	Partnership for Children of Cumberland County, Inc.	Parent Education/ Support Home Visiting	Birth to age of entry into kindergarten
<i>Nurturing Parenting Program (NPP) Parents & Their Infants, Toddlers & Preschoolers (PIIR)</i>	Partnership for Children of Cumberland County, Inc.	Parent Education/Support Home Visiting	Birth to age of entry into kindergarten
<i>Resilience: The Biology of Stress & the Science of Hope</i>	Army Community Services Partnership for Children of Cumberland County, Inc.	Public Education	General Public
<i>Scream Free Marriage</i>	Child Advocacy Center (CAC)	Parent Education/Support	Married Couples
<i>Scream Free Parenting</i>	Child Advocacy Center (CAC)	Parent Education/Support	Parent Or Expectant Parents (Ages 1 -18)
<i>Survivor Outreach Services</i>	Cumberland County Dept. Of Public Health	Parent Education/Support	Parents with children of all ages
<i>The Breakfast Club</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
	Fayetteville Community Church	Parent Education/Support	Conflict Resolution & Relationships





Knowledge of Parenting and Child Development

Scientists in these fields have provided much evidence of the critical importance of early childhood as the period in which the foundation for intellectual, social, emotional and moral development is established. Furthermore, numerous research studies show this foundation is determined by the nature of the young child's environments and experiences that shape early brain development. The following list is of community resources addressing the *Knowledge of Parenting and Child Development*. The matrix is a starting point; it is not an exhaustive list. The list will grow as more partners join the effort.

Community Resources that Increase Knowledge of Parenting and Child Development			
Evidenced Based Practice	Name of Organization	Service Provided	Target Population
24/7 Dads	Army Community Service	Information/Screening/Referral Parent Education/Support	Military Families
Childbirth Classes	Cape Fear Valley Health	Parent Education/Support	Expecting Parents
Child Abuse Summit	Child Advocacy Center	Parent Education/Support	Parents
Chosen—Domestic Minor Sex Trafficking Workshop	Child Advocacy Center	Parent Education/Support	Parents
Early Head Start	Action Pathway	Skill Building/Education for Children Parent Education/Support Home Visiting	Pregnant mothers Birth to age 3
Exceptional Family Member Program	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
Family Advocacy Program	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
Head Start	Action Pathway	Skill Building/Education for Children Parent Education/Support Home Visiting	3 to 5 year olds
Information, Referral and Follow-Up	Army Community Services	Information/Screening/Referral Parent Education/Support	Military Families
Internet Safety Workshop	Child Advocacy Center	Parent Education/Support	Parents
Launching Hope	Child Advocacy Center	Parent Education/Support	Parent of teenager or tween
New Parent Support Program	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
Nurturing Parenting Program (NPP) Nurturing Skills (NSF) for Families Program	Partnership for Children of Cumberland County, Inc.	Parent Education/Support Home Visiting	Birth to age of entry into kindergarten

Community Resources that Increase Knowledge of Parenting and Child Development			
Evidenced Based Practice	Name of Organization	Service Provided	Target Population
<i>Nurturing Parenting Program (NPP) Parents & Their Infants, Toddlers & Preschoolers (PITR)</i>	Partnership for Children of Cumberland County, Inc.	Parent Education/Support Home Visiting	Birth to age of entry into kindergarten
<i>Parenting 1-4</i>	Army Community Service	Information/Screening/Referral Parent Education/Support	Military Families
<i>Recognizing and Reporting Workshop</i>	Child Advocacy Center	Parent Education/Support	Parents
<i>Relocation Readiness Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support	Military Families
<i>Scream Free Marriage</i>	Child Advocacy Center	Parent Education/Support	Married Couples
<i>Scream Free Parenting</i>	Army Community Service	Information/Screening/Referral Parent Education/Support	Military Families
<i>Stewards of Children Workshop</i>	Child Advocacy Center	Parent Education/Support	Parents
<i>Survivor Outreach Services</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Parents Military Families



Concrete Supports

Assisting parents to identify, find and receive concrete support in times of need helps to ensure they and their family receive the basic necessities everyone deserves in order to grow (e.g., healthy food, a safe environment), as well as specialized medical, mental health, social, educational or legal services. The following list is of community resources addressing the *Concrete Support*. The matrix is a starting point; it is not an exhaustive list. The list will grow as more partners join the effort.

Community Resources that Build Concrete Support in Time of Need			
Evidenced Based Practice	Name of Organization	Service Provided	Target Population
211	United Way of Cumberland Count	Resource Directory	All
<i>Airborne Attic</i>	Army Community Service	Household Goods Supports	Military Families E4 and below
<i>Army Emergency Relief (AER)</i>	Army Community Service	Economic Supports	Military Families facing financial emergency situation
<i>ASPIRE Self-Sufficiency Program</i>	Action Pathways	Economic Supports	Low wealth individuals and families
<i>Assuring Better Child Health and Development (ABCD)</i>	Carolina Collaborative Community Care (4C)	Health and Development on Track	All Children
<i>Autism Resource and Referral</i>	Autism of Cumberland County	Resource Directory	Families with children suspected of or diagnosed with Autism Spectrum Disorders
<i>Car Seat Safety Program</i>	Partnership for Children of Cumberland County	Family Support	Low wealth individuals and families
<i>Child Care Subsidy</i>	Cumberland County Department of Social Services	Economic Supports	Low wealth individuals and families
<i>Child Care Subsidy</i>	FTCC Child Care Subsidy	Economic Supports	Low wealth individuals and families
<i>Child Care Subsidy</i>	PFC Child Care Subsidy	Economic Supports	Low wealth individuals and families
<i>Care Coordination for Children</i>	Cumberland County Dept. of Public Health	Health and Development on Track	Children birth to five with special healthcare needs
<i>Diaper Bank of North Carolina</i>	Partnership for Children of Cumberland County	Family Support	Children birth to five
<i>Duke Energy Helping Home Fund</i>	Action Pathways	Economic Supports	Low wealth individuals and families
<i>Early Head Start</i>	Action Pathways	Skill Building/Education for Children Parent Education/Support Home Visiting	Pregnant mothers Birth to age 3
<i>Employment Readiness Program</i>	Army Community Services	Employment Readiness	Military Families

Community Resources that Build Concrete Support in Time of Need			
Evidenced Based Practice	Name of Organization	Service Provided	Target Population
<i>Exceptional Family Member Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
<i>Family Advocacy Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
<i>Family Focus Guide</i>	Partnership for Children of Cumberland County	Resource Directory	General Public
<i>Family Resource Center</i>		Family Resource Center	All Families
<i>Head Start</i>	Action Pathway	Skill Building/Education for Children Parent Education/Support Home Visiting	3 to 5 year olds
<i>Lending Closet</i>	Army Community Services	Parent Education/ Support	Military Families
<i>Multicultural Readiness Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support	Military Families
<i>Newborn & Post-Partum Home Visiting Nursing Services</i>	Cumberland County Dept. of Public Health	Home visits and nursing assessments	Newborns and post-partum women
<i>New Parent Support Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
<i>Pregnancy Care Management</i>	Cumberland County Dept. of Public Health	High Risk Care Management services Home Visiting	High risk due to previous preterm birth, chronic medical conditions complicating pregnancy, substance use, unsafe living environment
<i>Relocation Readiness Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support	Military Families
<i>Second Harvest Food Bank</i>	Action Pathways	Economic Supports	Low wealth individuals and families
<i>Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)</i>	Cumberland County Department of Social Services	Economic Supports	Low wealth individuals and families
<i>Supplemental Nutrition Assistance Program (SNAP)</i>		Economic Supports	Low wealth individuals and families
<i>Survivor Outreach Services</i>	Army Community Services	Information/Screening/Referral Parent Education/Support	Military Families

Community Resources that Build Concrete Support in Time of Need			
Evidenced Based Practice	Name of Organization	Service Provided	Target Population
Title I Pre-k/Family Literacy Volunteer Program	Cumberland County Schools	Skill Building/Education for Children	4-year-olds and their parents
		Skill Building/Education for Children Social and Emotional Foundation for Early Learning, and Parent Education	Military Families
	Army Community Services	Information/Screening/Referral Parent Education/Support	



Social Connections

A growing body of research has demonstrated the strong link between young children's social-emotional competence and their cognitive development, language skills, mental health and school success. The following list is of community resources addressing the *Social Connections*. The matrix is a starting point; it is not an exhaustive list. The list will grow as more partners join the effort.

Community Resources that Broaden Social Connections			
Evidenced Based Practice	Name of Organization	Service Provided	Target Population
<i>Army Family Team Building</i>	Army Community Services	Classes about Military Lifestyles, Skills and Behavior	Military Families
<i>Autism Breakfast Club Support Group</i>	Autism Of Cumberland County	Support Group Meetings	Preschool-Elementary Age Children
<i>Autism Lunch Club Support Group</i>	Autism Of Cumberland County	Support Group Meetings	Middle School Age Children
<i>Autism Resource Roundtable</i>	Autism Of Cumberland County	Workshop	
<i>Breastfeeding Classes</i>	Cape Fear Valley Health	Parent Education/Support	Breastfeeding Moms
<i>Childbirth Classes</i>	Cape Fear Valley Health	Parent Education/Support	Expecting Parents
<i>Circle Of Parents</i>	Autism Of Cumberland County	Support Group Meetings	Parents Of Preschooler
<i>Early Head Start</i>	Action Pathway	Skill Building/Education for Children Parent Education/Support Home Visiting	Pregnant mothers, birth to age 3
<i>Exceptional Family Member Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
<i>Family Advocacy Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
<i>Head Start</i>	Action Pathway	Skill Building/Education for Children Parent Education/Support Home Visiting	3 to 5 year olds
<i>High Functioning Autism Support Group</i>	Autism Of Cumberland County	Support Group Meetings	Parents Of Preschooler
<i>Grandparents Raising Grandchildren</i>	Partnership For Children Of Cumberland County	Support Group	Grandparents
<i>Information, Referral and Follow-Up</i>	Army Community Services	Information/Screening/Referral Parent Education/Support	Military Families
<i>Mobilization and Deployment Readiness Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support	Military Families
<i>Multicultural Readiness Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support	Military Families

Community Resources that Broaden Social Connections			
Evidenced Based Practice	Name of Organization	Service Provided	Target Population
<i>New Parent Support Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
<i>Neonatal Intensive Care Unit (NICU) Parents Support Group</i>	Cape Fear Valley Health	Parent Education/Support	Parents with babies in NICU
<i>Play Date</i>	Partnership For Children Of Cumberland County	Facilitated Parent-Child Playgroups	Families
<i>Story And Art Time</i>	Partnership For Children Of Cumberland County	Facilitated Parent-Child Playgroups	Families
<i>Survivor Outreach Services</i>	Army Community Services	Information/Screening/Referral Parent Education/Support Skill Building/Education for Children	Military Families
<i>Volunteer Program</i>	Army Community Services	Information/Screening/Referral Parent Education/Support	Military Families



Optimal Child Development ~ Increased Family Strengths ~ Responsive Service System ~ Reduced Child Abuse & Neglect

Community-Level Indicators

- Overall Child Well-Being Ranking
- Early Intervention - 0-5 years
- Chronic School Absenteeism
- Community ACE Score
- Community Protective Factors Score
- Children in OSS Custody Rate per 1,000
- Child Abuse & Neglect Rate per 1,000

Program Outcomes

- Children learn to talk about and handle feelings
- Parents can overcome hard times and rebound
- Parents know how children grow and learn
- Parents know where to turn for help
- Parents have friends

Strategies

- Ability of a child to self-regulate their emotions and behaviors in appropriate ways
- Develop adaptive skills and strategies to persevere in times of crisis
- Parents use effective, positive and nurturing parenting strategies
- Access to resources to assist families on coping with stress
- Help people to develop an awareness of social needs

Prevention Partners

- Adolescent Partners
- Mixed Behavior Network
- Army Community Service
- Boys and Girls Homes of NC
- Casey Van Vleet Health System
- Child Advocacy Center
- Coastal Horizon Center
- Department of Social Services
- Department of Social Services
- Family Court
- Parishville Community Church
- Life Enhancement
- Parents
- Parents for Children
- Protect Child Abuse of NC
- Schools
- College & Universities

Responsive Service System

- With a special focus on these core approaches at the program level
- Social & Emotional Competence of Children
- Parental Resilience
- Knowledge Child Development
- Concrete Supports
- Social Connections

Building Protective Factors

- 2
- 3
- 4
- 5

Outcomes

- Collective Action Reduces Child Protection Risks, Build Assets And Increase Thriving
- Sustainable Networks Of Services And Supports Contribute To Child Protection
- Influence Community To Promote And Support Child Protection

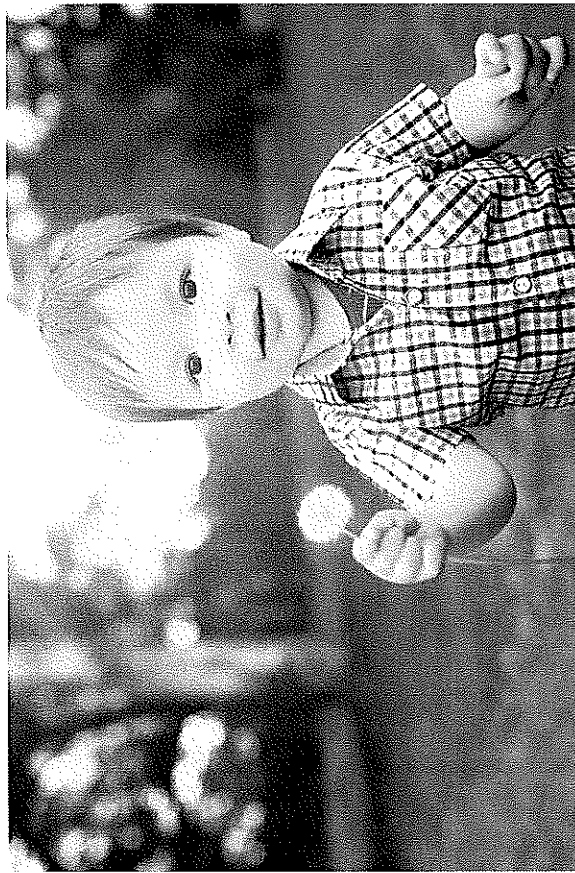
Impact

- Lift and build the capacity of parents and prevention partners to protect children from abuse and neglect. Link and unite prevention partners around a shared prevention agenda.

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Our plan is framed around six strategic areas.

1. We will build a nurturing community bringing coherence, sustainability, and consistently higher performance. Multiple factors cause community problems; therefore, efforts to affect behavioral, environmental, and social change must be collaborative and multidimensional. It will take Collective Action to have Collective Impact. Individual agendas must be abandoned in favor of a collective approach. The Plan encourages public and private agencies to foster a strengths-focused, asset-based approach to engaging families by integrating the Strengthening Families Protective Factors Framework into all types of community and family services.
2. We will cultivate expanded prevention-focused partnerships to implement a shared vision, engage in shared action, and strengthen networks and partnerships. Collaboration across governmental jurisdictions and across the public, private, and nonprofit sectors is needed to reinforce one another's work and investments.
3. We will focus on the Protective Factors. When these five factors, or attributes, are present in families, the likelihood of abuse and neglect occurring decreases. By lifting these attributes up in Cumberland County, all children who live here will have the safe, stable, nurturing environments they deserve.
4. We will influence our community with a continuum of prevention evidence based or evidence informed strategies at the societal, community, family and individual levels.
5. We will network with prevention partners in all sectors of the community to embrace the role they can play to strengthen families and keep children safe.
6. We will act collectively to maximize the effectiveness of prevention efforts to ensure optimal child development, increased family strengths, a responsive service system and a decrease in child abuse and neglect. The plan steers the efforts of prevention partners and will be use as a vehicle for promoting community dialogue, problem solving and planning at the local level. The road to successful child maltreatment prevention requires integration of existing programs, services, and funding streams into a flexible and comprehensive system of supports for children and families.



Mutually Reinforcing Action Plan

Mutually Reinforcing Action Plan

Building a nurturing community required our focus to veer from program development to system building, with the intent of bringing coherence, sustainability, and consistently higher performance. We are intentionally focusing on what unites, rather than what differentiates. The power of our collective action comes from the coordination of our different activities through a mutually reinforcing plan of action. Each stakeholder's efforts fit into an overarching plan.

Gaps

In conducting a brief environmental scan, the team identified the following gaps.

Gaps	Priority Area	Action Teams and Strategic Priorities
1. Limited options for non-military parents of children birth-18 years regarding parent education	Impact Area 1: Build the capacity of parents and prevention partners to understand, deliver, evaluate and advocate for the prevention of child abuse and neglect.	Family Engagement Team A. Integrate Strengthening Families protective factors as an overarching framework to unify and build on current work and assets across the continuum to amplify both knowledge and momentum to positively impact greater numbers of families and children B. Create innovative ways for families' voices to be heard and be responsive to families' feedback, experiences and recommendations to improve systems C. Scale up evidence-based/informed family engagement programs in ways that best meet the needs of families
2. Appropriate, affordable, and family-oriented resources for children with emotional or behavioral difficulties		
3. Lack of community awareness regarding services/resources		
4. No comprehensive picture of all the work being done in the child abuse and neglect prevention area by the myriad of stakeholders	Impact Area 2: Cultivate beneficial prevention-focused partnerships to create shared language, efficiency and reach of local and statewide prevention efforts.	A. Steering Team: Advance innovative partnerships that increase and leverage prevention funds B. Data Team: Advance the use of data to maximize prevention efforts C. Community Trainings Team: Strengthen the capacity of providers and prevention networks to build resiliency in families and effectively implement prevention practices, particularly for families over-represented in the child welfare system
5. Each intervention requires a different set of measures resulting in splintered efforts that dilute the impact of the field as a whole		
6. Lack of awareness and commitment to support safe, stable, nurturing relationships and environments		

Continuous Communication

Continuous
Communication

Partners will reach agreements about common messages and stay in regular communication with each other.

Backbone Support

Backbone
Support

A successful plan will require central coordination by a “backbone” organization or organizations and widespread community involvement.

Community Child Abuse Prevention Plan Resolution of Support

WHEREAS, multiple factors cause community problems; therefore, efforts to affect behavioral, environmental, and social change must be collaborative and multidimensional;

WHEREAS, adverse childhood experiences (ACEs) are traumatic experiences, such as abuse, neglect and household dysfunction, and can result in toxic stress and have a profound effect on a child's developing brain and body;

WHEREAS, protective factors serve as a buffer to prevent families from becoming "at risk" for abuse and neglect;

WHEREAS, multiple agencies provide services, resources and supports to parents, children and other family members;

WHEREAS, collaboration across governmental jurisdictions and across the public, private, and nonprofit sectors is needed to reinforce one another's work and investments;

WHEREAS, we can choose a course for change that will lead to the mutually reinforcing outcomes of optimal child development, increased family strengths, a responsive service system and a decrease in child abuse and neglect;

WHEREAS, there is a network of prevention partners ensuring access to evidence-based/informed prevention programs for children and their families all along the age continuum;

WHEREAS, our Community Child Abuse Prevention Plan is framed around Sound Science, Strong Families, and Stronger Services;

AND WHEREAS, the plan steers the efforts of prevention partners to be used as a vehicle for promoting community dialogue, problem-solving and planning at the local level;

NOW, THEREFORE, BE IT RESOLVED that [ENTITY] hereby endorses the Community Child Abuse Prevention Plan.

ENDORSED this the [X] day of [MONTH], [YEAR].

Signed: [OFFICIAL]