



# BUSINESS PLAN

## **FOR THE GUILFORD COUNTY FAMILY JUSTICE CENTER:**

A One-Stop Help Center for  
Victims of Domestic Violence, Sexual Assault,  
Child Maltreatment, and Elder Abuse in  
Greensboro/Guilford County, North Carolina

"Above all, we are committed to breaking  
the cycle of violence and abuse in Guilford County and keeping our community safe."

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# PART ONE: RATIONALE

## INTRODUCTION

The Guilford County Family Justice Center is envisioned to be a one-stop shop that will serve as a help center for victims of domestic violence, sexual assault, child maltreatment and elder abuse. The Family Justice Center model is an evidence-based approach used in a growing number of communities across the United States and internationally.

The United States (US) Department of Justice views the Family Justice Center model to be a best practice approach in responding to domestic violence and abuse (FJCA, 2009a). Rates of family violence locally are very high (including 11 domestic violence-related homicides in 2013 in Greensboro), and establishing a Family Justice Center in our community is an important step in ensuring the safety and wellbeing of children, families, and vulnerable populations in our community.

In response to the high rates of family violence last year, our community members are looking to local leaders to take action to more proactively promote safe and healthy family members for everyone in Guilford County and Greensboro. Evidence for the public attention to this issue can be found in the recent publication of numerous stories about domestic violence (and homicides in particular) in the Greensboro News and Record, as well as high community turnout at local domestic violence awareness events (e.g., the Greensboro Police Department's Band Together against Domestic Violence event in October 2013).

By housing a multi-disciplinary team of professionals under one roof, and coordinating the activities across each agency, we will reduce the amount of time and places victims have to go to tell their story and get the help they so desperately need. Above all, we are committed to breaking the cycle of violence and abuse in Guilford County and keeping our community safe.

# **RATIONALE FOR A FAMILY JUSTICE CENTER IN GUILFORD COUNTY/GREENSBORO**

## **THE NATIONAL SCOPE OF FAMILY VIOLENCE, SEXUAL ASSAULT, AND ELDER ABUSE**

Each year, law enforcement agencies around the world respond to an alarming number of incidents of domestic violence, sexual assault, child maltreatment and elder abuse. Regarding domestic violence (i.e., “any form of physical, sexual, emotional, psychological, and/or verbal abuse between [current or former] partners in an intimate relationship” (Murray & Graves, 2012), statistics from the Federal Bureau of Investigations show the following:

- ▶ “A woman is beaten every 15 seconds in the United States.”
- ▶ “More than 50% of women killed in the United States are killed by intimate partners or ex-partners.”
- ▶ “Approximately 50% of homeless women and children are on the street because of violence in the home.”
- ▶ “30% to 60% of perpetrators of intimate partner violence also abuse children in the household.”

Sexual assault (which includes rape and other forms of forcible or coerced sexual activities) is a significant social problem as well, as evidenced by the following statistics from the US Department of Justice:

- ▶ “Nearly 7.8 million women have been raped by an intimate partner at some point in their lives.”
- ▶ “Sexual assault or forced sex occurs in approximately 40-45% of battering relationships.”

Children are impacted by violence as well. Child maltreatment is defined as “a range of abusive and neglectful behaviors perpetrated against children” (Murray & Graves, 2012). According to the U.S. Department of Justice:

- ▶ “Witnessing violence between one’s parents or caretakers is the strongest risk factor of transmitting violent behavior from one generation to the next.”
- ▶ “Boys who witness domestic violence are twice as likely to abuse their own partners and children when they become adults.”

Furthermore, elderly and disabled adults are often victims of abuse and neglect. Elder maltreatment “refers to acts of commission or acts of omission and can occur in home or institutional settings” (Murray & Graves, 2012), and it may include physical abuse, neglect, psychological/emotional abuse, financial abuse, and sexual abuse. According to The National Center on Elder Abuse:

- ▶ “The most recent major studies on incidence reported that 7.6%–10% of study participants experienced abuse in the prior year. The study that found an incidence of 1 in 10 adults experiencing abuse did not include financial abuse.”

- ▶ “Available data from state Adult Protective Services (APS) agencies show an increasing trend in the reporting of elder abuse.”
- ▶ “Despite the accessibility of APS in all 50 states (whose programs are quite different), as well as mandatory reporting laws for elder abuse in most states, an overwhelming number of cases of abuse, neglect, and exploitation go undetected and untreated each year.”
- ▶ And, according to the MetLife Study of Elder Financial Abuse, “The annual financial loss by victims of elder financial abuse is estimated to be at least \$2.9 billion dollars, a 12% increase from the \$2.6 billion estimated in 2008” (June 2011).
- ▶ Not only are elderly victims subject to injury from maltreatment and neglect, they are also 3.1 times more likely than elders who were not victims of elder abuse to die at an earlier age than expected. [S. 795 (111th): Elder Justice Act of 2009]

## **THE LOCAL IMPACT OF FAMILY VIOLENCE, SEXUAL ASSAULT, AND ELDER ABUSE**

Locally, family violence is a major problem that leads to negative consequences for victims and results in a high cost for our local law enforcement agencies, social service agencies, healthcare and mental health delivery systems, and other organizations with which victims are involved (e.g., schools, workplaces, religious institutions, and various community groups).

In 2013, the impact of family violence was exceptionally high. In Greensboro, 11 out of 27 fatalities were associated with family violence in 2013, and Guilford County (Greensboro) reported the highest number of domestic violence murders last year with 11. Mecklenburg County ranked second with nine domestic violence murders reported, while Wake and Buncombe counties tied for the third-most domestic violence murders with eight each. As of June 2, 2014, in Greensboro, 5 out of 9 fatalities so far in 2014 were associated with family violence.

Cases that do not involve fatalities rarely make the news. However, statistics from local agencies demonstrate the huge scope of the problem in our community. Considering the following statistics gathered from various local and state-level agencies:

- ▶ In 2012, 1,574 residents of Guilford County took out a 50-B protective order against a batterer.
- ▶ For the year ending December 31, 2013, 411 offenders participated in the Domestic Violence Intervention Program at Family Service of the Piedmont.
- ▶ For the four-year period ending December 31, 2013, 11,411 calls were made to the domestic violence/sexual assault crisis line at Family Service of the Piedmont.
- ▶ An average of 5,451 reports of child abuse was made to child protective services (Prevent Child Abuse NC, 2013).

- ▶ Approximately 20,000 calls for service to local law enforcement emergency lines were received for family violence-related incidents.
- ▶ In 2013, the Greensboro Police Department has investigated 27 homicides, 11 of which were domestic violence-related.
- ▶ In fiscal year 2011-2012, there were 19,635 reports of abuse, neglect or exploitation of vulnerable and older adults made to North Carolina's 100 county departments of social services. Of those reports, 10,929 were "screened in" by Adult Protective Services

## **THE HIGH COST OF FAMILY VIOLENCE FOR INDIVIDUALS AND OUR COMMUNITY**

The statistics described above show that family violence is a very real crisis, which destroys lives and can leave families facing significant challenges for years to come. Victims of family violence, including child witnesses, are at risk for a wide range of significant negative effects, including physical injury and disability, trauma symptoms, mental health disorders, impaired academic and career functioning, and future violence perpetration.

The impact of family violence extends far beyond the individuals and families involved, and the whole community is impacted through direct and indirect consequences of the violence. For example, economic analysis has documented that trauma is the most costly health condition for a community (Dolezal, McCollum, & Callahan, 2009), resulting in approximately \$1.9 trillion spent annually related to exposure to violence, and an estimated 16.7%-28.6% of all health care dollars spent attributed to violence exposure. Adding to our country's high health care costs, elderly victims of abuse are more likely to need long-term care facility placement. If they have been financially exploited, they may require Medicaid to cover the cost of their care, which taxes our already strapped public resources.

Workplaces and schools in our community, as well as our local economy, are impacted by family violence as well (Murray & Graves, 2012). For example, the Centers for Disease Control and Prevention reports that abuse-related symptoms cost the United States about \$1 billion each year in lost work productivity. The career and educational performance of victims can be impacted by increased absenteeism, the negative effects of trauma, and abuse-related disruptions in the workplace (e.g., a perpetrator harassing a victim at work). Furthermore, children impacted by family violence may have impaired school performance or behavioral and social problems in the school.

The prevalence of family violence is even more alarming when one considers that experts estimate that only 25% of such cases are actually reported. Therefore, we know that the actual costs of family violence on our local community are much higher than any formally published estimates. The need for proactive and positive change in Guilford County is significant, and greater coordination is needed to ensure that individuals and families are safe. The development of a Family Justice Center has been proven to support that positive change.

## UNDERSTANDING THE FAMILY JUSTICE CENTER MODEL

To provide a context for understanding the Family Justice Center Model, the following excerpts are taken from a report that was published in 2014 in the Journal of Aggression, Conflict, and Peace Research (Volume 6, Issue 2), which was prepared by a team of researchers at UNCG (Christine Murray, Jacquelyn White, Hamid Nemati, Anthony Chow, Allison Marsh, and Samantha Edwards), who conducted a local needs assessment that involved interviewing key community stakeholders about their perspectives toward a local Family Justice Center.

*A Family Justice Center is “the co-location of a multi-disciplinary team of professionals who work together, under one roof, to provide coordinated services to victims of family violence” (FJCA, 2009a, paragraph 1). These Centers are often referred to as “one-stop shops” for domestic violence victims (Townsend et al., 2005, p. 1). Services that may be housed in Family Justice Centers include law enforcement, prosecutors, victim advocacy, counseling, safety planning, legal assistance, social workers, case management, healthcare services, housing assistance, benefits assistance, transportation resources, child support offices, women’s resource centers, play spaces for children, elder abuse services, culture-specific family services, job training, and community education and prevention (Boyd, 2006; FJCA, 2009a; Hocking, 2007; Olson & Parekh, 2010; Townsend et al., 2005). The development of a Center does not necessitate the development of new services, but rather it may involve a reorganization of services already in place (Townsend et al., 2005). In many Centers, all employees are paid and managed by their home agencies (e.g., Hocking, 2007). Beyond the mere co-location of services, the Family Justice Center approach is designed to strengthen collaborations and inter-organizational partnerships among involved community organizations.*

Without a Family Justice Center, in many cases, victims need to “shuttle between multiple locations and (cut) through a variety of administrative red tape at a time when a family is in crisis and the issue of safety is immediate” (Townsend, Hunt, & Rhodes, 2005). Therefore, a Center is designed to “wrap victims in support and services and end the frustrating journey for victims of having to go from agency to agency, telling their story over and over again in order to get the help they need” (FJCA, 2009b, paragraph 1). The goal is more seamless service provision for victims and their children. For example, a victim who enters a Family Justice Center could meet with a victim advocate, file a police report, talk about his/her case with a prosecutor, receive practical assistance (e.g., shelter and transportation), and get information on other community-based support resources (FJCA, 2009a).

In developing this business plan for Guilford County/Greensboro, we followed many of the best practices established by the Family Justice Center Alliance in San Diego, but we are tailoring the details of our local center to meet the unique needs of our community.

## HOW WILL LOCAL VICTIMS OF FAMILY VIOLENCE BENEFIT FROM A FAMILY JUSTICE CENTER?

Simply put, a Family Justice Center enhances safety, saves lives, and fosters healthy and violence-free families and communities. A Family Justice Center is a nationally-identified best practice that enhances collaborations to provide more support to victims of domestic violence; sexual assault, child maltreatment, and elder abuse through improved case management and a more effective exchange of information and resources (see <http://www.familyjusticecenter.org/> for more detailed information).

Although each community's Family Justice Center operates based on the unique needs of the local community, they all focus on bridging existing gaps in resources across agencies, increasing victims' access to services and resources, and making the process of reporting family violence incidents much less overwhelming for the victims. According to the UNCG research team's report, the Family Justice Center Alliance's evaluations have documented the following outcomes for these centers in communities around the country: "fewer domestic violence fatalities, greater collaboration and coordination across and within agencies, less frequent recanting of domestic violence reports by victims, and various benefits for victims and their children, including more safety and empowerment and less fear and anxiety."

The coordination of a comprehensive set of support, prevention, and intervention services, including law enforcement, within a single location increases the likelihood that children, families, and elders experiencing family violence will receive the services and support they need. By making services more easily accessible, our community can take steps to stop the cycle of violence by addressing the complicated set of factors that lead to or exacerbate violence.

Most criminal and civil justice systems make it difficult for victims to seek help, which often unintentionally wears down the victims in the process of navigating these systems. Victims are often required to travel from location to location to seek services that are scattered through a community or region. They often have to tell their traumatic stories over and over again to staff members from different agencies, such as law enforcement, courts, civil legal, medical, transportation, housing, social services, mental health, rehabilitation, financial assistance, and many more. Because of the significant trauma that victims often faced in relation to their abuse, this re-telling of their stories can trigger symptoms (e.g., anxiety, panic). Therefore, the coordination of services provided by a Family Justice Center can minimize the number of times that victims have to tell their stories and face these potential triggers.

Unfortunately, navigating the criminal justice system can be very frustrating for victims, and many times this leads them to stop seeking help. Faced with so many obstacles, victims and their children often return to their abusers rather than obtaining the necessary services. The Family Justice Center offers a critically important resource that provides one place where victims can go to talk to an

advocate, plan for their safety, interview with a police officer, meet with a prosecutor, receive medical assistance, receive information on shelter, and get help with transportation.

## **CONCLUSION**

National research indicates that a Family Justice Center is a “best practice model” for successful outcomes, including the following: reduced homicides; increased victim safety; decreased burden on the victim – emotionally, physically, financially and safety-wise; increased autonomy and empowerment for victims; reduced fear and anxiety for victims and their children; increased efficiency and coordination among service providers; and reduced recantation and minimization by victims when wrapped in services and support; increased prosecution of offenders; and dramatically increased community support services to victims of all ages.

# PART TWO: BUSINESS PLAN

## OUR MISSION

The mission of the Guilford County Family Justice Center is to empower family violence victims to live free from violence and abuse and hold offenders accountable by providing easily accessible, coordinated, and comprehensive services in a single location.

## OUR VISION

The vision guiding the Guilford County Family Justice Center is to protect the vulnerable, stop the violence, restore hope, and make our community safer.

## GOALS

The measurable goals for the Guilford County Family Justice Center are to:

- ▶ Make services for victims of family violence more accessible.
- ▶ Decrease the time needed for people to access services.
- ▶ Provide a safe, supportive environment for victims to seek help.
- ▶ Provide streamlined and better coordinated services for victims of domestic violence, sexual assault, child maltreatment, and elder abuse.
- ▶ Increase and improve communication among entities serving these populations.
- ▶ Increase successful prosecutions in domestic violence, sexual assault, child and elder abuse cases.
- ▶ Reduce domestic violence recidivism.
- ▶ Reduce the number of family violence related homicides.

## OBJECTIVES

The current objectives for establishing the Guilford County Family Justice Center, with a targeted start date of June 1, 2015, are as follows:

- ▶ Complete renovations to and decorations for the designated Greene Street location to ensure that the finished site is (a) safe, (b) welcoming, (c) close to public transportation, (d) near to adequate parking, (e) of a sufficient size to house all of the involved agencies, and (f) accessible for the elderly and individuals with disabilities.
- ▶ Secure signed MOUs from partner agencies outlining each organization's roles and responsibilities.

- ▶ Develop agency Policies and Procedures for the daily operations of the Family Justice Center.
- ▶ Establish an Advisory Board, to be appointed by Guilford County and the City of Greensboro.
- ▶ Develop a marketing and publicity plan for the Family Justice Center to raise awareness about the initiative in the local community and among key stakeholders.

## **TARGET MARKET**

The Guilford County Family Justice Center (GCFJC) will service victims (including child witnesses) of domestic violence, sexual assault, child maltreatment, and elder abuse.

## **GOVERNANCE STRUCTURE**

The Guilford County Family Justice Center is a new community initiative launched as a collaborative approach to fighting family violence. Partners on this initiative will include Guilford County, City of Greensboro and multiple independent service providers. Guilford County will act as the fiscal agent, with the primary responsibility over the Center's oversight. The Family Justice Center will be a program within the Guilford County Department of Social Services (DSS).

There will be three levels of governance for the Guilford County Family Justice Center. First, an Advisory Board will be selected by the Guilford County Board of Commissioners and the Greensboro City Council in order to perform public education and advocacy for the Center. Second, the Executive Committee, which will be chaired by the Director of the Center, will provide overall governance for the Center, and it will be comprised of one representative from each key partner agency working to ensure the success of the Center. Third, a Partner Working Group will be comprised of at least one representative of each partner agency, and this group's meetings will include as many staff as possible who are involved in the daily operations of the Center. The purpose of this group will be to work with the Director to manage the day-to-day operations and functions of the Center.

Each partner organization has been selected to deliver a specific set of services consistent with their respective organizational mission and expertise. Supervision and management of the professional duties of each on-site partner staff member working at the Center will be the responsibility of the respective partnering organization. Each on-site partner's staff will abide by a Center Operational Manual, and will work with the Center's Administrative Staff regarding day-to-day operational questions or concerns. The Administrative Staff will include the Director, Crisis Intake/Assessment Worker (to be covered initially through existing DSS positions), and Administrative Assistant (to be covered initially through existing DSS positions).

Staff Meetings with the partners will be intended to evaluate the effectiveness of operations and to continue to build upon the expertise among the partners. There will be a mechanism in place by which multidisciplinary team meetings with internal partners and external agencies will meet regularly.

## **PARTNERSHIPS FOR SUCCESS**

The Family Justice Center will build on existing partnerships among a diverse set of agencies and organizations in Guilford County. These agencies will commit to the established mission, visions, goals and objectives determined by all of the partners provided below. This will be supported by a Memorandum of Understanding which will be signed by all partners.

- ▶ Guilford County Commissioner members
- ▶ Greensboro City Council member
- ▶ North Carolina A&T State University
  - ▶ Center for Behavioral Health and Wellness
  - ▶ Greensboro Child Response Initiative
- ▶ University of North Carolina at Greensboro
- ▶ Family Service of the Piedmont
- ▶ District Attorney's Office
- ▶ Local Judges
- ▶ Guilford County Department of Social Services(Adult and Child Protective Services)
- ▶ Elon University School Of Law
- ▶ Legal Aid
- ▶ Cone Health Services
- ▶ Greensboro Police Department
- ▶ Guilford County Sheriff's Office
- ▶ Children's Law Center of Central North Carolina
- ▶ Piedmont Triad Regional Council Area Agency on Aging

## **PLANNING PROCESS TO DATE**

Community stakeholders have been working toward the establishment of this Guilford County Family Justice Center for several years. Some of the key steps in the planning process that have occurred already include:

- ▶ A research group from UNCG conducted a local needs assessment that involved interviewing key community stakeholders about their perspectives toward a local Family Justice Center. Among the participants interviewed, there was general support among participants for the Family Justice Center. This study also identified possible opportunities for developing technological applications to support the operations of the Family Justice Center.

- ▶ Representatives from North Carolina A&T State University and Greensboro Police Department visited the National Family Justice Center Alliance in San Diego to learn about best practices for establishing a Center.
- ▶ Representatives of the Planning Group have visited Family Justice Centers in our region (including the Alamance County Family Justice Center and Safe on Seven in Winston-Salem) to learn about their operations.
- ▶ The Work Group invited Cindy Brady, Director of the Alamance County Family Justice Center, to a recent meeting to learn more about their operations and seek her input on our process for establishing a Family Justice Center in our county.
- ▶ We have consulted a variety of resources from the National Family Justice Center Alliance and other sources (e.g., books, organizational web-sites, and scholarly articles) in order to learn about best practice approaches.
- ▶ The Planning Group has held regular, biweekly meetings since September 2013 in order to plan the logistical details of the proposed Family Justice Center.
- ▶ North Carolina A&T State University has received federal funding as a national demonstration site for national replication with the United States Department of Justice. This funding may provide a platform on which to nationally share how agencies can work together to address mental health, substance abuse, and law enforcement coordinated systems of care through initiatives such as the Family Justice Center.
- ▶ The Guilford County Board of Commissioners voted to approve the Family Justice Center, and they provided funding for the Program Director position, as well as \$60,000 for renovations. They designated the Greene Street location for the Family Justice Center.
- ▶ A space planning committee worked with a local architecture firm to plan out the renovations to meet the space needs of all involved partner organizations.
- ▶ The Program Director position search was completed. The new Director, Catherine Johnson, LMFT, was hired and began on July 14, 2014.
- ▶ October 2, 2014 Guilford County Board of Commissioners voted to appropriate \$250,000 toward the FJC renovation costs.
- ▶ November 3, 2014 Greensboro City Council passed a resolution to support funding for the FJC renovations for \$250,000.
- ▶ November 20, 2014 Guilford County Board of Commissioners approved and signed an inter-local agreement with the City of Greensboro securing renovation support and simultaneously awarded the construction contract.
- ▶ December 19, 2014 FJC partners held a celebratory construction kick-off event for the renovation project with demolition set to begin January 5, 2014.

## SERVICES PROVIDED THROUGH THE FAMILY JUSTICE CENTER

Each member of the Family Justice Center team will participate by signing a collaborative Memorandum of Understanding (MOU), which will outline a shared set of guidelines to govern the operational processes of the Center. The services that are intended to be provided through the Family Justice Center are as follows:

Type of Service	Description	Agency Partner
<b>Prevention</b>		
<b>Education and Prevention Services</b>	Workshops and community outreach events that raise awareness and aim to prevent family violence and elder abuse.	<b>1-UNCG</b> <b>2-Guilford County Child Trauma Task Force (through the NCAT CBHW)</b> <b>3-Piedmont Triad Regional Council Area Agency on Aging</b> <b>4-Elon University School of Law</b>
<b>Intervention</b>		
<b>Victim Advocacy-Adult</b>	Provision of information, support, safety planning, assistance with accessing resources, protective orders, system navigation	<b>1-Family Service of the Piedmont</b> <b>2-DSS</b>
<b>Victim Advocacy-Child</b>	Provision of information, support, safety planning, assistance with accessing resources, system navigation	<b>1-Child Response Initiative</b> <b>2-Family Service of the Piedmont</b> <b>3-DSS</b>
<b>Forensic Interviewing</b>	Completion of forensic interviewing onsite	<b>1-Family Service of the Piedmont</b> <b>2-NCAT CBHW (as needed as backup)</b> <b>3-Greensboro Police (as Needed)</b>
<b>Medical Care</b>	SANE and Domestic Violence nursing evaluations onsite	Cone Health

Type of Service	Description	Agency Partner
<b>Mental Health and Substance Abuse Assessment/Referral</b>	Brief mental health and substance abuse screening and brief counseling using evidence-based models such as SBIRT that stabilize client and then link client with ongoing, more long-term services offsite	1-Family Service of the Piedmont 2-NCAT CBHW
<b>Basic Needs</b>	Provision and connection with resources to supply food, shelter, clothing. Ensure sustainable, safe, and affordable housing for victims and their families	1-Family Service of the Piedmont 2-DSS
<b>Employment and Financial Assistance</b>	Information and referral to community services including employment assistance, job training, help with food stamps, victim compensation, and other public assistance	DSS
<b>Financial Literacy Services</b>	Access to financial literacy classes (budgeting, Smart Cents, 1st Time Home Buyers workshop, etc.) and referrals in individual appointments to Consumer Credit Counseling Services (debt consolidation, budgeting, reverse mortgages, bankruptcy prevention, foreclosure prevention, etc.)	Family Service of the Piedmont
<b>Legal Aid Services</b>	Provide free legal services in civil matters to ensure equal access to justice and to remove barriers to economic opportunity.	1-Elon University School of Law 2-Legal Aid 3-Children's Law Center of Central North Carolina

### Suppression/Enforcement

<b>District Attorney</b>	Guidance on pending investigations. Prosecution of offenders	District Attorney
<b>Law Enforcement</b>	Investigation and prosecution of offenders, 50B/C services	1-Greensboro Police 2-Guilford County Sheriff Office

## **SUMMARY: TOTAL FJC POSITIONS CONTRIBUTED BY PARTNERS:**

- ▶ 18 Law Enforcement Positions to include:
  - ▶ Greensboro Police Department-2 Supervisors, 8 Detectives, 2 Investigative Aids.
  - ▶ Guilford County Sheriff's Office-2 Supervisors, 4 Deputies
- ▶ 8 Positions for Child and Family Advocacy, Forensic Interviewing and Sexual Assault Advocacy
- ▶ 5-Department of Social Services
- ▶ 1-District Attorney on call
- ▶ 1- Legal Aid Domestic Violence Attorney on call
- ▶ 1-SANE/DV nurse on call
- ▶ 4 – Greensboro Child Response Initiative Advocates on call
- ▶ 2 - Elon Law student externs on call – working under the supervision of either Legal Aid or the Childrens' Law Center

## **PERSONNEL: TO BE EMPLOYED BY THE FAMILY JUSTICE CENTER THROUGH THE GUILFORD COUNTY DEPARTMENT OF SOCIAL SERVICES**

### ▶ Family Justice Center Director

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This is a new position that is funded by Guilford County. The Director will be responsible for the following areas: (a) administration and human resource management; (b) overseeing program/ service development and delivery; (c) planning and overseeing community outreach; (d) financial management and legal compliance; (e) grant writing and grant management; (f) maintaining advisory board and community partner relationships; (g) overseeing an FJC communications plan, including a FJC web-site and information sharing across partner agencies; and (h) overseeing compliance with HIPAA and other federal regulations. The person hired for this position, Catherine Johnson, is a licensed mental health professional.

### ▶ Crisis Intake and Assessment Worker

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Initially, this position will be covered through existing positions in the Guilford County Department of Social Services. The Crisis Intake and Assessment Worker will be the primary initial point of contact for clients upon first accessing services through the Family Justice Center. This person will work with the client to (a) assess whether any mental health and/or substance abuse concerns are present, (b) complete intake paperwork, and (c) develop a plan for accessing other services within and outside of the Family Justice Center. This person will be a licensed or provisionally licensed mental health professional.

▶ Administrative Assistant

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Initially, this position will be covered through existing positions in the Guilford County Department of Social Services. The Administrative Assistant will provide administrative and clerical support for the other three staff members hired by the Family Justice Center. In addition, this person will assist Family Justice Center personnel with coordinating the administrative aspects of scheduling and services and resources across the involved agencies. This person will provide community resource information and referrals to community members who call the FJC requesting services that extend beyond the scope of the services provided through the FJC.

## **SPACE CONSIDERATIONS AND PLANS FOR THE BUILDING**

The Guilford County Board of Commissioners has designated space on the entire second floor of a county-owned building at 201 South Greene Street in Greensboro, which is just across the street from the government center and courthouse. Please see the attached space plan for the current plans for the space layout. The total designated space is 11,663 square feet, with the following allocations for each section of the space:

- ▶ Assessment and waiting: 673 sq. ft.
- ▶ Advocacy: 3,800 sq. ft.
- ▶ Law enforcement: 3,373 sq. ft.
- ▶ Child advocacy center: 1,860 sq. ft.
- ▶ Common support spaces: 1,650 sq. ft.
- ▶ S.A.N.E.: 262 sq. ft.

Attention has been given during the space planning process to ensure that each partner agency's needs and requirements are met. Some partners have unique accreditation standards that they must meet. For example, the Child Advocacy Center is required to be sectioned off from the rest of the Family Justice Center, and it must have two waiting rooms and a designated restroom. In addition, the S.A.N.E. suite is required to have an attached restroom facility and designated storage.

The majority of offices and workspaces will be designated for full-time usage by partners. However, additional space will be considered "flex space" for designated agencies to share because they will not be present in the facility on a full-time basis.

In general, the Family Justice Center will have normal operating hours (e.g., 8 a.m. to 5 p.m. daily). However, certain personnel, such as law enforcement officers, will require the ability to have access to their office space in the Center at all times.

The layout of the space is being planned to optimize clients' access to needed services and to ensure positive coordination among the partner agencies. By keeping the law enforcement on its own side of the building, we intend to make the Family Justice Center welcoming to victims who may not feel comfortable yet seeking help through the criminal justice system.

Numerous security considerations are being taken into account to protect clients and staff. Planning for the security of the site is underway, but desired security features include the following:

- ▶ Entrance security may include a metal detector and wand(s).
- ▶ The reception area will have bullet resistant glass, and clients will have to go through two levels of waiting rooms.
- ▶ Clients will need to be "buzzed in" to the Family Justice Center, and staff will have secure access to the Center as well. The exterior waiting room (i.e., the Assessment Waiting Room) will be for clients first entering the Center, and once they pass an initial clearance, they will be able to enter the interior waiting room (i.e., the Safe Waiting Room).
- ▶ Throughout the building, there will be panic buttons, a proximity system or punch key locks, and security cameras.
- ▶ In addition, there are multiple entrances and exits to allow multiple options for different staff to enter the building according to their unique needs. For example, there is a side entrance to a parking lot that will be on the law enforcement side of the building.

As the designated location is in downtown Greensboro, safe and accessible parking has been a priority to ensure the safety and convenience of both clients and staff. Currently, the planning group is working with the City of Greensboro to establish multiple parking options, with special attention being given to providing safe parking options for clients who are facing particularly high-risk situations. The location also is right on a bus route.

The space also will be planned so that it is compliant with the American Disabilities Act (ADA) and to provide ease-of-access for elderly clients.

Finally, it will be important for the Family Justice Center to have an overall welcoming, safe environment that helps clients feel comfortable seeking help there. Ideas for creating this environment include the following: warm paint colors, comfortable furniture, uplifting artwork in the waiting room and office spaces, a positive name for the Center, an informative, visually appealing, and usable web-site for the Center that demonstrates its welcoming environment, friendly and welcoming staff at every level of the Center, toys in the children's waiting areas, and pleasant music in the waiting areas.

**Renovation Plan:** A detailed budget for the proposed renovations is attached. The floor was previously up-fitted for another county department. To conserve the limited funds for this project, every effort to reuse the existing configuration was made. The majority of the new construction will take place at the public entry, providing new waiting areas, reception and interview space. The other major changes will accommodate the Child and Family Advocacy forensic interviewing spaces. Two public unisex toilets and a toilet for the SANE nurse's use will be added. The remaining spaces will be updated with fresh paint, new carpet and some new ceiling tiles and lighting. The mechanical and electrical systems will be updated as needed.

**FUNDING AND SUSTAINABILITY**

When compared to the financial impacts of family violence on the business community, the health care system, the legal system, or the impacts on children, the costs of running a Family Justice Center are minimal, and the model is cost-effective.

The Family Justice Center Program Director will work with a Fundraising Committee to develop an ongoing grant writing and sustainability plan for continued support of the Family Justice Center following the initial startup period. We have every confidence that the success of the Family Justice Center, as well as our responsible and careful stewardship of the resources we receive, will receive sustainable support from city and county governments, and from the community as a whole.

To date, various public and private organizations have committed funding and in-kind support for the Family Justice Center, as outlined in the following table. Note that these expenses include approximate annual operating costs (e.g., salary of personnel) and initial start-up costs (e.g., renovations to the Greene Street location and equipment and furnishings provided by the partnering agencies).

SOURCE OF SUPPORT	Committed Funding or In-Kind Support	Value of Funding or In-Kind Support	Total
<b>Guilford County</b>	Program Director (DSS; New position; Approved by Guilford County Commissioners)	\$95,400 (Salary and benefits)	\$ 95,400
	Crisis Intake Worker (DSS; In-Kind)	\$59,166 (Salary and benefits)	\$ 59,166
	Aging and Adult Services Worker	\$59,166 (Salary and benefits)	\$ 59,166
	Child Protection Services Worker	\$59,166 (Salary and benefits)	\$ 59,166
	Administrative Assistant (DSS; In-Kind)	\$42,700 (Estimate)	\$ 42,700
	Renovation funding (New funding approved by Guilford County Commissioners)	\$60,000	\$ 60,000
	Facility at Greene Street (to be provided at no cost to the Family Justice Center; According to Robert McNiece, rental of this space (including utilities, custodial, and maintenance) would be approximately \$15-18/sf/year	\$15 * 11,618 square feet = \$174,270/year	\$174,270
<b>Guilford County District Attorney's Office</b>	District Attorney (on call)	\$15,000 to \$20,000 in staff time annually (Estimate)	\$ 15,000
<b>Guilford County Sheriff's Office</b>	Salaries and benefits for 2 supervisors and 4 deputies	\$439,218	\$439,218
<b>Greensboro Police Department</b>	2 supervisors, 8 detectives, and 1 full-time and 1 part-time investigative aids	\$735,350	\$735,350
	Supplies, Fees	\$6,200	\$ 6,200

SOURCE OF SUPPORT	Committed Funding or In-Kind Support	Value of Funding or In-Kind Support	Total
<b>Family Service of the Piedmont</b>	Salaries and benefits (1 FTE forensic interviewer, 1 FTE child victim advocate, .5 FT# CAC program coordinator, 2.5 adult victim advocates and advocate program coordinator, and .5 FTE Division Director (2 divisions, .25 FTE each)	\$240,000	\$240,000
	Equipment (i.e., recording equipment, phones, and computers)	\$15,000	\$ 15,000
<b>NC A &amp; T CBHW/ Greensboro CRI</b>	Salary for 4 part-time advocates	\$25,000/year/person	\$100,000
	Clinical supervision and project management	\$12,000/year	\$ 12,000
	Fringe (required by the University at 7.65%)	\$7,650	\$ 7,650
	Supplies	\$2,500	\$ 2,500
	Telecommunications	\$2,400	\$ 2,400
	Equipment	\$4,000	\$ 4,000
<b>Legal Aid</b>	1 staff attorney on-site part-time to assist with civil issues regarding protective orders and court proceedings	\$39,496	\$ 39,496
<b>Elon Law School</b>	1 Extern working under the supervision of Legal Aid on 50(b) cases year round (includes coverage for the fall, spring, and summer semesters) = 420 student hours X \$25/hour	\$10,500/year	\$ 10,500
	1 Extern working under the supervision of the Children's Law Center on Guardian Ad Litem cases year round (includes coverage for the fall, spring, and summer semesters) = 420 student hours X \$25/hour	\$10,500/year	\$ 10,500

SOURCE OF SUPPORT	Committed Funding or In-Kind Support	Value of Funding or In-Kind Support	Total
	Participation from the Director of Elon's Elder Law Clinic in monthly multidisciplinary meetings and periodic educational programming related to elder abuse	\$5,000 (estimate)	\$ 5,000
	Preparation of a report on elder abuse that includes information about what other communities are doing nationally and locally to address the problem.	\$2,500 (estimate)	\$ 2,500
	Participation from the Director of Elon's Elder Law Clinic in monthly multidisciplinary meetings and periodic educational programming related to elder abuse	\$7,500 (estimate)	\$ 7,500
<b>Cone Health SANE Nurse</b>	To be determined: Cone Health is currently exploring the financial implications of providing ancillary services that are non-hospital based. An estimate will be provided as soon as it is available.	TBD	TBD
<b>Children's Law Center of Central North Carolina</b>	Salaries and benefits for a Staff Attorney (10 hours/week) and Executive Director (5 hours/week), mileage (for home and school visits), supplies and parking	\$24,400	\$ 24,400
<b>City of Greensboro</b>	Parking: - 12 spaces on the street for FJC clients for free - Signage to block off parking and enforcement - For employees, 38 spaces in the parking deck. The regular price is \$75/month/space, and it will be reduced to \$27.50/month/space; Parking covered by the City = $(75 - 27.5) * 38 * 12$ months	$\$47.50 * 38 * 12 = \$21,660$	\$ 21,660

SOURCE OF SUPPORT	Committed Funding or In-Kind Support	Value of Funding or In-Kind Support	Total
	Parking not covered by the City of Greensboro (\$27.50/month * 38 * 12 months) [Not included in the Total Value below because the source of funding for these non-covered parking expenses has not yet been determined]	[\$12,540]	[\$ 12,540]

**Total Value of Current Committed Resources (Not including Cone Health, which is TBD) \$2,203,746**

Guilford County and the City of Greensboro have each committed \$250,000 toward the construction and renovation needs of the FJC. We are seeking additional funding for essential furniture and equipment for the client waiting areas and interview rooms to ensure that the environment is warm and welcoming for those impacted by trauma and to provide FJC partners with the ability to share information and resources seamlessly through proper technology and software.

### NEXT STEPS

The full planning team meets regularly (i.e., biweekly) to continue the progress toward the development of this Center, with additional subcommittee meetings and communications between full-group meetings. A strong momentum has been established to keep the planning and development process moving forward. There is a high level of support and cooperation among the involved partner agencies to build upon as the planning process moves forward. Overall, the Guilford County Family Justice Center has the potential to make a significant, positive impact on our local community by enhancing safety, increasing inter-agency coordination, and preventing further violence. Widespread community support from the public and private sector will be essential for ensuring the long-term success of this important initiative for Guilford County.