

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: 2/5/2013 **Approx Start Time:** 2:30 pm **Approx Length:** 30 min

Presentation Title: Family Justice Center Update

Department: Health, Housing & Human Services (H3S)

Presenters: Cindy Becker, Sheriff Craig Roberts, Nancy Newton

Other Invitees: Melissa Erlbaum, Clackamas Women's Services

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

This study session is an update of the work that has been done to date on the Family Justice Center. The questions before the board are:

1. Should County staff continue to work on opening a Family Justice Center?
2. Should the opening of a Family Justice Center be delayed?
3. Should the Family Justice Center project be discontinued?

EXECUTIVE SUMMARY:

Background

Brief history of domestic violence issues in Clackamas County

Public focus on domestic violence became more acute in early 2009/2010 due to domestic violence related homicides which occurred in the County. In March 2010, the Commissioners convened a meeting of community stakeholders to focus on the problem of domestic violence and potential solutions. After several meetings, staff prepared an action plan which was presented to, and approved by, the Board over the summer. The plan included hiring a Domestic Violence Coordinator, establishing a Domestic Violence Leadership group, conducting a public awareness campaign, and funding community based efforts aimed at preventing and supporting domestic violence interventions.

The importance of collaboration has been demonstrated by the creation of the existing Domestic Violence Enhanced Response Team (DVERT) which, over the years, has included the Sheriff's Office, District Attorney's Office, and Clackamas Women's Services (CWS).

Prior Board directives and budget implications

In August 2011, the Board passed a resolution recognizing that the abuse of children and women in our community is a dire problem. The commissioners directed staff to study the magnitude of unmet need for services to ascertain the potential of placing a

measure on a future ballot to fund more of these crucial services.

The FY 2012-13 budget included funding for housing and support services for victims of domestic violence and child abuse. This investment was accompanied by 100 Section 8 Vouchers for use by families escaping violence.

Child Safety Levy research for funding a Family Justice Center

Per the Board's direction in August 2011 to study unmet needs for families impacted by domestic violence, a "Red Ribbon Committee" – a community initiated group comprised of public and private sector partners – was organized to discuss the possibility of a Child Safety Levy to invest in a range of prevention and support services for survivors of domestic violence and child abuse.

In March 2012, the Red Ribbon Committee reported results from a community survey that investing in such services was an extremely important community priority. This was confirmed again in a July 2012 community survey with particular support for a Family Justice Center. However, both of these surveys also showed that the public was not yet ready to fund a levy to pay for these services.

Family Justice Center Research and Activities

The following activities occurred in 2012 to explore creation of a center in Clackamas County:

- Commissioners, County staff, and partners visited the Nampa County, Idaho Family Justice Center and the Gateway Center in Portland to get more information about different Family Justice Center models, functions, and local involvement.
- A work group including Commissioners, the District Attorney, the Circuit Court Presiding Judge, CWS, County Administration and Health, Housing and Human Services (H3S) staff was convened to discuss the potential for creating a Family Justice Center in Clackamas County.
- The attached proposal for a Family Justice Center was created which incorporates national best practices and local possibilities.
- Possible locations in Oregon City were explored and proximity to key social services, the court and public transportation were prioritized.
- Outreach to partners was conducted resulting in several letters of support.

On October 30, 2012, a study session was held before the Board of County Commissioners regarding the creation of a Family Justice Center in Clackamas County. Sheriff Craig Roberts and H3S Director Cindy Becker requested that the Board approve the following:

1. Create a Family Justice Center in Clackamas County to provide a range of services in one location to assist victims and their families escaping and recovering from domestic violence or sexual assault.
2. Provide up to \$100,000 to fund operations and staffing for six months. (See Update below); and

3. Establish a work group composed of partners and stakeholders to address a variety of issues including structure, operations, shared services, functions, outreach and other areas related to operating the Center.

The Board approved the three elements of the request and H3S was assigned with creating the Family Justice Center.

Family Justice Center Update

A Steering Committee and Operations Committee have been formed to address structure, functions and outreach.

The Steering Committee is comprised of two Commissioners (Jim Bernard, Paul Savas), the Sheriff (Craig Roberts), the Director of Health, Housing and Human Services (Cindy Becker) and the Executive Director of Clackamas Women's Services (Melissa Erlbaum). This group has met three times, November 7, 2012, December 6, 2012 and January 17, 2013. The following is a list of responsibilities for this group:

- Oversee/coordinate of start-up activities
- Identify communication needs with partners and stakeholders
- Determine need for an on-going advisory committee

The Operations Committee is made up of representatives from County Administration (Nancy Newton), Health, Housing and Human Services (Cindy Becker, Rod Cook), Sheriff's Office (Matt Ellington, Don Howard), District Attorney's Office (Greg Horner), Clackamas Women's Services (Melissa Erlbaum) and Facilities Management (Jeff Jorgenson, Dan Robertson). This group met on December 31, 2012; the committee's ongoing activities include:

- Finalizing organizational structure
- Finalizing the budget
- Finalizing initial partners located in the Shaver Building
- Determining space/technology needs and flow with partners
- Determining security issues/needs
- Identifying other functions of the center (training, etc)
- Developing communication plan
- Developing agreements with partners detailing the County's ownership interest in the Shaver Building and the occupants' roles/responsibilities.

A site visit of the Shaver Building was conducted on December 20, 2012 for all interested partners. It was attended by 17 representatives from CCSO, Juvenile, Clackamas Women's Services, CASA, Child Advocates, Inc, and the Gateway Center. The group discussed ideas regarding the layout of the building, potential needs of the partners, signage and security.

Questionnaires were distributed prior to the site visit to all community partners who had indicated an interest in providing services at the Family Justice Center. The purpose of the survey was to gather information regarding staffing, potential services and space

and technology needs. These are currently being compiled to provide information necessary for work to move forward on space planning.

Health, Housing and Human Services/Children Youth and Families will re-purpose a position to coordinate community service providers with each other and with law enforcement.

FINANCIAL IMPLICATIONS (current year and ongoing):

Draft Family Justice Center project budget to date. These funds have not been expended.

FJC Director (CCSO Lieutenant)	\$56,250 if 3/15/13 start (4.5 months)	\$150,000	General Fund	If the Board supports the FJC, funding is in FY 2012-13 budget
Shaver Building remodel	Not to exceed \$100,000	n/a	Community Development Block Grant (CDBG)	Facilities staff is ready to begin
Use of Shaver Building	No rent	No rent	County owned	Use of the Shaver Building approved for a Family Justice Center
Shaver Building Allocated Costs	\$27,000 if 3/15/13 start date	\$72,000	General Fund	Facility upkeep and continued maintenance.
SUBTOTAL: FJC	\$183,250	\$222,000		
Cost to move CCSO staff to the Brooks Building	\$155,000	n/a	General Fund	For cubicles, electrical work and moving costs. CCSO is not using inmate labor.
Finish first floor space	\$ 79,041	n/a	TBD	Creates community education center and space for staff moving from Shaver.*
SUBTOTAL: BROOKS	\$234,041	\$0		
TOTAL: FJC operations + Brooks remodel	\$417,291	\$222,000		

*per CCSO space planning

Sources for ongoing funding for this project will need to be determined in the 2013-14 budget process.

LEGAL/POLICY REQUIREMENTS:

- Facility Use Agreements need to be made with any partner organization occupying space at the Shaver Building; emphasizing that the County retains ownership and capital interest in the building. A draft document is underway.
- A written agreement needs to be made with the Sheriff's Office ensuring ongoing staffing/Director for the Family Justice Center.

PUBLIC/GOVERNMENTAL PARTICIPATION:

Conversations have taken place with many public and private sector partners around the creation of a Family Justice Center in the County including the Sheriff's Office, Clackamas Women's Services, District Attorney, Presiding Judge of the Circuit Court, Oregon DHS, Legal Aid Services of Oregon, Resolution Services, Juvenile Department, Northwest Housing Alternatives, Child's Advocates, Inc., Native American Youth & Family Center, and other stakeholders.

The proposed operating model includes the building space, the costs of electricity, garbage, desks, wireless access and phone lines at no cost to the partners in exchange for their staff, experience, resources and services to be located at the Shaver Building.

Since the Center is envisioned as a "one stop shop" for victims and their families, partners have been invited to locate their respective staff at the Center on a full or part time basis. To date, the Sheriff's Office and CWS have committed to housing staff there full time and are currently developing their staffing levels. Commitments and/or interest for part time presence include Los Ninos Cuentan, Legal Aid Services, Child's Advocates, Inc., Oregon DHS and Resolution Services. Assessing this commitment is part of start-up activities and will need to be evaluated as operations continue to evolve. Letters of support were sent to the Board by:

- Clackamas County Sheriff's Office
- Clackamas County Community Corrections
- Sandy Chief of Police
- Oregon City Chief of Police
- Gladstone Chief of Police
- Molalla Chief of Police
- West Linn Chief of Police
- Lake Oswego Chief of Police
- Clackamas County Business Alliance
- Northwest Housing Alternatives
- Legal Aid Services of Oregon
- Community and Shelter Assistance Corporation (CASA)
- Clackamas Women's Services
- Los Ninos Cuentan
- Native American Youth Association (NAYA)

OPTIONS:

1. Confirm continuation of the Family Justice Center activities and opening
2. Delay opening of the Family Justice Center
3. Do not open the Family Justice Center

RECOMMENDATION:

We respectfully request approval of Option One, that the Board confirms continuing the formation of a Family justice Center in Clackamas County.

ATTACHMENTS:

Attachment A: Department of Justice Letter
Attachment B: Family Justice Center Proposal
Attachment C: Family Justice Center Organization

SUBMITTED BY:

Division Director/Head Approval _____
Department Director/Head Approval _____
County Administrator Approval _____

Fiscal Impact Form

RESOURCES:

Is this item in your current work plan and budget?

- YES
 NO

START-UP EXPENSES AND STAFFING (if applicable):

A draft Family Justice Center budget is on page 4 of this document. Below is a summary.

	Start Up Amount (one time)	Annual Amount (ongoing)
SUBTOTAL: FJC Operations	\$183,250	\$222,000
SUBTOTAL: Brooks Remodel	\$234,041	\$0
TOTAL:	\$417,291	\$222,000

ONGOING OPERATING EXPENSES/SAVINGS AND STAFFING (if applicable):

Ongoing expenses will need to be considered as part of the 2013-13 budget process.

ANTICIPATED RESULTS:

As stated in the attached proposal, the goals for the Family Justice Center are to:

- Increase access to legal and social services for families that want to escape violence.
- Support law enforcement efforts to apprehend and prosecute perpetrators of domestic violence.
- Reduce the time, locations, and steps victims must go through to get help.
- Reduce the exposure of victims and their children to dangerous situations in unsafe offices and confronting batterers in the courthouse.
- Increase reporting of undocumented domestic violence.
- Empower and educate victims of domestic violence leading to the termination of abusive relationships, thus breaking the cycle of domestic violence – one family at a time.

COSTS & BENEFITS:

In addition to the results described above, creation of the Family Justice Center will also have these benefits:

- Simpler system to navigate for victim and their family (see attached System Mapping for a few examples of current processes.)

- Reduced traffic in the Court by using video technology located in the center to allow individuals to file for Temporary Restraining Orders remotely.
- Increased efficiency and less duplication of resources through real time collaboration
- Reduced travel time and transportation costs of victims and families
- Better access to physical and behavioral health services

Finally, County staff will work with partners to apply for funding to minimize on-ongoing costs.



United States Department of Justice

Office on Violence Against Women

Working Together to End the Violence

The President's Family Justice Center Initiative

Best Practices

February 2007

In October, 2003, President George W. Bush announced the creation of the President's Family Justice Center Initiative. The \$20 million Initiative created specialized "one stop shop," co-located, multi-disciplinary service centers for victims of family violence and their children. The centers, commonly referred to as "family justice centers," are based on the San Diego Family Justice Center model (www.familyjusticecenter.org); they are designed to reduce the number of places victims of domestic violence, sexual assault and elder abuse must go to receive needed services.

After a reduction of nearly 95% in domestic violence homicides over the last 15 years, the San Diego Family Justice Center is hailed as a national and international model of a comprehensive victim service and support center. Since 2004, the President's Family Justice Center Initiative has opened 15 family justice centers in urban, rural, suburban, and tribal communities across the United States. In February 2007, the United States Department of Justice announced the commitment of up to \$3 million in funding to support the development of a comprehensive, co-located family justice center in the City of New Orleans based on the President's Family Justice Center Initiative.

Congress recognized the importance of the family justice center model in Title I of the Violence Against Women Act (VAWA 2005). Family justice centers are now identified as a "purpose area" under VAWA 2005. Using a "wraparound" service delivery model, the family justice center concept seeks to marshal all available resources in a community into a coordinated, centralized service delivery system with accountability to victims and survivors for the effectiveness of the model. As stated by Mary Beth Buchanan, Acting Director of the Office on Violence Against Women:

"The family justice center is, at its core, a concept that increases community capacity while also providing diverse, culturally competent services to victims and their children from a single location. It is common sense that such an approach, if executed properly, will provide greater assistance to those in need."

The family justice center model is identified as a best practice in the field of domestic violence intervention and prevention services. The documented and published outcomes have included: reduced homicides; increased victim safety; increased autonomy and empowerment for victims; reduced fear and anxiety for victims and their children; reduced recantation and minimization by victims when wrapped in services and support; increased efficiency in collaborative services to victims among service providers; increased prosecution of offenders; and dramatically increased community support for services to victims and their children through the family justice center model.

(See Casey Gwinn, Gael Strack, *Hope for Hurting Families: Creating Family Justice Centers Across America* (Volcano Press 2006).

The family justice center model is not considered appropriate in communities where various government and law enforcement agencies have no history of collaboration and specialization in addressing family violence matters. It is not recommended where law enforcement agencies do not prioritize thorough investigations, early intervention prosecution strategies, increased offender accountability, and heightened victim safety in partnership with community-based domestic violence organizations.

During the President's Family Justice Center Initiative, and in subsequent evaluations, focus groups, client feedback surveys, and national promising practices conferences, the following best practices have been identified:

1. Co-located, Multi-disciplinary Services for Victims of Family Violence and their Children Increases Safety and Support

In the family justice center model, partners to be co-located include: law enforcement officers; prosecutors; probation officers; military advocates (if applicable); community-based victim advocates; civil attorneys; medical professionals; and staff members from diverse community-based organizations. Other partners, such as a Chaplain's Program, are strongly encouraged and meet the expressed needs of clients experiencing trauma from family violence.

2. Pro-arrest/Mandatory Arrest Policies in Family Justice Center Communities Increases Accountability for Offenders

Each family justice center community has law enforcement and prosecutorial agencies that emphasize the importance of arrest, prosecution, and long-term accountability for domestic violence offenders.

3. Policies Incidental to Arrest/Enforcement Reduces Re-victimization of Victims

Each family justice center community should have a demonstrated history of addressing common problems in communities such as dual arrest and mutual arrest. No jurisdiction has policies that require a victim to pay costs for obtaining a restraining order if the victim is financially unable to afford such costs. This includes policies related to dual arrest, mutual restraining orders, charging costs to victims for restraining orders or related services.

4. Victim Safety/Advocacy Must Be the Highest Priority in the Family Justice Center Service Delivery Model

Each family justice center site has readily identifiable processes and staffing to assess and provide for victim safety during the intervention process. All family justice center sites have policies in place to ensure, to every possible extent, security for staff and clients at the planned family justice center. Site security and victim safety policies and procedures should be considered.

5. Victim Confidentiality Must Be a Priority

All family justice center sites have policies and procedures that provide for victim confidentiality to the extent required by law. No private, non-profit victim advocacy or shelter organization should be required to compromise their own victim safety and confidentiality procedures in order to have staff on-site at a family justice center. Victim information can be shared among agencies working in partnership to protect the client but only after informed consent procedures are implemented.

6. Offenders Must Be Prohibited From On-site Services at Centers

No criminal defendants should be provided services at a family justice center. Family justice center sites are oriented towards victims and their children. Off-site services to offenders should be central to any community's response to domestic violence; but no domestic violence offenders should be offered services on-site at a family justice center. Domestic violence victims with a previous history of violence or with a current incident in which the victim is the alleged perpetrator are assessed on a case-by-case basis for eligibility for services at a family justice center site. Identifiable procedures have been created to ensure availability of off-site services for victims in the event a current or prior criminal conviction prevents receiving services at a family justice center site.

7. Community History of Domestic Violence Specialization Increases the Success of Collaboration in the Family Justice Center Model

Every family justice center community should have a history of specialization of services in their community. Specialization generally refers to specially trained advocates, police officers, prosecutors, judges, court support personnel, medical professionals, and other similar domestic violence expertise. In the absence of such a history, family justice center planning should include intensive training for all proposed partners and staff, with an emphasis on victim safety and victim advocacy and collaboration in the co-located services model.

8. Strong Support from Local Elected Officials and Other Local and State Government Policymakers Increases the Effectiveness and Sustainability of Family Justice Centers

All new family justice center communities should demonstrate strong local support from those in positions of authority within the community. The President's Family Justice Center Initiative did not anticipate indefinite federal funding for any family justice center site. Thus, each site was required to seek strong support from local elected officials or other influential policy makers to increase local support at the conclusion of federal funding.

9. Strategic Planning is Critical to Short-term and Long-term Success in the Family Justice Center Service Delivery Model

Each family justice center site should demonstrate a strategic planning process to ensure sustainability of the program, development of the program, and local funding options for future operations. A history of local funding is strong evidence of possible future support. Local revenues to fund specialized intervention professionals demonstrates the commitment of local elected officials and policymakers to the importance of domestic violence intervention and prevention work.

10. Strong/Diverse Community Support Increases Resources for Victims and their Children

All family justice center sites need strong, diverse community support. Strategic planning efforts that include developing and maintaining support from local government, state government, business, labor, diverse community-based social service organizations, and faith-based organizations increases the resources available to victims and their children at a family justice center and thereby increases safety and support.

United States Department of Justice
Office on Violence Against Women
www.ovw.usdoj.gov

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The Family Justice Center model is an emerging best practice in the field of domestic violence prevention and intervention. Use of this program model has helped communities reduce homicides; increase victim safety; empower victims; reduce fear and anxiety for victims and their children; and reduce incidents where victims lose heart and recant allegations or minimize crimes. (See Casey Gwinn, Gael Strack, *Hope for Hurting Families: Creating Family Justice Centers Across America* (Volcano Press 2006).)

The Family Justice Center of Clackamas (FJC) will offer a safe location where law enforcement officials, legal service providers, victim advocates and providers co-locate to help families escape and recover from domestic violence. The FJC will be a place where victims can report a crime, plan for their safety, get counseling, obtain help with a restraining order, and get information on shelter, medical help, and transportation.

Clackamas County residents care about protecting our vulnerable families from domestic violence. Creating the FJC will help us safeguard these families.

THE NEED FOR A BETTER APPROACH IN CLACKAMAS COUNTY

We have a stark, unmet need in our community to help vulnerable people escape from family violence.

- In 2010 1,902 requests for shelter were made to Clackamas Women's Services (CWS) from people trying to escape domestic violence, yet only 148 were able to be served.
- In the past two years, at least 112 Oregon victims were killed as a result of domestic violence. Many of them were children.
- Children witness 33% of intimate partner physical assaults and 20% of intimate partner sexual assaults. Almost one-third of child welfare cases involve domestic violence.
- Victims that access services have a 70% decrease in recidivism and re-assault.
- Many services that survivors of family violence need, such as a place to meet with Legal Aid lawyers or culturally specific crisis response counselors, are only available to them in Portland. This creates a major barrier to access for our families.

While law enforcement officials, nonprofit advocates, and social service providers have made great strides to serve more people more effectively, we know the process of getting help is lengthy and can be overwhelming. A recent study shows that it takes up to eight weeks and stops at as many as ten agencies for a family in Clackamas County to obtain emergency housing, support services and a protective order. In the process, a mother may need to travel with young children all around the region, recounting horrific events in their presence time and again.

There is also a need to ensure victims of violence can get help in a safe environment. Local women's crisis center staffs are currently housed in buildings without bulletproof glass, from which there are not multiple exits. On several occasions, offenders have come into their offices seeking retribution. In addition, survivors who want a restraining order currently must go to the courthouse, where they may face threats from their batterers and where there is insufficient confidential safe space, to obtain and file the documents and to interact with a judge. Circumstances like these discourage victims from getting help and can result in continued and escalating abuse.

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GOALS

The Family Justice Center will enable our community to help more vulnerable people escape from domestic violence. It will do so by advancing these goals:

- Increase access to legal and social services for families that want to escape violence.
- Support law enforcement efforts to apprehend and prosecute perpetrators of domestic violence.
- Reduce the time, locations, and steps victims must go through to get help.
- Reduce the exposure of victims and their children to dangerous situations in unsafe offices and confronting batterers in the courthouse.
- Increase reporting of undocumented domestic violence so our community can work to end it.
- Empower and educate victims of domestic violence leading to the termination of abusive relationships, thus breaking the cycle of domestic violence – one family at a time.

GUIDING PRINCIPLES

- Serve all victims of domestic violence and sexual assault.
- Adhere to an organizational structure that recognizes both the expertise and the autonomy of all service delivery partners. Ensure sustainability through collaboration and cooperation.
- Adopt a service philosophy that is client-centered and focuses on an individual's empowerment so that he or she may make effective, informed decisions.
- Engage survivors in the implementation process through a dedicated committee.
- Make a commitment to quality by engaging in rigorous, independent evaluation.

THE FUNCTIONS OF THE FAMILY JUSTICE CENTER

The FJC will house personnel from numerous organizations including the Clackamas County Sheriff's Office (CCSO), victim advocates, social service providers, and legal service providers. By working together in a centralized location, these professionals will be able to more effectively and efficiently serve families.

We expect that the Family Justice Center of Clackamas could potentially offer these services to victims and their families in a safe location:

- Space to meet with law enforcement personnel to report an assault and access victim services;
- Opportunity to apply for a temporary restraining order, arranging safe custody, and meeting other legal needs;
- Video-conferencing to enable victims to engage safely and conveniently with victim advocates, attorneys, and judges;
- Opportunity to speak with prosecutors regarding their traumas while their children are out of earshot.
- Access to crisis responders who can help a family develop a safety plan, find emergency shelter, obtain emergency clothes and food, and meet other emergency needs;

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- Accompaniment to medical facilities for medical care related to trauma;
- Counseling for victims to talk about their trauma away from their children while children are attended to in a safe, appropriate location;
- Sexual assault support services for adults and youth;
- On-going supportive services for adults and children;
- Space for itinerant service providers that do not have full-time locations in Clackamas County (such as El Programa Hispano, Native American Youth Association) or other local providers to deliver services on a regular basis;
- Space for first responders and victim advocates to meet with survivors, coordinate with one another to ensure a family receives the services it needs ;
- Close proximity to other essential services such as county clinics and crisis counseling programs;

Additionally, FJC partners would be able to provide these community services:

- Public awareness and outreach;
- Community education; and
- Prevention education for youth;

PROJECT PARTNERS

The following organizations have expressed preliminary interest in using the space in the Family Justice Center of Clackamas to deliver services, either on a full-time or part-time basis:

- Clackamas County Sheriff's Office:
Victim Assistance Unit
- Clackamas Women's Services
- Culturally-specific domestic violence service groups
- Legal Aid Services of Oregon and other legal service providers
- CASA of Oregon
- State Department of Human Services:
Self-Sufficiency and Child Welfare
- Workforce Assistance Program
- County Resolution Services
- Northwest Housing Alternatives

OUTCOME MEASURES

This project has clear, quantified outcome measures to make sure it is effective:

- Increase the number of individuals who access legal and social services to help them escape domestic violence and rebuild their lives by 1,000 over three years.
- Increase the number of domestic violence cases prosecuted in Clackamas County.
- Decrease the time, locations, and steps victims must go through to get help.
- Decrease the exposure of victims and their children to dangerous situations in unsafe CWS offices and confronting batterers in the courthouse.

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- 90% of victims who previously sought support in Clackamas County will report better access, reduced trauma, less stress, and feeling safe and supported due to their interactions with the FJC.
- Increase efficiency in administration and service delivery as reported by community partners.
- Increase reporting of undocumented domestic violence.
- Increase the number of victims who feel empowered and able to terminate abusive relationships.

LOCATION

The FJC needs a building that is close to key social services, reasonably close to the court, and accessible by public transportation. In many places, a local government provides a free space in a surplus building or rented building. The partners have identified the following qualities for consideration as sites are reviewed for viability:

- Proximity to a county health care clinic
- Proximity to the courthouse
- On a bus route or other available public transportation
- Safety features (i.e., secure front door, secure parking area, multiple exits)
- Technology infrastructure (phones, internet, video conferencing)
- Minimal need to remodel the space

FINANCING

With a suitable site, start-up costs could be minimal. For example, the Shaver building is already equipped with meeting rooms and office space, and it is wired for video conferencing. The needed tenant improvements would come from an existing allocation of CDBG funds, and staff salaries would come from the organizations that currently support those staff. There may be other better sites, and with board approval, we will evaluate a range of options.

Please see attached estimated budget.

CONCLUSION

The residents and leaders of Clackamas County agree on the importance of protecting our vulnerable residents from family violence. By creating the Family Justice Center of Clackamas, our community can efficiently pool existing resources, work together more effectively, and help more families escape from violence and rebuild their lives. This is an important, positive step that we can take together.

CONFIDENTIAL

Clackamas County Family Justice Center
Organization Chart
DRAFT – EXAMPLE ONLY



H3S/CYF Coordinator