



"Effecting social change through human development and safety in the corporate world"

ANNUAL REPORT



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2022

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PAVE'S MISSION VISION & VALUES

OUR Mission

PAVE Prevention, Inc. is a social enterprise offering training and HR consulting solutions to public, private, academic, and not for profit organizations and their employees (and the communities in which they operate), in order to prevent, reduce, respond, and recover from emotionally and physically harmful events.

OUR Vision

A peaceful world where every person can safely contribute their unique talents and abilities at work, and within their community.

OUR Initiatives

1. Building healthy workplaces
2. Advancing rights
3. Product development for social change
4. Organizational growth and infrastructure building

OUR Core Values

Professionalism

Transparency

Personal Safety

Integrity

Leadership

Passion

Belonging

OUR OUTCOMES

- ✓ **PAVE has stronger financial, operational, and social value to advance the public safety global agenda.**
- ✓ **Human development concept and narratives are amplified and become increasingly influential among employers.**
- ✓ **PAVE is a thriving corporation with an enabling work environment grounded in intersectional principles.**
- ✓ **Employees are able to challenge, disrupt and delegitimize actors perpetrating violence and harassment within working spaces.**

LETTER FROM THE CEO

When I look back on the year 2022, I can only shake my head and smile. I am so grateful to the committed staff that Pave Prevention has assembled, the network of advisors and supporters, and our clients who have joined us on this journey to impact what modern-day Public Safety looks like. Empowering and training individuals on violence prevention can create not only safer workplaces but influence the overall health of the company and communities they serve. By all accounts, it has been a fantastic year. Here are a few highlights.

We launched our podcast, *Disrupting the Dominoes*, which allowed me the opportunity to not only create awareness and share information on PAVE's mission but allowed me the incredible gift of wonderful and meaningful conversations with passionate and committed people about what creating safer workplaces could look like and what would that mean!

We also found ourselves a serious contributor to the discussion of what public safety looks like. Following the tragic death of George Floyd, communities throughout our country, if not worldwide, grappled with what was next. The City of Oakland was one such city. Creating "The Reimagining Public Safety Task Force," we found two significant initiatives born out of that task force.

MACRO (Mobile Assistance Community Responder of Oakland) and OPS (Oakland Park Stewards). Being selected as the premier training partner for these programs was an honor. Both programs were looking for training partners that took an innovative and 'out of the box' thinking when approaching curriculum development and training. We are proud of our work in Oakland and the partnership we continue developing in the Bay Area.

We are looking forward to continued support for the task force initiatives and impacting Public Safety throughout the region by bringing training to numerous departments within the municipality.

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We are looking forward to continued support for the task force initiatives and impacting Public Safety throughout the region by bringing training to numerous departments within the municipality.

We engaged and trained the shelter community in Toronto with our partners at Nellie's. We look forward to a several-phased approach that will position Nellie's as a hub for Public Safety and Violence Prevention Education in their community.

When we started having discussions as a team around how aggression and violence was impacting the workplace, we immediately identified sectors that were dealing with the highest rates and statistics. We also realized that the problems were being addressed in silos. That is to say everyone was fighting their own battle. Healthcare was not sharing wins and losses with the Hospitality sector, and Hospitality was not sharing best practices with the Emergency Preparedness sector. What if we could bring leadership in these sectors together and have meaningful discussions? So, we did! The PAVE SUMMIT 2022, although quite ambitious for a start-up, was an incredible event. I cannot share how incredibly moved and motivated I was while sitting at breakout tables to discuss what was happening in their sectors, what was working, what wasn't, and what would need to be done to move the needle.

I cannot thank our incredible speakers and participants for their leap of faith. In addition, the unwavering work and support that Power of XYZ continues to offer PAVE in all areas of media and event production have been incredible. We are so grateful for this true partnership.

As Bernard Fisher's quote puts it, "In God we trust. All others must have data". So, we set out to develop several tools that would position PAVE unlike any other. We created a comprehensive survey to give us real information on workplace culture around toxicity and aggression in the workplace and or within an organization. To partner with the organizational tool, we developed an individual employee survey that would give valuable insight into shaping customized consulting and training. These tools, along with post-training data collection, are housed in our beautiful, designed platform, secure, safe, and informative.

One of the major discussion lines at the PAVE SUMMIT 2022 was how we connect the silos to share information better. Our answer is to find a cutting-edge university that would partner with PAVE to create a National Center of Excellence to reduce Workplace Violence. Thus, the National Center of Excellence in Workplace Violence Reduction (NCoE-WVR) was born! Look for more information in 2023 as we announce this incredible partnership.

So, you see why I can only shake my head and smile. We are really doing this! PAVE is really doing this! So grateful for the achievements and lessons learned in 2022 and so very excited to see what 2023 has in store for us. We stand ready to have a meaningful impact in shaping not only workplace culture but public safety as a whole. We are not only an "out of the box" approach; we stand ready to break the box down and place it in the recycling bin. We stand ready to make the world safer.



Sincerely,

A handwritten signature in black ink that reads "Arlene E. Limas OLY". The signature is written in a cursive, flowing style.

ARLENE LIMAS, OLY
President & CEO
PAVE Prevention, Inc.

Initiatives and Programs

BUILDING HEALTHY WORKPLACES

PAVE's mission has been officially implemented in 2022 with the development and delivery of PAVE curricula and training to 7 partners, exceeding the goal of 5 set for the first year of operations. PAVE's clients belong to a variety of sectors, highlighting the importance and impact that violence prevention has across businesses as a mainstreaming factor.



The Mobile Assistance Community Responders of Oakland (MACRO) Program is a community response program for non-violent, non-emergency 911 calls. This initiative was created by the city of Oakland with the aim of reimagining public safety task forces. The purpose of MACRO is to meet the needs of the community with a compassionate care first response model grounded in empathy, service, and community. MACRO's goal is to reduce responses by police, resulting in fewer arrests and negative interactions, and increased access to community-based services and resources for impacted individuals and families, and most especially for Black, Indigenous, and People of Color (BIPOC).



MACRO Community Responders

PAVE Prevention was very excited to have been chosen as a Training Partner for this incredibly important pilot program. MACRO and the potential of this program align perfectly with the vision PAVE holds dear, which is imparting a skill set that keeps people safer and builds safer communities. PAVE has been uniquely positioned to prepare MACRO responders with tools to assess and de-escalate situations safely. Customized assessment tools have added information and data crucial to the success of this pilot in ways that might otherwise not be considered.

Through this partnership, PAVE was able to deliver a 40-hour in-person professional training to their community responders that has also positively impacted their communities and families at large.



MACRO active in the field



Pave CEO & Trainers with MACRO Community

"The training opportunity with PAVE created a shift in the mentality and preparedness of the MACRO staff. They had gone from fearful to focused, and from apprehensive to excited. The team was much more prepared for the launch of the program on April 9th, 2022." ~ Elliott Jones, Jr., MACRO Program Director



Established in 1955, the **Association Executives of North Carolina (AENC)** provides its members with high quality professional development and networking opportunities, and fosters recognition and respect for the association management profession. Members include CEOs and staff of associations across North Carolina, and representatives from the association service and hospitality industries.



PAVE's CEO conference presentation



Arlene Limas leading the FUEL workshop

Arlene was a featured speaker at this conference and was chosen to lead a 1-day workshop for 16 AENC members who are a part of the FUEL program, "Fostering Unity among Emerging Leaders". This partnership gave us the opportunity to network with a new pool of potential clients, finetune our presentations, strengthen professional collaborations with the Association of ESD Professionals and diversify our products portfolio to address the specific needs of our clients. As a positive outcome from our engagement in 2022, the AENC is already in negotiation with PAVE to come back in a larger capacity in 2023



Nellie's Shelter operates programs and services for women and children who have and are experiencing oppressions such as violence, poverty and homelessness. Nellie's is a community-based feminist organization which operates within an anti-racist, anti-oppression framework. We are committed to social change through education and advocacy, to achieve social justice for all women and children.

PAVE Prevention delivered its *first organizational violence prevention project in Canada with Nellie's Shelter, that decided to offer its staff, volunteers, and community allies (including donors) this unique professional development programming.* PAVE imparted a valuable training that focused on recognition of threatening situations in the early stages with appropriate safety planning, boundary-setting skills and strategies (including bystander interventions) to stop an assault before it becomes physical.

Through this partnership, PAVE was able to deliver a 4-day in-person professional training to 32 staff members and partner allies that positively impacted their communities and the families they service at large as part of Phase 1, and Phase 2 consisted of Nellie's leadership completing an ESDG Level 1 Training in Los Angeles, CA. This partnership has a 4-phase program designed with the aim of establishing Nellie's as a violence prevention education hub in Toronto, Canada.



"We introduced PAVE Prevention for the women living at Nellie's. It is a trauma-informed program dedicated to creating safer workplaces and communities around the world providing training to proactively prevent, respond to and heal from violence events. But the goal of PAVE is even greater; we are raising funds to enable Nellie's staff to undergo PAVE facilitator training in order to teach these proven prevention tools to our community partners in an effort to manage violence and micro-aggressions before they become crisis situations." ~ **Jyoti Singh, Executive Director, Nellie's Shelter**



The Oakland City Council created a pilot program, **Oakland Park Stewards (OPS)**, in response to the challenges around Lake Merritt. OPS have been deployed equitably throughout Oakland, with all neighborhoods benefiting from the program with high-traffic parks and facilities receiving commensurate coverage. OPS are also in charge of doing wellness checks, hospitality, checking on different groups throughout the city who have reserved park facilities, and connecting folks to available resources.

While some of its broader aims are the reduction of arrests and negative interactions by police, the OPS Team's immediate goal is to develop a comprehensive training program. This program equips its responders with the requisite 'front line' skills to facilitate the best outcomes for community members needing non-law enforcement help and support.

PAVE Prevention was very excited to have been chosen as a Training Partner for the Oakland Parks, Recreation & Youth Development Park Stewards program, delivering a **6-day training to 20 Oakland Park Stewards**. OPS continues to reflect the vision of PAVE, which is imparting a skill set that keeps people safer and builds safer communities. PAVE imparts the Park Stewards with tools to assess and de-escalate situations safely while working with the public that utilize the park system. Additional custom assessment tools have added more information and data crucial to the success of this pilot in ways that might otherwise not be considered.



Park Stewards Complete the PAVE training



PAVE CEO doing a training exercise with participant

"Oakland's Park Stewards recently completed an intensive six-day training with PAVE Prevention, LLC. The skills developed during the training will be of great value as Stewards negotiate a multitude of complex situations throughout Oakland's parks. Beyond the value of the material expertly presented, it was the environment created that made the time so beneficial. Our team built cohesion and chemistry and will be a much stronger outfit in the field thanks to this training."

~ Marc Weinstein, Supervisor, Park Stewards, Recreation Supervisor, City of Oakland



Dixie Bloor Neighbourhood Centre (DBNC) is a program that began as a response to encouraging covid vaccines servicing over 25,000 people over the past few years, deploying their healthcare workers, called Community Health Ambassadors (CHAs). This is a part of the project called High Priority Community

Strategy (HPCS), which is funded by the Ontario Ministry of Health. The project started with sharing resources with vulnerable people and then morphed into addressing mental health, and preconception to nonagenarian services (prenatal, mom & child, etc.), encouraging and facilitating women healthcare services like mammograms and pap smears to the community and to connect them with community resources.

PAVE has been chosen by DBNC to equip their front desk and ambassadors with a well-rounded tool kit to deal with a myriad of situations from boundary setting, team cohesion to conflict resolution. PAVE will be delivering a 6-day training for Community Health Ambassadors and community partners in 2023, contributing to the creation of a safer working environment for DBNC staff.



EMPOWERMENT CONTRIBUTIONS



The National Women's Martial Arts Federation (NWMAF) is dedicated to promoting the involvement and empowerment of all women and girls—cis and trans—as well as gender nonbinary and nonconforming people who are active in martial arts, self-defense, and healing arts. Their mission is to build personal and collective strength, safety, and well-being through martial arts, self-defense, and healing arts, to empower women and others affected by gender-based discrimination.

The NWMAF cherishes martial arts as a path of self-discovery and transformation and as a means of transforming ourselves and the world in which we live. They find strength in one another's challenges and promote an awareness and appreciation of our differences.

PAVE was honored to represent the ESD collaborative by conducting the opening workout at the 2022 conference in Buffalo, New York, with approximately 150 people in attendance. Arlene Limas, our CEO, also instructed 4 ESD classes on how to hold pads and kicking shields. NWMAF is an organization that creates ESD and trainers. Much like the Association of ESD Professionals, NWMAF is a way to stay involved and support the ESD community. PAVE was also a sponsor of this event.



PAVE's CEO, Arlene Limas, who is an Olympic gold medal winner, shared her career lessons with a cohort of **10 participants** of the Tae Kwon Do team from Jordan over the course of three days in Columbus, Ohio. Her teachings punctuated communication, teamwork, resilience, inclusion, and conflict resolution – all these are critical to leadership development, community transformation, equality, and peace. This was possible thanks to the partnership with Sports Envoys, a unique component of the U.S. Department of State's people-to-people diplomacy.

Sports Envoys are recruited by the U.S. Department of State's Sports Diplomacy Division in the Bureau of Educational and Cultural Affairs (ECA) in collaboration with American professional sports leagues, the U.S. Olympic and Paralympic Committees, and national sports federations. Overseas, the Sports Diplomacy Division partners with U.S. embassy and consulate colleagues to implement Sports Envoy programs. A U.S. nonprofit organization serves as the logistical implementing partner.

The Sports Envoy program recruits passionate, community-oriented professional athletes to promote cross-cultural understanding, engage underserved communities, and empower the next generation of athletes as leaders through sport.

ADVANCING RIGHTS

We create space for corporations, governments, NGOs, social justice movements, and allies to recognize, strategize and take action to increase the influence and impact of anti-violence actors and activities. We do this to advance norms and proposals and protect and promote a human rights and development approach in the workplace.

PAVE is on the frontline to challenge and disrupt anti-violence narratives. Our work highlights how violence prevention techniques can capture and influence specific workplace dynamics and the social and financial benefits employers gain once they welcome PAVE on board their organizations.



The importance of the work PAVE is doing received national attention, especially when the deaths of innocent citizens from the BIPOC community made national headlines through the BlackLivesMatter and the MeToo movements, cities to take a closer look at how they were handling public and personal safety. MACRO and OPS have been at the forefront of this journey, reimagining public safety using tools and skills to empower people, focusing on human development, and effecting social change.

To this point, it is a dramatic reality that reports of workplace violence tend to dominate the national news daily. Two issues add to the problem of sheer frequency: 1) Workplace violence is multi-sectoral. 2) A national imperative is to develop a better understanding of how to prepare for and react to violent conduct in the workplace (Society for Health Resource Management, 2022).

PAVE Prevention, Inc. represents the first dedicated organizational initiative in the Nation explicitly created to address this phenomenon and the challenges associated with reducing pervasive workplace violence—regardless of the occupational sector in which it is occurring. PAVE Prevention, in partnership with Florida International University (FIU) through its Chaplin School of Hospitality and Tourism Management, has been working throughout 2022 on the co-creation of the **National Center of Excellence for Workplace Violence Reduction (NCoE-WVR)**. This 2-year pilot program will offer a curriculum from introductory programming to senior-level executive training programs focused on leadership and professional development for C-suite level staff personnel, including alum seminars, continued research, and generating measurable data.



Chaplin School of Hospitality & Tourism Management

The NCoE-WVR offers the opportunity to acquire and develop competence in globally validated skills & principles that are proven to reduce workplace violence and experience real-world-industry-relevant applications not typically provided in corporate professional development. It will also expand leadership and promotion opportunities and enhance skills and strategic capabilities supporting career advancement through the NCoE-WVR initiatives and solutions that can help reduce the impact of workplace violence throughout the American workforce. The hospitality industry emerging as the national meta-leader in workplace violence reduction allows non-hospitality industries to follow its lead. Plus, through the interest of other FIU stakeholders, the opportunities will expand into other FIU schools, i.e., Public Health, Criminal Justice, Women's Studies, Economics, Public Affairs, and DEI, where these initiatives and solutions are customized as curricula for other sectors.

Intersectionality will be the cornerstone of the program at the NCoE-WVR. The connectivity of issues and opportunities in the field of WVR will effect change. However, there has not been a nexus or central locus of effort to unite WVR researchers, policymakers, and practitioners from different fields of study. By providing that space, NCoE-WVR at FIU will be pioneers in the WVR field as a diverse group of experts are brought together to collaborate and examine how the intersection of different factors affects the health of a workplace.

There are many benefits and positive outcomes to be garnered through the NCoE-WVR but some of the most significant for PAVE would be:

- The development of industry leaders and their teams through our proven curriculum
- The creation of white papers that serve as tools to effect policy change
- The data collection gathered from participants before, during, and after using formal, validated tools (including PAVE's assertiveness assessment).
- PAVE and the NCoE-WVR being recognized as **the** industry gold standard laboratory/platform offering objective and evidence-based recommendations on the reduction of workplace violence across all sectors.

To date, no one has attempted to codify the standard of ethical practices and behaviors in the hospitality industry that could serve as universal guidelines for preventing workplace violence. And a sub-set of established practices does not exist for any organization to implement regardless of their mission. This is another primary mission of the NCoE-WVR.

The common knowledge that both PAVE and FIU have is that when individuals are equipped with the skills and expertise to set healthy boundaries, communicate assertively, and skillfully manage conflict - families, communities, corporate organizations, government agencies, and finally the Nation itself will benefit both culturally and monetarily.

FIU and PAVE Prevention's common understanding and recognition that when individuals are equipped with the skills and knowledge to set healthy boundaries, communicate assertively, and skillfully manage conflict, families, communities, corporate organizations, government agencies, and finally the Nation itself will benefit both culturally and monetarily.



PAVE is exploring a partnership with the National Medal of Honor Institute headquartered in the National Medal of Honor Museum, located in Arlington, Texas. The Institute closes a character gap in our country by modeling leadership curriculum after the valor and values of Medal of Honor recipients that would also benefit from PAVE's universal principles. The Institute is focused on 3 areas of Impact: Center for Character Excellence, Center for Leadership in Action and Center for the elevation of Honor. PAVE's contribution will be to create culture change within the military through the development of training curriculum to mitigate rampant sexual assault and harm against self, the use of PAVE's assessments, participating in and facilitating thinktanks, and Arlene speaking at related conferences starting in February of 2023 at the Airforce base in Colorado Springs.

In 2022, Pave Prevention also launched the first ever **PAVE SUMMIT**, under the theme 'Redefining workplace violence'.



The PAVE SUMMIT 2022 featured over 18 topics and discussions from 15 industry-leading speakers, interactive panels, and more, exercising PAVE's commitment to redefining workplace violence through realistic, sustainable solutions for a modern empowered workforce. Hosted at the Omni Hotel in Chicago, the event spanned 2.5 days and it was full of presentations, discussions, networking, and collaboration. The Summit garnered diverse in-person and virtual attendance from around the globe. The goals and accomplishments of the Summit were to unite decision-makers from different sectors to collectively examine the causes of workplace violence, and its critical intersections, resulting in the co-author of practical solutions that would lead to change within their own companies and industries overall.

PRODUCT DEVELOPMENT FOR SOCIAL CHANGE

Through research and analysis, PAVE examines how best practices can serve movements and organizations. We explore the potential of funding in line with our commitment to create healthy workplaces, and advocate with investors to strengthen support for social change through human development.

At PAVE we are committed to continuous learning and development, and we invest human and financial resources to learn from lessons learned and best practices in order to deliver tailored curricula and tools to our clients.



In alignment with this vision, we created the following portfolio of consulting products and tools:

- **A set of trauma-informed protocols with best practices:**

Designed for Trainers while teaching with a trauma-informed lens, this protocol made by experts in the sector, serves as a guideline to handle situations when an issue arises during a training with real case scenarios for trainers to practice with.

- **An Employee Experience Survey (EES):**

The Employee Experience Survey (EES) is a proprietary survey created and provided by PAVE Prevention, Inc., used to assess the overall health of an organization regarding workplace aggression risk factors and the health of workplace culture. Data collected from the Employee Experience Survey is collected anonymously and analyzed by PAVE Prevention professionals to determine various vital points that could be improved using PAVE Prevention training. Results will gather information from individual employees; responses disclosed by individuals are not available to leadership in any format other than a generalized report, with their privacy and confidentiality remaining a top priority.

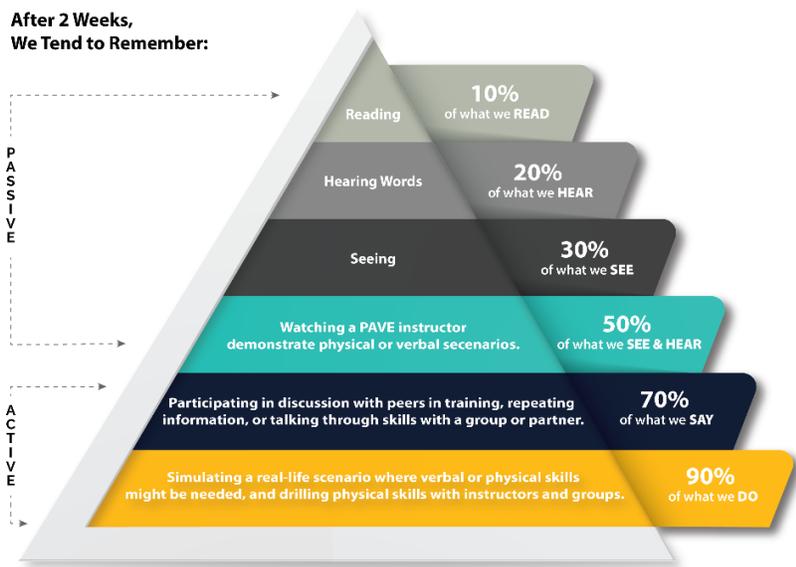
- **A Self-Description Inventory Survey (SDI):** The Self-Description Inventory (SDI), another valuable assessment tool created by PAVE Prevention, Inc., measures assertiveness. As measured by the SDI, assertiveness is a set of skills and behaviors to protect one's human rights and those of others without prejudice or violation of other people's rights. These behaviors are also practiced in prosocial ways (e.g., humane, benevolent, respectful, democratic, and constructive). While 'rights' may be a strong word, you may consider assertiveness as related to doing and saying things that enable you to freely realize and fulfill your potential, though not at the expense of others. Assertiveness is a positive characteristic to possess and relates to higher well-being, performance, and various forms of life success. The SDI has gone through initial development and scientific validation and will continue to be evaluated in the near future.

- **Production of the EES Technical Paper:**

The technical paper also known as a 'white paper' on the EES would report statistical properties of the EES and further studies. The white paper is a review and summarizes peer-reviewed research on what workplace aggression is, its antecedents (causes) and outcomes (e.g., disengagement, turnover, disability, absenteeism, financials etc.). The white paper performs as an evidence-based sales tool on the 'why' of working with PAVE as a corporation is valuable. It will be downloadable from the PAVE website in 2023.

PAVE standardized curriculum exercises and infographics for client trainings and professional use:

- **“Spectrum of Awareness” Stoplight Exercise:** The PAVE stoplight “Spectrum of Awareness” exercise, is used to communicate the spectrum of violence. It gives an external audit of the situation and is mainly used for public facing employees. Focusing on emotional intelligence, the stoplight approach raises awareness of how emotions can drive our behavior as well as positively or negatively impact other people we are engaging with.
- **“Crisis to Thriving” Exercise:** The PAVE “Crisis to Thriving” exercise is a powerful tool in PAVE’s arsenal. Most people do not know the relationship of how they are feeling and what it means based on the exercise’s spectrum. This exercise gives an internal audit of one’s wellbeing (where one currently identifies). It is a training exercise that is used for both public facing and corporate employees.
- **PAVE Training Pyramid Infographic:** At PAVE, our programming relies heavily on layering information through seeing and hearing live examples, actively and immersively practicing communication and boundary setting skills, and drilling full contact, physical skills in theoretical and mock scenarios. With PAVE’s training method, information is more thoroughly retained and quickly accessible when needed and in high-stress, adrenalized situations. (infographic below)
- **PAVE System of Change (SOC) Infographic:** We envision the PAVE Prevention process facilitating cultural change at both the organizational and individual levels. In empowering individuals to create and advocate for change, we utilize the Inner Development Goals (IDG) framework developed by the UN in 2015. By following the blueprint and meeting the goals established by the UN Sustainable Development Goals (SDG), we will create peace and prosperity through a sustainable world by 2030.
- **PAVE client engagement process Infographic:** Pave demonstrates the key stages that go into a training with a company or organization. From assessments, curriculum development and instructor training to the client training program, and post evaluation assessments, PAVE is able to impart meaningful change within the workplace that positively impacts the employees homer life, community and society.



Studies from the National Training Laboratories Institute indicate that information is retained through sight, hearing, speaking, and action. Here you can see how PAVE programming utilizes this format's most impactful teaching methods.

At PAVE, our programming relies heavily on layering information through seeing and hearing live examples, actively and immersively practicing communication and boundary setting skills, and drilling full contact, physical skills in theoretical and mock scenarios. With this training method, information is more thoroughly retained and quickly accessible when needed and in high-stress, adrenalized situations.

An Innovative Path to Violence Prevention

PODCASTS:



In 2022, PAVE developed and launched its own podcast series, *Disrupting the Dominoes*, producing 18 episodes, hosted by PAVE's CEO, Arlene Limas. **PAVE surpassed its goal of 12 podcast episodes for the year by 6.**

The following international & national experts have appeared as guests on the series:

Dr. Pete Marghella	Professorial Lecture	Medical Planning Solutions, LLC
Magdalena Diaz	Director& Case Manager CSU	Fullerton San Diego state University
Meg Stone Director	Director	IMPACT Boston
Julie Harmon PhD	Executive Director	Programs of LifeCare Alliance, IMPACT Safety
Nancy Hogshead-Maker OLY	CEO	Champion Women
Stephanie Cyr	Professor of Self Defense and consultant	San Francisco State University and San Francisco Unified School District
Steve Estey Partner	Partner, Attorney	Estey & Bomberger, LLP
Tom Rose, President	President	IMPACT Global
Jason Chan	Restaurant Owner & Consultant	
Ju'Reise Colon	CEO	U.S. Center for SafeSport
Eric Barrera	Maritime Safety & Social Responsibility Analyst	Veteran
Nick Mautone	CEO & Founder	Mautone Enterprises
Obbie West	CEO	Words of West, Veteran, National Speaker
Paul Seres	Board Member	Helios Hospitality Group
Dr. Miranda Kitterlin-Lynch	Associate Professor	Chaplin School of Hospitality and Tourism Management, Florida International University
Ellen Snortland	Founder & Author	Bite by bite, and Beauty bites Beast
Arthur Shorr	President and Founder	Arthur S. Shorr & Associates, Inc.
Jyoti Singh	Executive Director	Nellies Shelter, Toronto

The goal of the podcast has been to share insights from business experts from our sectors of intervention and who share PAVE's passion and mission to end workplace violence and to bring solutions to end the culture of violence we are living in today.

In 2022, PAVE's CEO, Arlene Limas OLY, was invited as a guest to present on 5 different podcasts, reaching the goal set for the year on the following topics:

1. "Roots and Resilience Episode" with Christian Fox
2. "Change the Culture of Violence through Empowerment Self Defense" with Annie Orenstein
3. "Remarkable Stories -Olympian to Violence Prevention" with John Herlig and Mike McDowell
4. "Diversity Goes to Work. Nonviolent Intervention to Peace and conflict" with Phil Wagner
5. "Check Inn: A lodging DEI Chat" with Leon Thomas and Miranda Kitterlin-Lynch

ORGANIZATIONAL GROWTH AND INFRASTRUCTURE BUILDING

PAVE was able to attend and present at 7 major conferences and 1 University worldwide in 2022, exceeding its 2022 goal by 3.

- Webinar Academy for Women Entrepreneurs
- One Young World, Latin America
- George Washington University - Millikin Institute - School of Public Health
- CSW UN Commission on the Status of Women
- End Violence Against Women International
- Association Executives of North Carolina (AENC)
- PAVE Summit
- Violence Prevention Education Conference (VPEC)

Presentation topics included: Leadership, business development and personal and community safety, the effects of violence on businesses and individuals, reimagining justice, empowerment for women in the workplace, and workplace violence prevention, among others.

The outcome of this team effort included building and strengthening a network of future partners, increasing the organization's visibility and the work PAVE does, and establishing new connections in critical sectors of operations.

To strengthen the decision-making and operations structure at PAVE Prevention, the organization has hosted 2 Board of Directors meetings in 2022, in March and September, to evaluate outcomes, goals, and objectives while reviewing organizational key activities and the annual budget.

2023-2026 STRATEGIC PLAN OVERVIEW

As part of our efforts to build more substantial internal infrastructures, PAVE has worked on a medium and long-term strategic plan from 2023 to 2026 to accommodate realistic organizational growth with clear goals. Part of this effort was also to direct the development of all the administrative, programmatic, and financial support systems needed to onboard new clients, including developing a database of workplace violence statistics by sector.

To strengthen the decision-making and operations structure at PAVE Prevention, the organization has hosted 2 Board of Director meetings in March and September of 2022, evaluating outcomes, goals, and objectives while reviewing vital organizational activities and the annual budget.

YEAR AT GLANCE: SOCIAL MEDIA ANALYTICS



New Followers

172	169
Facebook	Instagram
299	245
LinkedIn	Twitter

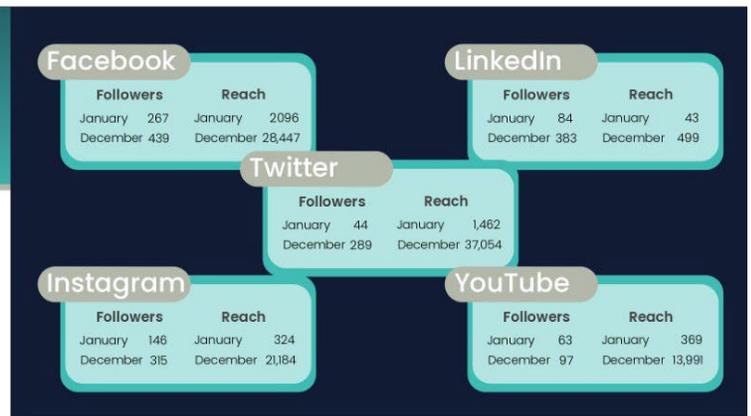
PAVE Content reached the screens of

98,997

users across all platforms.



- 143 Hours Watched
- 1325 Total Plays
- 13,991 Impressions



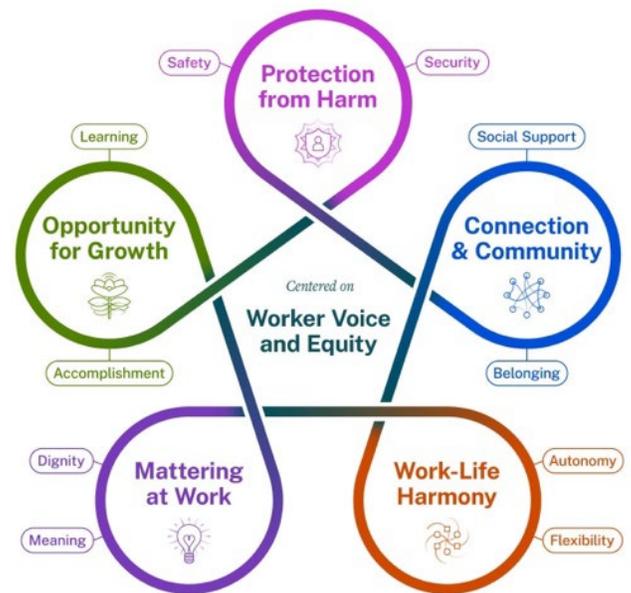
WHAT'S NEXT AT PAVE

In 2023 PAVE will be working hard to become a solid investible corporation.

Growth and expansion:

Our financial goal is to increase revenue by 20% each year and to reach financial independence from our current funders in the next five years. We are also developing a sales and marketing strategy with measurable outcomes to establish our monetary values for investors.

We will deliver new PAVE in-person trainings in 2023 to partners who want to equip their organizations and staff with the necessary tools to succeed and thrive. More resources will be invested in curriculum and product development to address the specific needs of our clients, as well as in professional development opportunities and in strengthening organizational infrastructure. We are also excited to officially produce white papers on our Employee Experience Survey (EES) in 2023.



Surgeon General's Framework for Workplace Mental Health & Well-Being

PAVE will invest energy to improve business planning by forecasting cash flows and recommending productivity improvements through bi-annual and quarterly projections. This will include the data analysis of current sales and feedback and bi-monthly check-ins on competitive prices and value propositions to optimize product and service pricing.

PAVE's team will engage in new public events and establish regional networks to foster partnerships across Northern America and beyond. We plan to diversify our products and services and expand our services in other languages, starting with Spanish and French.

We aim to grow stronger, raise our voices against all forms of violence, build communities and workplaces that embrace diversity and value equity, and work endlessly to create the much-needed cultural change around violence in our society.

STRATEGIC PILLARS

PILLAR #1: Expand Community Of Impact

Deepening Pave's impact within hospitality, healthcare, and public safety sectors by 2026, by engaging influencers, generate prospects, acquire membership in a professional HR association and expand our circle of impact. This will also include connecting with professional organizations that provide standards of excellence and expanding legitimacy through academia, among others.

This will allow PAVE to be:

- Perceived leader in human resiliency, decision making and team leadership
- Recognized as a system changer within workplace safety
- Acknowledged as *the* public safety development standard within two industries
- Community ambassadorship (corporate, municipal outreach)

PILLAR #2: Build Human Capacity

Matching client needs with professional capabilities and services by identifying a roster of professional project staff to satisfy client needs and increasing PAVE operational stability.

This will allow PAVE to:

- Be recognized as a legitimate partner
- Access to valuable academic research and validation
- Access to leadership systems and empowering the individual
- Be a game changer with workplace violence prevention/reduction within the hospitality and tourism sectors
- Improved efficiency and quality of results with client projects

PILLAR #3: Establish Supporting Architecture

Implementing a Client Relationship Management ("CRM") system to manage and integrate the various processes, broaden the client community, and develop core and specialty competencies by creating a seamless support system for clients, investor, pitch decks, speaking presentations, and professional development tools.

This will allow PAVE to:

- Demonstrate 'invest-ability'
- Improve efficiencies and reduce costs
- Establish credibility for partners, donors, and funders
- Build a seamless internal and external communication system

WHERE WE WANT TO BE:

For the organization's long-term vision, by **2024** we plan to produce white papers on our training program per sector as well as our Employee Experience Survey (EES), and work in partnership with an insurance company to be considered a risk reduction strategy for insurance premiums.

By **2025**: We plan to develop a second-stage project for self-inventory assessments to capture more specific and qualitative data and create PAVE Prevention's own pool of questions. We are also working on a strategic plan to include ESD training in the university curriculum of at least ten national universities.

Our vision for 2026 includes developing doctoral, and master research projects (NCoE-WVR) and a strategic partnership to position PAVE as the gold seal of Gold Standard Certification for the Joint Commission for Human Safety standards in the medical field. We are also planning to establish PAVE as an official reference for the Centers for Disease Control (CDC) on the mitigation and prevention of workplace violence.

DEI STATEMENT

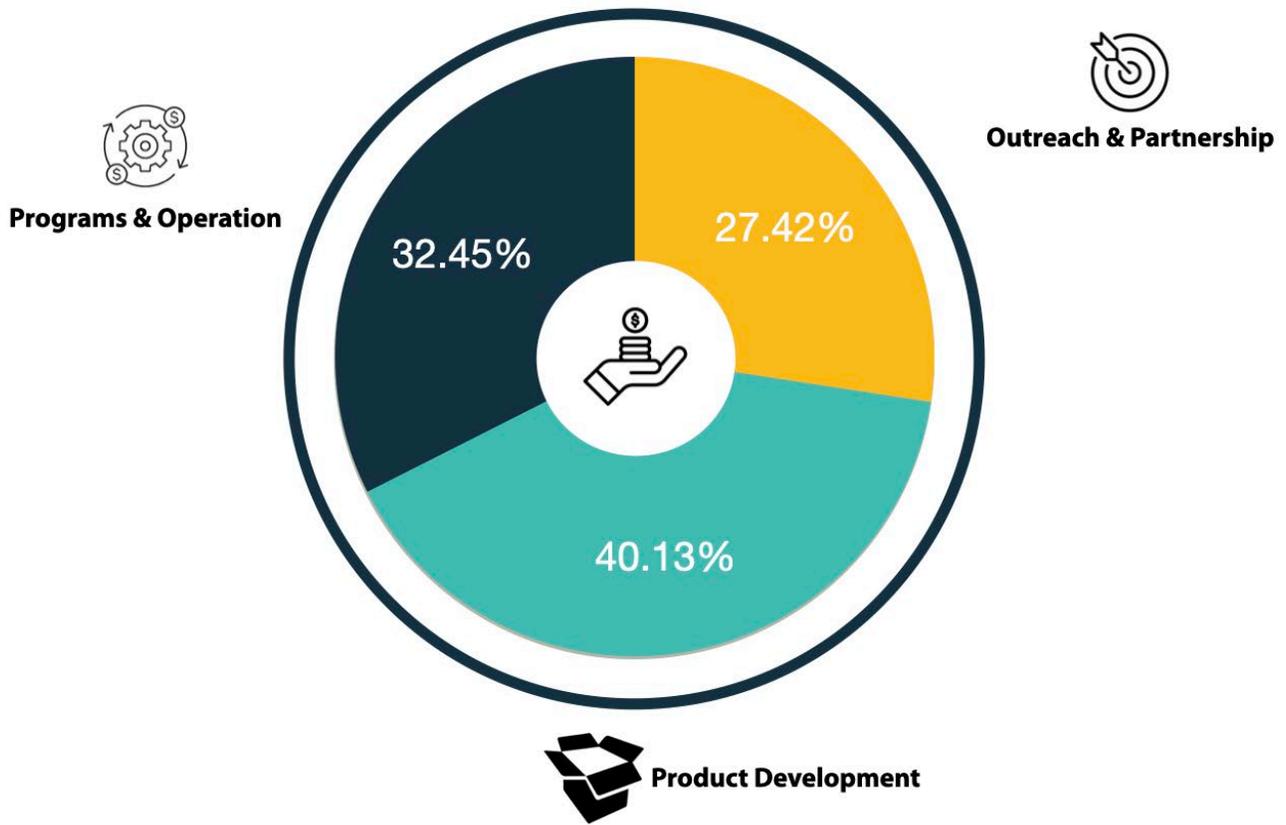


Diversity, Equity, and Inclusion

At PAVE you can bring your true self. We will help you achieve your full potential as a human and as part of society.

Diversity, Equity and Justice fuels PAVE work every day. Our commitment to Inclusion across race, gender, age, religion, identity, and experience, among others, empowers our vision and mission.

2022 USE OF FUNDS



MEET THE TEAM



Arlene Limas, OLY | Chief Executive Officer

"We stand ready to have a meaningful impact in shaping not only workplace culture but public safety as a whole. We are not only an "out of the box" approach; we stand ready to break the box down and place it in the recycling bin. We stand ready to make the world safer."



Yehudit (Yudit) Zicklin-Sidikman | Board Member

"Companies and communities are finally waking to the importance of not only taking care of the physical health of their employees and citizens, but the emotional health. PAVE is the right company for helping them achieve that. I am excited to see this spreading into colleges and social services. The time for PAVE is here to build the system and get the message out."



Jennifer Cusentino | Director of Operations, Business Development

"Creating a thriving community through a healthy and inclusive corporate culture is possible when every person is recognized and supported, leadership is engaged, and best practices are followed."



Federica Lacava | Director of Partnerships & Grants

"Together we are building the society that we want, where every individual reaches their full potential, has space to thrive and feels safe to express themselves."



Mandy Meloon | Administrative Assistant

"Everyone has a right to feel safe and supported at work. It should be a place to thrive not just survive. PAVE is making this possible one training at a time. I am so excited to be a part of what PAVE does in 2023"

MEET THE CONSULTANTS



Julie Harmon, PhD | IMPACT Safety | Training & Development Advisor

“Pave Prevention and Arlene Limas are setting the standard for creating customized violence prevention interventions that are specific, unique, doable, and owned by the people who work in each company/organization. From the needs assessment process through the intervention and after, PAVE is focused on their clients' best interests and outcomes.

PAVE's culture is that of creativity, integrity, professionalism, self-reflection and dogged determinism. As a violence Prevention Consultant working with PAVE, I have observed PAVE go above and beyond to meet their clients' needs – it is this sincere desire to help however they can, that makes working with PAVE an exceptional experience.”



Paul Fairlie, CEO, Heliosophy | Assessment Developer

“By reducing workplace aggression in organizations, PAVE Prevention is doing its part to foster positive cultures and organizations. This is a win-win-win for employees, organizations, and the world at large. Employees are happier, more engaged, and higher performing. Organizations are more effective and financially sound. And because employee engagement and positive affect spill over into families and communities, society as a whole benefits. Heliosophy is proud to be supporting PAVE Prevention by developing their employee and organizational assessment tools. These tools help PAVE Prevention to be data- and science-driven, and to identify risk and prevention factors that organizations can address in order to healthy, socially responsible, and ultimately successful in realizing their vision and mission. We look forward to continuing our partnership with PAVE Prevention in the new year.”



Heather F. Turnbull | Learning and Development Advisor

“Working with the PAVE Prevention team is a genuinely stimulating and collaborative experience, focused on delivering excellence for each and every client. The diversity of professional expertise is remarkable as well, eclipsed only by each team member's willingness to share - as well as learn. What's most telling is the integrity of the leadership: it really sets the organization a class above most consulting firms.”



Dr. Pietro (Pete) Marghella, D.Sc., M.Sc., M.A., CEM | Special Advisor to the CEO

It is an unfortunate truth that workplace violence remains pervasive in our society. In aggregate, the financial losses that occur annually across all of our critical infrastructure and key resource (CI/KR) sectors are counted in the *tens of billions* of U.S. dollars. Workplace violence bleeds into our homes and families, disrupting lives, inducing pain and suffering, and in far too many cases leading to permanent disability and even loss of life. Workplace violence is so pervasive that it is now recognized by the CDC as a serious public health concern.¹ PAVE Prevention CEO Arlene Limas has dedicated all of her immense talent and efforts in changing this negative paradigm by creating our Nation's very first initiative to address this insidious and far-too-widespread concern. Through her Leadership at the helm of PAVE Prevention, we can look forward to a future where we can see a quantitative and qualitative reduction in reducing workplace violence.

MEET THE PARTNERS



TRAINING PARTNERS



2023 PARTNERS



CLOSING STATEMENT

PAVE Prevention Inc. holds gratitude and solidarity to the entire violence prevention movement, who tirelessly works to fight all forms of violence. It's a tremendous source of inspiration for the work we do.

We wish to thank our Staff, Consultants, Instructors, Advisors, Mentors, Donors, and Partners in all communities we serve, who joined forces with PAVE in addressing the systemic change needed around violence in our society.

Mostly, we wish to thank activists and survivors, that with their voices, commitment, courage, and continuous efforts, keep showing us the problems and the solutions.

Thank you to all those who have been a part in starting and strengthening this journey, where we build the social change needed through active participation, expertise, and passion.

APPENDIX A - STATISTICS

Statistics: The Quantifiable Impact of Workplace Violence in Our Nation

\$130 Billion/year is spent due to workplace violence related **legal expenses, property damage, and lost productivity** (U.S. Department of Labor, n.d.).

U.S. Department of Labor (n.d.). *Business case for safety and health. Occupational Safety and Health Administration. Retrieved from <https://www.osha.gov/businesscase>*

\$171 Billion is the **direct cost** of injuries including dollars spent on **worker compensation, medical expenses, civil liability, and property loss** (Mlyanek, 2021).

Mlyanek, J. (2021, April 28). *Investing in safety—every dollar spent saves company \$3 to \$5. Grainnet Safety. Retrieved from <https://www.grainnetsafety.com/article/232910/investing-in-safety-every-dollar-spent-saves-a-company-3-to-5>*

\$1 Billion/week was paid for direct **worker compensation costs** for disabling, non-fatal workplace injuries in 2018 (USDOL, n.d.).

U.S. Department of Labor (n.d.). *Workplace violence prevention. Occupational Safety and Health Administration. Retrieved from https://www.osha.gov/sites/default/files/2019-04/09_work_violence.ppt*

\$4.1 Billion/year nationally in medical costs related to **domestic violence** which employers pay through **higher insurance premiums** (Safety Management Group, n.d.).

Safety Management Group (n.d.). *When domestic violence impacts the workplace. Retrieved from <https://safetymanagementgroup.com/when-domestic-violence-impacts-the-workplace/>*

\$727.8 Million is the estimated annual cost of lost productivity due to **domestic violence** with over **\$7.9 Million** paid workdays lost per year (BJC Health Care, 2022).

BJC Health Care (2022, May 3). *Frontline supervisor: How family violence affects the workplace. Retrieved from <https://www.bjceap.com/blog/ArtMID/448/ArticleID/226/Frontline-Supervisor-How-Family-Violence-Affects-the-Workplace>*

\$727 Million is lost in productivity due to **domestic violence** issues that are brought to the workplace (Stein, 2014, April 9).

Stein, H. (2014, April 9). *Domestic violence and the workplace. SMC Family Abuse Prevention Council. Retrieved from <https://domesticabuse.stanford.edu/content/dam/sm/domesticabuse/documents/DVWP.pdf>*

78% of Human Resources professionals polled by *Personnel Journal* said that **domestic violence** is a workplace issue (Wathen, MacGregor, & MacQuarrie, 2015).

Wathen, C., MacGregor, J., & MacQuarrie, B. (2015). *The impact of domestic violence in the workplace. J Occup Environ Med. July; 57(7): e65-e71.*

94% of employees have been affected by **bullying** in the workplace (Vuleta, 2021).

2.53 Million cooks and chefs are employed in the United States. Of those, one in four reports

Vuleta, B. (2021, February 2). *27+ Alarming workplace violence statistics. Legal jobs. Retrieved from <https://legaljobs.io/blog/workplace-violence-statistics/>*

Experiencing physical violence in the workplace—roughly **632,500 victims** (Meiser & Pantumsinchai, 2021).

Meiser, E. & Pantumsinchai, P. (2021). *The normalization of violence in commercial kitchens through food media*. *J Interpers Violence*; DOI <http://dx.doi.org/10.1177/08862605211005138>. Retrieved from https://www.safetylit.org/citations/index.php?fuseaction=citations.viewdetails&citationIds%5b%5d=citjournalarticle_678135_8

76% of tipped workers who receive a subminimum wage **experience sexual harassment** (Kokoshinskiy, 2021).

Kokoshinskiy, S. (2021, May 13). *The tipping point: How the subminimum wage for tipped workers keeps incomes low and sexual harassment high in the U.S. restaurant industry*. *The Nelson A. Rockefeller Center for Public Policy and the Social Sciences*. Dartmouth University. Retrieved from <https://rockefeller.dartmouth.edu/news/2021/05/tipping-point-how-subminimum-wage-tipped-workers-keeps-incomes-low-and-sexual>

44% of women in the restaurant industry have experienced **sexual harassment from someone in a management or ownership role** (MacKinnon & Fitzgerald, 2021).

MacKinnon, C. & Fitzgerald, L. (2021). *The tipping point: How the subminimum wage keeps incomes low and sexual harassment high*. UC Berkeley Food Labor Research Center. Retrieved from https://onefairwage.site/wp-content/uploads/2021/03/OFW_TheTippingPoint_3-1.pdf

For every \$1 invested in workplace safety, \$3 or more is saved (Heckendorn, 2021).

Heckendorn, K. (2021, November 12). *Understanding the ROI of health and safety*. OSG. Retrieved from <https://osg.ca/understanding-the-roi-of-health-and-safety>

APPENDIX B: RESOURCES

More to read

1. [Workplace Incivility and Bullying in the Library: Perception or Reality?](#)
2. [International Labour Organization: Experience of violence and harassment in the workplace: A first global survey](#)
3. [International Labour Organization: Gender-based violence in the workplace: Annotated and Selected Bibliography](#)
4. [The Surgeon General's Workplace Mental Health & Wellbeing report?](#)
5. [Workplace Bullying](#)
6. [Bullying in the workplace](#)
7. [SASH Program: Making the case for safety in the workplace](#)
8. [Perception and Behavior for underreporting Workplace Violence \(University of San Francisco\)](#)
9. [45 Alarming Workplace Violence, Bullying & Harassment Statistics for 2022](#)
10. [Domestic Violence and the Workplace \(SMC Family Abuse Prevention Council- Stanford\)](#)
11. [When domestic violence comes to work](#)
12. [A Shared Responsibility: Preventing Violence in the Workplace \(Occupational Health & Safety\)](#)
13. [Workplace Violence Issues Response Department of Justice FBI](#)
14. [Here's Why McDonald's Has A Sexual Harassment Problem](#)
15. [Flight Attendants And Bus Drivers Are Under Assault. 'They Can't Be Used As Cannon Fodder.'](#)
16. [What are the effects of workplace bullying](#)
17. [How Bullying manifests at work and how to stop it](#)
18. [After attack on nurse, Ochsner CEO advocates for making healthcare violence a felony](#)
19. [Merrill Lynch Advisor Fired After Tirade Against Smoothie Shop Workers Goes Viral](#)
20. [Workplace Violence and Active Shooter Preparedness For Restaurants & Hospitality Businesses](#)

PODCAST

Please follow this link to listen to PAVE podcast series: <https://www.paveprevention.com/podcast>

PAVE Prevention, Inc is a social enterprise that offers guidance, education, training, and advice to companies, their employees, and the communities they operate within to proactively prevent, react, and heal from violent events.

Thank you for supporting us



PAVE SUMMIT
REDEFINING WORKPLACE VIOLENCE

PAVE
PREVENTION

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