



MOSAIC

Healing Communities | Ending Sexual Violence

VERMONT

Strategic Plan
July 1, 2020 - June 30, 2025

Mission



Mosaic Vermont's mission is to heal communities and end sexual violence.

About

Mosaic was founded in 1984 as the Sexual Assault Crisis Team of Washington County (SACT). SACT was the first organization in Vermont to have specialized sexual violence response services and shelter for people who were male and/or LGBTQ+ and received international recognition for work done to serve those traditionally left out of sexual and domestic violence response services.

In 2020, SACT became Mosaic Vermont, Inc., marking a powerful period of transition in our work. This new chapter begins a redoubling of our commitment to provide services that are approachable, intersectional, trauma informed, using best practice, preventative, and person-centered.

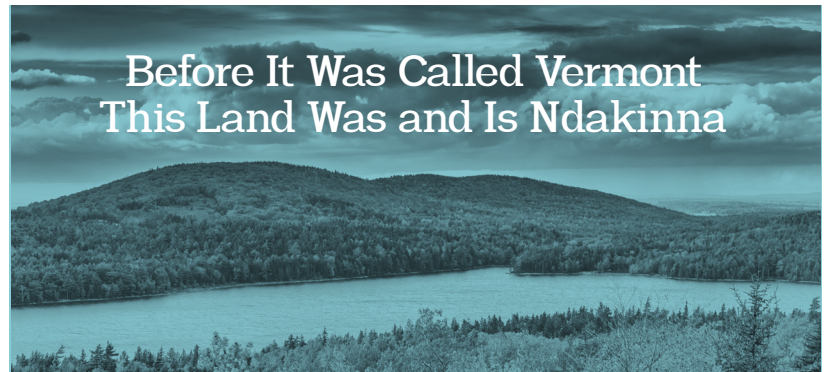
A mosaic is an art form created by taking small pieces of material, typically stones or tiles, and arranging them into patterns or images. In a mosaic, each piece of material may not be beautiful by itself, or even match the other materials, but when the piece finds its place in the mosaic, it becomes a critical and valuable part of something wonderful and whole. In renaming ourselves Mosaic Vermont, we are recognizing that all parts of ourselves and our community are beautiful, valuable, and important. Our work is the practice of recognizing the pieces of ourselves and others that have been harmed and finding a place where those pieces can make us shine.

Mosaic is a small team of dedicated staff and volunteers with an office and shelter located in the heart of Barre, Vermont. As a 501(c)3 nonprofit organization, our funding is comprised of federal and state provisions for response to sexual violence, specialty grants, foundation funding, private funds and donations, and town community funds. Mosaic is a member program of the Vermont Network Against Domestic and Sexual Violence.

Service Area and Land Acknowledgement



Mosaic serves individuals and communities across Washington County, Vermont. In the work of sheltering people who are fleeing sexual violence, seeking physical distance is frequently key to safety and survival. For this reason, while we prioritize sheltering the people of Washington County, we also provide shelter for people from other areas of Vermont and sometimes, from throughout the U.S.



Ndinakina is Abenaki for “our land,” and at Mosaic, we recognize that the land we live and work on is the traditional homeland of the Abenaki peoples. We understand that the state of Vermont, and the United States as we know them, were founded in a more than five hundred year process of violent colonization and land theft. As an organization committed to ending sexual violence and building safer communities, we believe it is crucial to acknowledge the history of the place we work and recognize that our long

term work of ending sexual violence is inextricably connected to justice for Indigenous people. We know that acknowledging the history of genocide and land theft is not enough. Healing this foundational wound will be a long term, collective process that requires truth telling, reconciliation with the past, and the rematriation of land, wealth, and power to the indigenous communities it was stolen from. We aim to be humble, and continue to learn, as an organization and as individuals, how to support Abenaki tribal sovereignty and decolonization as elements of our work.

Vision



Mosaic Vermont envisions a world with resilient communities, free of sexual/gender-based violence, where all people are supported in healing from harm.

Values

We at Mosaic hold values that inform our approach.

Access for All People:

We welcome and offer support to all people in Washington County, VT. We recognize the value of each individual and believe in every person's right to bodily safety, freedom, and self-determination. Access to services and healing should not be limited by any systems or experiences that marginalize people, including but not limited to: ability, language, gender or sexuality, race, housing, income, rural living, or lack of transportation.

Recognizing Harm:

We recognize that each personal and community experience of sexual harm is unique and complicated. Experiences of harm and responses to them can be varied and different for each person. We honor all the feelings and responses that people may experience. We welcome people to reach out even when they aren't sure where their experience fits into the spectrum of sexual violence.

Healing:

We recognize that healing is a process and it may not always be a person's first goal. We support people to identify their needs and take the steps that feel right for them. Our commitment to healing is lifelong, individualized, and full of ups and downs.

Community and Collaboration:

We believe that communities already hold the tools and knowledge needed to heal from and end sexual violence; we seek to nurture and amplify these strengths within our community. Partnerships are critical to our work. In our work with other providers and organizations, we serve people and communities best when we invest in relationships, recognize our shared goals, acknowledge differing perspectives and pressures, and respect, trust, and learn from each other.

Justice:

We recognize that justice comes in many forms and can look different for each person who has experienced harm. Our commitment to justice seeks to minimize the reproduction of trauma and harm, and prioritizes what feels like justice for each individual rather than choosing for them.

Liberation:

The work to end sexual violence is inextricably tied to other liberation struggles. We seek to support, uplift, and collaborate with those working for justice in other issue-areas, including but not limited to: intimate partner and gender-based violence justice; queer justice; disability justice; migrant justice; housing and economic justice; class solidarity; mental health justice; health care equality; substance use disorder recovery; environmental and climate justice; indigenous sovereignty; racial justice; and all forms of equity, equality, and justice.

Consent & Pleasure:

We believe one of the best strategies for ending sexual violence is to create a culture of wellbeing that affirms pleasure and practices consent. We embody these values in our work by setting healthy boundaries, practicing clear communication, and making time for the transformative power of joy.

Accountability:

Sexual violence and gender-based violence is incredibly complex and has deep roots in our community and our history. We seek to illuminate the root causes of violence and hold people and systems accountable for their harm. We believe that change is possible for most people and begins with examining the ways in which all of us can contribute to transforming our culture.



We understand that our team is always in the process of growth and improvement. We humbly commit to ongoing learning and accountability when we recognize areas of our work that require attention and growth.

Focus Areas



What We Do

Advocate for programs, policies, and systems that not only recognize, but protect and support people who have experienced sexual violence; decrease sexual violence; and support all people to thrive.

Respond when violence occurs by offering understanding, advocacy, and support in meeting needs to all those impacted by harm.

Connect individuals, groups, and organizations to collaborate so all people can have the opportunity to meet their needs and begin the process of healing.

Educate on the cultural foundations of sexual violence and strategies for community empowerment and violence prevention.

Mobilize people living in Washington County to take action to end sexual violence.

Intro to Strategic Goals



Mosaic has developed this five-year strategic plan to guide our work in becoming a more proactive, collaborative, engaged, and sustainable organization. This plan- informed by people who have been impacted by sexual violence, community partners, and leaders in social and gender justice work- follows a two-year process of evaluation, development, identity-seeking, and change. This work included:

- Transitioning leadership at all levels of the organization
- Developing an identity that represents our values and approach to our community
- Surveying our community about our performance and program possibilities
- Bringing office and shelter facilities up to code, performing maintenance and improvements, and evaluating for future efficiency opportunities
- Developing a new website and other outreach materials
- Implementing human-first language and trauma-responsive care
- Integrating an understanding of systemic oppression and the intersectionality of social movements into our actions
- Proactively engaging with the Vermont Network Against Domestic and Sexual Violence and in statewide initiatives
- Increasing community presence and responsiveness
- Adding programming for children, youth, and families
- Revitalizing emergency shelter use and programming, as well as our involvement in homelessness and housing issues in our community
- Strengthening crisis response with a focus on healing
- Actively engaging the community in our work

This plan, which covers our next five years, will guide annual planning and budgeting, with progress routinely reviewed and reported. Annual assessment of plan achievement and relevance will ensure we stay focused yet flexible enough to remain entrepreneurial and responsive. Together, we've created inspiring and pragmatic goals to continue to build expertise and capacity to expand our impact in our community.

Strategic Goal

Mosaic Vermont supports the **healing** of each person and community that has been impacted by sexual violence and who has requested support.



Strategies

- Strengthen response to acute incidents of sexual harm:
 - » Via our helpline, support for people receiving Forensic Nurse Examinations (formerly SANE), emergency shelter, law enforcement support, etc.
- Improve access to shelter and increase programming for people using shelter.
- Improve access to safe, affordable housing by increasing our knowledge of local housing options and programs and strengthening relationships with the housing community.
- Deepen responses for communities who have experienced harm via the exploration of community and transformative justice methods.
- Repair and strengthen relationships with community partners and build new relationships.
- Develop a better understanding of where our own value of individual-driven healing work may conflict with the safety of other people or property by creating new harm and injustice.
- Invest in training and leadership development for Mosaic advocates.
- Offer a variety of healing options that are consistently available for people to access.
- Develop strong programs to help people exit sex trafficking.



2025 Benchmarks

- Mosaic has good relationships with relevant community service providers in Washington County.
- Support from advocates is available to all people in our service area who are accessing Forensic Nurse Exams due to sexual harm.
- Law enforcement response to incidents of sexual harm deeply engages Mosaic.
- Residents of Washington County have access to 24-hour services that support people who have experienced sexual harm.
- Mosaic has published resources clearly outlining the boundaries of our supports and services.
- Mosaic has funding sources that recognize and align with the specialized healing needs of people who have experienced sexual violence.

Strategic Goal

Mosaic Vermont is proactively engaging in **culture-changing work**, community organizing, and intersectional prevention of sexual violence.



Strategies

- Engage schools, community groups, and interested individuals in exploring opportunities to prevent sexual violence.
- Engage adults who support children and youth in #AskableAdult programming.
- Generate youth and supportive adult leadership in community prevention activities.
- Explore new potential initiatives to offer the community, such as sexual harassment prevention training for businesses.
- Explore opportunities for systems of community accountability such as restorative or transformative justice programming.
- Support public policy changes that increase community and individual safety and allow all people to thrive.
- Coordinate with service providers and activist groups working on aligned issues such as housing accessibility and transformative justice.



2025 Benchmarks

- Mosaic is able to be responsive to community requests for related education and dialogue.
- Significant prevention programming is generated by a variety of engaged youth and adults, driven by their own commitment to community change, and only indirectly supported by Mosaic.
- Mosaic has developed services and supports to increase accountability and decrease recidivism for people who have caused sexual harm.
- Alternative prevention funding has replaced the current funding sources which are scheduled to end 2/1/2024.

Strategic Goal

Mosaic Vermont is a **healthy, sustainable** organization guided by its mission and vision.



Strategies

- Develop a board of directors who are representative of the community we wish to serve and who embrace their responsibility to deliver meaningful, measurable, and financially sustainable results.
- Clearly define executive and board roles and expectations and hold each other accountable.
- Diversify funding sources and substantially increase unrestricted funding.
- Perform internal monitoring for continuous improvement.
- Perform external evaluation for mission effectiveness.
- Perform disciplined, people-focused management.
- Deliver well-designed and well-implemented programs and strategies.
- Strengthen fiscal policies and engage in routine auditing.
- Promote an organizational culture of appreciation, healthy boundaries, pleasure-positivity, and trust.
- Reduce environmental impact by investing in efficiency technologies.
- Deepen engagement with the Vermont Network and peer organizations.



Organizational
Sustainability

2025 Benchmarks

- Cash reserves allow for additional reimbursable funding streams.
- Cash reserves allow for a 3 to 6-month operating cushion.
- Additional staffing includes development personnel.
- A donor database informs strategies for donor cultivation.
- Clearly defined policies and guidance documents are available for most aspects of operation.
- A succession plan is in place for the board chair and executive director.
- A plan is in use for maintenance and protection of critical assets (facilities, etc.).
- A performance evaluation process is in use for the executive director.

Strategic Goal

Mosaic Vermont's **presence and programming** is integrated throughout the Washington County community.



Strategies

- Provide opportunities (such as an open house, tabling at events, and attending training) for various groups to engage directly with Mosaic and Mosaic's services (general public, community service providers, the law enforcement community, health professionals, the business community, etc.).
- Increase opportunities for volunteer engagement.
- Engage in existing community events.
- Repair and strengthen relationships with existing community service provider partnerships and build new ones.
- Create and distribute awareness and education materials throughout Washington County.
- Increase our presence on social media platforms.
- Strengthen relationships with local media outlets.
- Expand the content at www.mosaic-vt.org.
- Promote Mosaic logo and name recognition.



2025 Benchmarks

- People in Washington County are familiar with Mosaic's mission.
- Service providers in Washington County have strong, trusting, reciprocal relationships with Mosaic.
- Mosaic has an active and robust volunteer and intern program.
- Mosaic-vt.org is informative, engaging, current, and useful.
- Media outreach, including social media, happens consistently and showcases our values and work.



Within the next two generations:

- Communities can recognize harm, understand its causes, and support those who have been harmed.
- Gender and sexuality are no longer oppressive constructs.
- Communities recognize the way sexual violence is reproduced and reinforced by other systems of oppression.
- The justice system supports those who cause harm to be held accountable, repair their harm, and change their behavior, without reproducing trauma, violence, and recidivism.
- The justice system and the community listens to and supports survivors by providing them choice and agency in their work toward healing and justice.
- Mainstream entertainment and media are not based upon violence and oppression.
- Children and youth grow up in a world where they expect safety, sexual wellbeing, and pleasure.
- There is a drastic decrease in incidents of sexual harm.
- There is an increase in those who have caused harm coming forward to recognize their harm, accept responsibility, and take restorative measures.
- All members of communities know where to go to access resources, education, services, and skills regarding both prevention and response to harm.
- Cycles of violence and systems of marginalization are disrupted.

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www.mosaic-vt.org