Hamilton County CSEA
Application to ODJFS
Office of Child Support
Access and Visitation
JFS-R-1213-09-8032

Summary: The Hamilton County Department of Job and Family Services/Child Support Enforcement Agency is applying for funds from ODJFS to strengthen child access and visitation services in Hamilton County. The proposed project, described in detail in this application, is designed to enhance the emotional and financial well-being of children by supporting visitation of children by their non-custodial parents. The proposed program is provided in partnership with Family Nurturing Center, a local private, non-profit organization with expertise in supervised visitation and parenting services.

1. APPLICANT QUALIFICATIONS

1A. Mandatory Qualifications:

1) Hamilton County JFS/CSEA will provide the following required components in its access and visitation program:

- **a.** Supervised visitation services.
- **b.** Neutral drop off/pick up services.
- **c.** Parenting education.

All three services are described in detail in section 2/Narrative Description of Proposed Project.

2) Participant Safety: Hamilton County JFS/CSEA takes security of our clients very seriously. The following measures are in place for the access and visitation program:

- Armed security guards on site.
- Wand/metal detector used on visiting adults.
- Purses/bags of visiting adults searched.
- Panic buttons with immediate 9-1-1 access located throughout the building.
- Separate entrances and waiting areas for visiting and transporting adults.
- Staggered arrival/departure times of visiting and transporting adults.
- Visitation areas are in cubicles to increase visibility.
- All staff have walkie- talkies available to reach security and/or help from other staff.
- Partner agency and direct service provider has a comprehensive workplace safety manual with policies and procedures in place to maintain safety.
- Partner agency staff I staff receive regular training on workplace safety.

A copy of the workplace safety manual is provided in the attachment section.

3) Lead Agency: Hamilton County JFS/CSEA is the lead agency for this project.

4) Partnerships: Hamilton County JFS has an existing relationship with Family Nurturing Center, a private non-profit organization. Through competitive bid, Family Nurturing Center was selected to provide facilitated visitation and parenting services to child welfare clients. Family Nurturing Center has provided this service under contract, since 2007. An existing contract in in place, and services are provided to child welfare clients. A separate RFP was issued to choose a partner for

the Access and Visitation Program, and Family Nurturing Center was selected. Family Nurturing Center will provide all direct services detailed in this application. Partner qualifications, roles and responsibilities are detailed in section 2.2, applicant qualifications.

5) Application is submitted according to specified deadlines.
6) All required certifications and affirmative action statements are included.
7) Hamilton County JFS/CSEA is not excluded from entering into a contract with ODJFS.

1B. Applicant Qualifications

Hamilton County CSEA is a division of Hamilton County Job and Family Services. Hamilton County Job and Family services is a combined agency providing Public Assistance, Child Care, and Child Protective services to residents of the county. Effective July 1, 2012 Hamilton County Job and Family Services will also become the local provider of one stop employment services funded through the Workforce Investment Act (WIA).

Hamilton County CSEA is a qualified applicant for this grant. In 2011, child support handled an average of 90,000 cases per month and collected more than $126 million in support. One in three county residents – at least 270,000 – was involved in a child support case. The target population for this grant will primarily be non-custodial fathers. The child support program can uniquely reach both parents to encourage healthy relationships with each other to provide for their child's emotional and financial well-being. Non-custodial parents with good relationships with children may feel a greater commitment to providing for their needs, including paying child support. Poor relationships, however, can lead parents to withhold child support or block access and visitation[1]. This grant will allow Hamilton County CSEA and Hamilton County courts the option of referring clients to the Family Nurturing center to ensure scheduled supervised visitation or exchanges take place in a safe and secure environment.

Roles and Responsibilities	
Hamilton County CSEA	Family Nurturing Center
Lead Organization Coordinate referrals Determine referral criteria Track child support payments Oversee grant requirements and implementation Provide fiscal oversight and accountability Report to ODJFS	Direct Service Provision Complete intake interview on referrals Provide supervised visitation services Provide monitored exchange services Provide parenting education services Maintain documentation on all services Provide quarterly reports to CSEA Provide documentation to courts and CSEA upon request Track increase in parenting time

Source: Paul Amato. "The Impact of Family Formation Change on the Cognitive, Social and Emotional Wellbeing of the Next Generation." *The Future of Children* 15:2 (2005), 75-96.

1C. Organizational Experience and Capabilities of the Direct Service Provider

1) Agency Background:

Family Nurturing Center is a private non-profit organization with locations in Cincinnati, OH and Florence, KY. The agency's mission is to end the cycle of child abuse by promoting individual well-being and healthy family relationships. Since 1979, Family Nurturing Center has been at the forefront in providing quality, innovative, and effective child abuse prevention, education and treatment programs in our community. Each year the organization serves more than 30,000 children and adults through a continuum of evidence-based services, including supervised visitation, parenting, child abuse prevention services for children and adults and trauma-informed therapeutic services . The agency has a 2.4 million dollar budget, and is supported in part by contributions and special events, United Way of Greater Cincinnati, Hamilton County Job and Family Services, KY Justice Department, Prevent Child Abuse Kentucky, Darkness to Light, Cincinnati Chapter and various local government and foundation sources.

Family Nurturing Center is governed by a Board of Directors, which employs a full time Executive Director. The Executive Director in turn is responsible for hiring and retaining a highly qualified, dedicated team of professionals to fulfill the mission of the organization. The agency has three primary categories of staffing and organization: Prevention, Treatment and Administrative. The Prevention Division includes a Program Director and education and prevention services . The Treatment Division includes a Program Director and all treatment/intervention services. Supervised visitation services fall under the treatment category. The Administrative Division includes Finance, HR, and Development.

The Access and Visitation Program will be led by Jennifer Jorgenson, Director of Treatment Services. She holds a Master of Social Work Degree from Indiana University. She is a Licensed Independent Social Worker in the State of Ohio, a Licensed Clinical Social Worker in the Commonwealth of Kentucky and an Accredited Clinical Social Worker from the National Association of Social Workers. Jennifer is trained in Parent Child Interaction Therapy (PCIT) and Trauma Focused Cognitive Behavior Therapy. Jennifer has more than ten years experience in the field, including work in child sexual abuse treatment, domestic violence, residential treatment and private practice.

2. Partner Agency's Credentials/Experience in Providing Parenting and Supervised Visitation

Family Nurturing Center is uniquely positioned to provide visitation and access services to CSEA referrals in Hamilton County. As a current visitation and parenting provider for HCJFS child welfare clients, Family Nurturing Center has a record of accomplishment and success in providing these services. With more than a decade of experience in providing supervised visitation services, Family Nurturing Center is the only non-profit in the area with demonstrated expertise in providing this

unique service. The current contracts with HCJFS means that there would be no additional start up time required for hiring, training, establishing policies and protocols, etc., and clients referred by the child support office could easily be added to the schedule.

Before providing visitation services under a contract with HCJFS, Family Nurturing Center operated a successful supervised visitation program in Florence, KY with Access and Visitation funds for nearly a decade. The program provided supervised visitation, monitored drop off/pick up and parenting services. This program was recognized in the Association of Family and Conciliation Courts (AFCC) publication "Exemplary Family Court Programs and Practices: *Profiles of Innovative and Accountable Court-Connected Programs."* in May, 2005. The AFCC is an interdisciplinary and international association of professionals dedicated to the resolution of family conflict. "The Exemplary Practices Sub-Committee of the AFCC Court Services Task Force set out to identify a wide range of court-connected, creative, innovative, effective, and accountable programs. Specifically, the sub-committee sought information about programs that provide services related to the psychological, social, and legal needs of families involved in various family law proceedings, including those in Family Court, Dependency Court, Family Drug Court, Domestic Violence Court, and Unified Family Court. The aim of the publication is to foster sharing among courts and AFCC's multidisciplinary membership about exemplary practices that meet the critical needs of the courts and the people they serve." Family Nurturing Center's Florence-based visitation program was one of 69 programs in the United States and Canada selected for inclusion in this publication.

Family Nurturing Center has extensive experience with the target population. For thirty years, Family Nurturing Center has provided education, prevention and treatment services to at-risk families. Family Nurturing Center is currently working with the target population through multiple contracts with HCJFS providing facilitated visitation and comprehensive parenting education and support. The population represents diverse racial, ethnic, gender and geographic characteristics. While circumstances vary, there are common themes with the clients we serve, including a history of abuse, neglect and dependency, limited parenting skills, unrealistic expectations of children, inappropriate parent-child role reversal, belief in corporal punishment and lack of empathy. Many families also struggle with poverty, chemical dependency, mental health issues, and/or domestic violence which provide additional challenges in helping the family achieve permanency. Often times clients are resistant, and may have a negative view of systems and social services in general. Family Nurturing Center staff are skilled in working with this target population, and have demonstrated success in engaging families, partnering with families and advocating for families. The Nurturing Parenting Philosophy permeates all interactions with families and is built upon a mutual respect and partnership that helps to reduce resistance and build relationships. Their record of accomplishment and success with

families is demonstrated through strong outcome measurement and high satisfaction from consumers and key stakeholders.

1D. Key Staff Experience and Capabilities

1) Identify Key Staff

The **Grant Manager** for this project is Michael Patton with Hamilton County Job and Family Services. Michael is the child support enforcement Section Chief for Hamilton County JFS/CSEA. Michael has 15 years of direct management experience and has worked in various capacities during his tenure with JFS. He has managed in Income Maintenance, Children's Services and CSEA, and brings with him strong program knowledge and management experience. Michael is currently managing the Building Assets for Fathers and Families grant **(BAFF)** in partnership with SmartMoney community services. Michael was instrumental in getting that grant project implemented in Hamilton County in collaboration with the state Office of Child Support **(OCS)** and SmartMoney Community Services. He has demonstrated his support for innovative approaches in the child support program. He is currently participating in a state child support and workforce development workgroup charged with implementing strategies to enhance collaboration between local CSEAs and workforce providers to improve employment outcomes non-custodial parents.

The **Project Manager** is Jennifer Jorgenson with Family Nurturing Center. Jennifer is the Director of Treatment Services and has more than a decade's experience in working with high risk families, supervising personnel and implementing projects according to grant guidelines.

Both CSEA and Family Nurturing Center have qualified **accountants** ensuring fiscal accountability. Mark Miller is the Comptroller for Hamilton County Job and Family Services. Mark has 33 years of experience in the fiscal systems for JFS departments in Ohio. He has completed 4 years in Hamilton as Comptroller and worked in a similar position in Clark County for nearly 29 years. This experience encompasses the budgeting process, monitoring expenditure data and trends, planning and analysis, preparation for audits and reviewing audit reports and other necessary financial system oversight. Debra McArthur is the Director of Finance for Family Nurturing Center and provides financial management services. She has more than 30 years experience in planning, directing monitoring and coordinating financial activities for both non-profit and for-profit organizations in a wide variety of industries. She has extensive experience in designing and implementing accounting systems and internal control processes, as well as initiating budgets, purchasing systems and financial reporting. Ms. McArthur oversees billing, tracking of revenue and expenses, accounting services, forecasting, cash flow analysis, compliance and other duties related to ensuring the financial health of the organization.

In addition to these key positions, the project employs a number of Visitation Facilitators, Parenting Group Facilitators, Case Aides and qualified substitute workers.

2) Include Resumes/CV of Key Staff

Resumes for key staff are included in the attachment section.

3) Direct Service Staff Qualifications

Parent Educators and Visitation Facilitators have a minimum of a bachelor's degree in social work, education or a related field. Family Nurturing Center follows a thorough policy for employee screening and selection. A hiring manual is provided to all supervisors which clearly describes all legal requirements regarding recruitment, interviewing and selection. Family Nurturing Center is an equal opportunity employer, and seeks a diverse workforce that reflects the community. Family Nurturing Center understands that staff selection is only the first step in developing a strong team of professionals. All new staff participate in orientation and training, which includes information on Family Nurturing Center history, policies and strategic plan; training on the Nurturing Parenting Philosophy and curricula; training on supervised visitation services and the model provided by Family Nurturing Center; training on mandatory reporting, documentation, safety procedures and visitation protocols; training on engaging families and working in partnership to promote permanency; and, training on the child welfare system. All program staff participate in Child-Adult Relationship Enhancement (CARE) training, a modified version of Parent Child Interaction Therapy, QPR, a suicide prevention model and Stewards of Children, a child sexual abuse prevention program.

On-site security is provided for supervised visitation and monitored exchange services. Family Nurturing Center currently contracts with Veteran's Security, which provides trained, armed security guards. A wand is utilized to check for weapons, and bags/purses are checked.

4) Accountant Qualifications

Finance staff for both Hamilton County JFS/CSEA and Family Nurturing Center have extensive training and background in finance and accounting. Mark Miller has a Bachelor's degree in business, with a major in accounting and an MBA. He currently oversees a budget of approximately $200 million, funded through federal, state, and local sources, for Hamilton County Job and Family Services. Debra McArthur currently oversees federal, state and local grants. Family Nurturing Center has demonstrated experience in implementing and administering programs with federal funds. Family Nurturing Center has received federal funds Victim of Crime Acts (VOCA) for more than two decades to support child abuse treatment services in KY. Both the current parenting and visitation contract through HCJFS include a majority of federal funds. Family Nurturing Center has also been the recipient of

discretionary grant funds for the U.S. Department of Health and Human Services. The agency has an independent A-133 audit completed annually.

2. Narrative Description of Proposed Project

Key Objectives

Supervised Visitation services provide a critical need in our community. Without an experienced organization to provide services, any number of situations might occur, including:

- Children would not have visitation with non-custodial parents, resulting in a loss of an essential relationship. Studies show that children who have limited involvement from an absent parent are more prone to a number of issues and risk factors, including depression, lack of self esteem, difficulty in school, problems forming attachments with adults, drug usage, teen pregnancy and more;
- Children may have visits in an unsupervised and unsafe environment. Cases which require court ordered supervision are generally high risk for abuse, violence or abduction. At best, parents lack the skills needed to provide appropriate care and supervision and unintended consequences might occur as a result. Children will be placed in high risk situations if unsupervised visits occur, and are more likely to encounter physical, emotional or even sexual abuse, dependent upon the personal history of the families involved;
- Visits may be supervised by a relative or friend of the family. Our experience tells us that family members may lack the objectivity or skills needed to supervise these complex situations and that often times family-supervised visits result in additional complaints and court appearances. Additionally, without the boundaries and monitoring set forth by an objective observer, children are more likely to be drawn into the middle of a conflict between the parents and asked to choose sides;
- Long term lack of involvement from one parent may contribute to a lack of child support payments, which in turn impacts a child's ability to have their physical needs met;
- The lack of an organized program provided by qualified staff can result in gaps of thorough information being provided to custody evaluators, G.A.L.'s, CASA workers and the courts, all of whom are expected to make informed decisions regarding a child's best interests.

None of these situations are desirable, and all result in the placing children at risk, which in turn perpetuates a cycle of unhealthy family dynamics and burdens an already overwhelmed court system. **Hamilton County JFS/CSEA proposes to combat these problems by partnering with Family Nurturing Center to provide supervised visitation services, monitored exchange (neutral drop off/pick up services) and parenting education.**

Scope of Work:

A description of services follows:

Supervised Visitation with Security: Family Nurturing Center will provide supervised visitation at their location in Cincinnati, which has armed security and established safety protocols.

Supervised visitation is designed to provide safe access for children and parents to meet and develop healthy relationships. The visitation staff member is there to provide a neutral, objective account of each visit. They do not provide intervention, unless a child's safety is at risk. They do not provide recommendations or input into custody battles. Standards developed by the national Supervised Visitation Network state specifically that "*visitation providers (e.g., members of the SVN) are prohibited from drawing conclusions and/or making recommendations about future visitation arrangement or child custody determinations*." These standards go on to state, "*this policy does not prohibit a provider from providing factual information based on observations of clients which may be used by others who are conducting an evaluation and/or assessment*." The Supervised Visitation Network is known for the development of "best practices" within the profession of supervised visitation. Research shows that the very design of supervised visitation is meticulously arranged to ensure safety and reduce stress to the child. Children learn quickly that the environment is safe and stocked with colorful toys and activities. Thus, they may appear more comfortable and more bonded to a parent than the reality. It is also important to note that in such shortened periods (visits lasting an hour or two) and in a sanitized environment, parents typically "perform" better than they might in their own home.

In all visitation options, visits are focused on providing the child access to visit their parent in a safe, neutral setting. A wide range of developmentally appropriate materials, games, toys and activities are provided to help facilitate communication and interaction.

Both visiting and transporting parents receive a handbook that provides policies and practices regarding visitation. Visiting parents are not permitted to talk with children about upcoming court dates, pass notes to children or ask confidential information about the other parent.

Services are provided by degreed staff who are trained in family dynamics, visitation, domestic violence, workplace safety, de-escalation, child adult relationship enhancement, documentation, child abuse recognition and reporting and more.

Services will be provided at 801 W. 8th Street, Cincinnati, OH. The building is close to downtown, but removed enough to provide ample free parking. The location is on a bus route, and bus service is available 7 days per week. Multiple routes are convenient to this location. The space includes multiple visitation spaces for simultaneous visits, an indoor play area/large motor room, an outdoor play area (anticipated completion 4/13) and a family kitchen facility. A front and rear entrance and designated waiting rooms allow visiting and transporting parents to enter and wait in separate areas.

The facility includes rooms designated or parenting education classes. A full range of developmentally appropriate toys and activities for children and families are available on-site.

Neutral Drop off/Pick Up With Security: Family Nurturing Center will offer monitored exchange services for participating families. Often times, the court has determined that unsupervised visitation is appropriate for a family, but the exchange of children between the parties is so acrimonious that law

enforcement are called due to domestic disturbances. In addition to creating a potentially dangerous situation, the frequent fights and tension surrounding drop off and pick up are harmful to the children involved. FNC addresses this by providing a drop off/pick up location where parents do not have to interact. The transporting parent arrives at a designated time, enters a separate entrance and waits with the child until the visiting parent has arrived. The visiting parent arrives at a later time and uses a separate waiting entrance and waiting room. Staff bring the child and any luggage to the visiting parent. Once they have been observed leaving the premises, the transporting parent leaves. The safe return of the child occurs in a similar fashion, with the non-custodial parent arriving first with the child, and waiting for the custodial parent to arrive. Security is provided for all clients participating in drop off/pick up services.

Parenting Services: Family Nurturing Center will offer the Nurturing Father's Program to provide parent education services and promote parent-child engagement. The Nurturing Programs are family based parenting education classes designed to decrease child abuse and neglect and increase healthy family interactions. The curricula are internationally validated and use standardized instruments to measure changes in appropriate parenting attitudes and knowledge which are the two most important ingredients needed for changes in behavior. Nurturing Programs are one of approximately 23 parenting programs recognized nationwide by the National Registry of Effective Programs (NREP) and by the Substance Abuse and Mental Health Services Administration (SAMHSA). The Programs are also recognized as 'best practices' by the Child Welfare League of America (CWLA), the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the Center for Substance Abuse Prevention (CSAP). These recognitions indicate that the research and validation of the Nurturing Programs meet and exceed peer review for research excellence and program effectiveness.

The Nurturing Father's Program is a unique gender specific parenting program designed to engage fathers and change the way they interact with their children. The Nurturing Father's Program is a thirteen week group-based education program utilizing components of the Nurturing Parenting Programs. The curriculum used in the Nurturing Father's Program was specifically designed overcome the barriers that exist in regards to male biological and cultural differences which prevent men from fully benefitting from mixed gender parenting education class. Participants meet weekly for 2.5 hours. Over the course of the program's thirteen weeks, fathers are taught parenting and nurturing skills to improve family relationships. Stress, anger and substance abuse are addressed as being barriers to effective fathering. Positive discipline techniques, strategies for conflict resolution, problem solving and family communication skills are also learned by fathers. The Nurturing *Fathers Program has been* successfully implemented in Schools, Head Start, Churches, State DSS, Prisons, Halfway Houses, Prevent Child Abuse, Parenting and Counseling Centers, Military, Community Action Agencies and many others.

The Nurturing Fathers Program is designed for dads, but ultimately helps fathers, mothers and children. Research indicates the following:

- An engaged father is associated with lower levels of neglect, even in families that may be facing other factors, such as unemployment and poverty, which could place the family at risk.
- A father who has a close relationship with his child is more likely to provide economic support for the child.
- Children attached to their fathers at age 5 show more self confidence and less anxiety than children who are less attached to their fathers.
- A father who has a close relationship with his child is more likely to have positive communication with the child's mother.
- If the father and mother have a cordial relationship, fathers help sons to learn respect for women and decrease the potential for boys to become violent.
- Involved fathers contribute to a child's confidence, competence, emotional well-being, intellect and social well-being.
- The same characteristics that make a man a good father make him less likely to abuse or neglect his children. Fathers involved in the direct care of their children from an early age develop a strong connection with their children that decreases the likelihood of any abuse.

SOURCE: Child Welfare Information Gateway. *The Importance of Fathers in the Healthy Development of Children*, Office on Child Abuse and Neglect, U.S. Children's Bureau. Retrieved February 10, 2010 from www.childwelfare.gov/pubs/usermanuals/fatherhood/chapterthree.cfm.

Encouraging or mandating parenting classes is an excellent way to support the goals of visitation. When parents learn new skills, they become more engaged and work better together with the shared priority of their children.

B. Technical Approach and Work Plan

Hamilton County JFS/CSEA will partner to provide supervised visitation, monitored exchange (neutral drop off/pick up) and parenting services to support children's well-being. The following components are integral to the project:

- **Safety Protocols**

Both Hamilton County JFS/CSEA and Family Nurturing Center are committed to safety for clients and staff. Written security measures are in place that address both routine and high risk situations. Practices include the following:

- Referral information with social history and risk assessment.
- Intake interviews with adults to gather social history and complete further risk assessment.
- Written handbooks for participating adults that clearly describe rules and regulations.
- Panic buttons located throughout the building for immediate access to local police.
- On-site armed security.
- Wand/metal detector used on visiting adults.

- Purses/bags of visiting adults searched.
- Separate entrances and waiting areas for visiting and transporting adults.
- Staggered arrival/departure times of visiting and transporting adults.
- Visitation areas are in cubicles to increase visibility.
- All staff have walkie- talkies available to reach security and/or help from other staff.
- Partner agency and direct service provider has a comprehensive workplace safety manual with policies and procedures in place to maintain safety.
- Partner agency staff I staff receive regular training on workplace safety.
- Updated health and safety licenses with regular review and inspection.
- Written incident reports documenting safety concerns or incidents.
- Regular review of incident reports for themes.
- Locked files and client documentation.
- Written confidentiality protocols.

- **Program Components and Target Audience**

SERVICE	CRITICAL INFORMATION	TARGET AUDIENCE	PURPOSE/OUTCOMES
Monitored Exchange	-Offered at 801 W. 8th Street, Cincinnati, OH -Key exchange times are Friday evenings and Sunday afternoons; other times considered based on trends and needs. -On site security -Separate entrances & waiting areas for custodial and non custodial parents -staggered arrival and departure -Staff facilitate exchange of children; parents do not interact. -No charge to participants -Program can be recommended by CSEA (voluntary) or mandated by the court, depending upon the circumstances.	Parents in high conflict situations; families with a history of domestic violence; families with a history of conflict in past drop off/pick up experiences.	-Reduce conflict among parents -Facilitate safe exchange of children from custodial to visiting parent and safe return of children from visiting to custodial parent. -Reduce tension for child -Reduce calls to police for domestic disturbances related to drop off/pick up of children.
Supervised Visitation	-Offered Monday – Saturday at 801W. 8th Street, Cincinnati, OH -Appointments available daytime, evening and weekend hours by appointment. - On site security -Separate entrances & waiting areas for custodial and non custodial parents -staggered arrival and departure -Visits supervised by	-Typically families are referred when the safety of a child is at risk, when there have been allegations of abuse/neglect under investigation, when a parent's health or mental health make it unsafe for them to visit in an unsupervised setting, when addictions are present making unsupervised visitation unsafe or	-Ensure safety of child while allowing parent-child relationship to develop. -Increase access for parents and children -Increase parenting time -Engage non-custodial parent in the child's life -Maintain/increase economic support of child

	degreed staff. -Neutral observation of visit; recommendations not made. -Documentation of observable behaviors maintained and available to the court. -No charge to participants -Program can be recommended by CSEA (voluntary) or mandated by the court, depending upon the circumstances.	when a parent has had no contact with a child for a significant amount of time and supervised visitation is used as a transition.	
Parenting Classes	-13 week program -Classes meet 2.5 hour per week -Times vary based on need -Classes provided at 801W. 8th Street, Cincinnati, OH -On-site security -Classes taught by degreed staff with expertise in parenting education, group facilitation, family dynamics, domestic violence and child development. -No charge to participants -Program can be recommended by CSEA (voluntary) or mandated by the court, depending upon the circumstances.	Fathers identified by CSEA in need of parenting education.	-Provide skill building classes. -Improve parenting skills. -Engage fathers in their child's life -Improve relationships between fathers and mothers.

- Target Population :

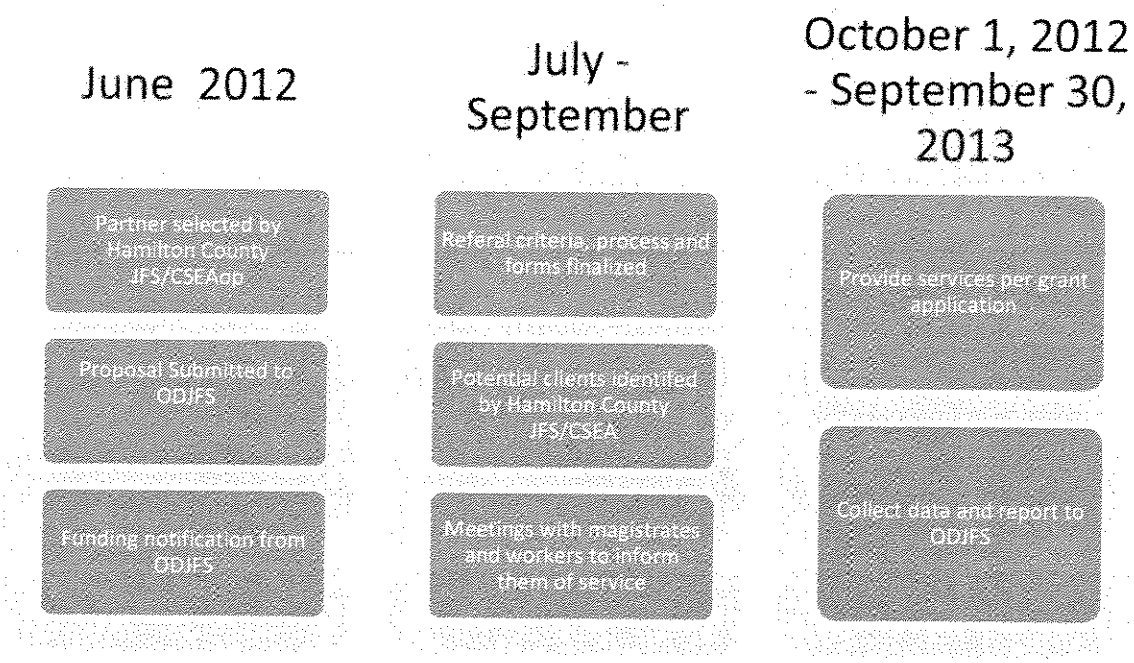
The target population for this demonstration grant will be parents in conflict who have an open active child support order. Services will be provided to families who are unmarried, separated, or divorced. If chosen, the number of families served will be contingent on the amount of the grant award. The families served will reside in Hamilton County and will predominately live in the metropolitan and suburban areas of the county. Families referred will have presented to their caseworker, court magistrate, or administrative hearing officer a substantial level of conflict related to the access and visitation of the child. Visiting adults will consist of the non-custodial parent, but can also include other relatives. In the case of a monitored exchange, Family Nurturing Center will provide a neutral location for safe and secure drop-off and pick-up of the child involved. CSEA expects the primary outcomes for visitation and monitored exchange services to be safe, positive interactions between the child and parent, improved parent child relationships, increased visitation time compared to before service delivery and increase in the amount and regularity of child support payments.

- Geographic Location of Participants:

  Participants reside in Hamilton County, Ohio. Hamilton County is located in the most southwestern corner of the state of Ohio, bordering Indiana and Kentucky. The City of Cincinnati is the largest community in the county and there are over 50 other cities and municipalities. Hamilton County includes urban and suburban areas. Hamilton County has nearly 90,000 child support orders at any given time and represents the third largest child support collections in the state.

- Project Time Line

  Because the partner agency, Family Nurturing Center, already provides these services to the child welfare population, there is no start up time required or delays in implementation. A basic time line is shown below:



- Roles and Duties of Partners

Hamilton County Job and Family Services/Child Support Enforcement Agency is the lead organization for the project. Through a contractual agreement, Hamilton County JFS/CSEA is partnering with Family Nurturing Center, a private non-profit organization. The agency was selected after a competitive RFP asking for potential partners and service providers.

JFS will serve as the fiscal agency, provide grant oversight, bill OJDFS per grant specifications, make appropriate referrals, provide case history and data, pay Family Nurturing Center for appropriate invoices per contract specifications and support Family Nurturing Center in the provision of services. Hamilton County JFS/CSEA is also responsible for reporting activities to ODJFS.

Family Nurturing Center will provide direct services per the contract specification in the areas of supervised visitation, monitored exchange and parenting classes to participants referred by Hamilton County CSEA, provide appropriate documentation of services, collect and report data to Hamilton County CSEA and bill Hamilton County JFS/CSEA per the contract specifications.

- Payments to partner agency

  As agreed upon in the contract, Hamilton County JFS/CSEA will pay Family Nurturing Center a unit rate for each delivered service to a qualified CSEA referral. Rates are as follows:
  Supervised visitation: $87.24/unit
  Monitored exchange: $50.00/unit
  Parenting education: $33.62/unit

  Please note that only direct services can be billed. No shows or cancellations receive no payment. Paperwork, court time, preparation, etc. receive no additional payment.

  Invoices are submitted monthly to Hamilton County JFS which detail the client and service provided. Invoices are generally paid within 60 days of receipt.

  A budget detailing costs was submitted to Hamilton County JFS/CSEA as a part of the competitive bid and review process.

- Status Reporting

  Hamilton County JFS and Family Nurturing Center have a longstanding, positive relationship built on mutual respect, proactive communication and shared problem solving.

  Hamilton County JFS/CSEA and Family Nurturing Center will maintain regular communication to ensure the smooth implementation of services. At least quarterly, Family Nurturing Center will submit a written status report that specifies referrals received, services provided, successes and barriers. Monthly invoices will also provide information on services provided.

- Data Collection

  Both Hamilton County JFS/CSEA and Family Nurturing Center will collect data for accurate and timely reporting.

  Collected and reported data will include demographic data on each participant (age, race , gender, income, marital status, etc.), referral source, information on all services provided, and outcome measurement for increased parent time and increased child support payments.

  CSEA will maintain data on the number of clients referred on a monthly basis, demographic data and changes in child support payments.

Family Nurturing Center will maintain data on parenting time before referral, parenting time provided through visitation and exchange services, and services provided.

Family Nurturing Center will submit written reports to Hamilton County CSEA that includes demographic data on participants, services provided, terminations and reasons, and any outcome data.

Hamilton County CSEA will submit data to ODJFS based on specified timelines. Family Nurturing Center agrees to cooperate with the CSEA to provide any additional needed information.

- Client Termination

Hamilton County JFS/CSEA and Family Nurturing Center both have a long history of working with successfully with difficult clients. Both organizations will utilize their skills and resources to engage clients fully in services for a positive outcome. Participants may be terminated from supervised visitation, monitored exchange or parenting services under the following conditions:

  - Client successfully completes program.
  - Client moves to unsupervised visitation through court order.
  - Client will be moved to inactive status for missing three consecutive appointments.
  - Client may be moved to inactive status for inconsistent attendance over a period of time, when attempts to correct problem is not successful.
  - Client may be terminated for consistently breaking program policies.
  - Client may be terminated for violating policies that threaten the safety of clients or staff.

Both CSEA and the client will be notified in writing if a client is terminated for any reason.

- Measuring Parenting Time

At client intake for services, Family Nurturing Center will administer a questionnaire that includes questions about current and recent parenting time. This will provide a baseline for the client. As visitation and exchange services are delivered, the amount of parenting time will be tracked on a weekly basis. Family Nurturing Center will analyze the change in parenting time from the baseline/pre service to the present on a quarterly basis. Changes in parenting time will be reported using averages and aggregate data and submitted to Hamilton County JFS/CSEA on a quarterly basis. Individual data will be available to JFS/CSEA or the courts as requested.

- Other Financial Resources

Both JFS/CSEA and Family Nurturing Center are committed to providing quality services to children and families, and will work diligently to secure additional funding sources to continue to expand available services. It is important to note that Hamilton County JFS already invests a substantial amount of money into supervised visitation and parenting services for child welfare clients. Currently these services are not available to child support clients, unless there is an active child welfare case. This leaves a significant gap in services for the community. The funds from ODJFS allow CSEA to 'purchase slots' for their clients in an existing program. This is an essential component of the program design. A grant of $50,000 would not provide the full costs of a supervised visitation program that includes security, professional staffing, occupancy costs, accounting systems, etc. By utilizing the existing resource offered to child welfare clients, the CSEA is able to take advantage of an existing infrastructure and offer services to their clients with a reasonable investment of funds. There are currently no formal supervised visitation programs in Hamilton County for families outside of the child welfare system. Child support professionals, magistrates, attorneys, domestic violence professionals, and social service agencies in the region have long recognized the need for a local supervised visitation program to meet the needs of families outside of child welfare. Partnering with the child welfare system and Family Nurturing Center allows CSEA to leverage other funding and offer a wide range of professional services for a minimal investment of funds.

- Child Support Collections

Via e-mail, the CSEA representative will receive a weekly participant referral list from the court of domestic relations, juvenile court, and the administrative hearings unit and combine that information with a referral log maintained by the CSEA representative. The CSEA representative will access the SETS system and record the pertinent parenting time and collection information on the provided Local Service provider worksheet (Appendix B) for each participant referred. This information will be recorded on Appendix B at least weekly, but no later than monthly.

Updates to the Local Service Provider worksheet will also include recording payment and collection information for three months following participant referral to the program for tracking purposes.

- Budget Summary

Please see attached budget summary.

C. Status Reporting Procedure

As detailed on page 15, Hamilton County JFS/CSEA and Family Nurturing Center will maintain regular communication to ensure the smooth implementation of services. At least quarterly, Family Nurturing Center will submit a written status report that specifies referrals received, services

provided, successes and barriers. Monthly invoices will also provide information on services provided.

D. Organizational Chart

Included in the attachments are organizational charts showing the relationship between Hamilton County Job and Family Services, Hamilton County Child Support Enforcement Agency (division of JFS) and Family Nurturing Center. A separate organizational chart for Family Nurturing Center that details the program staffing and alignment is also included.

3. Scope of Work and Specifications of Deliverables

1) Provide a professional supervised visitation program with security for CSEA clients that offers a safe, neutral setting for parents and children to spend time together.
   a. 286 hours of visitation will be provided in each of the three project years.
   b. Documentation will be available to courts and other relevant parties regarding parent-child interaction.
   c. Participants will experience an immediate increase in parenting time. Baseline data and the % increase will be tracked and reported.
   d. Participants will increase child support payments as they become more active in their child's life. Baseline data and the % increase will be tracked and reported.

2) Provide monitored exchange services (neutral drop off/pick up) with security for CSEA clients that require a third party to ensure the safe exchange of children from custodial to non-custodial parent.
   a. 300 exchanges will be provided in each of the three project years.
   b. Documentation will be available to courts and other relevant parties regarding parent-child interaction.
   c. Parents and children will experience less stress in drop off/pick up.
   d. Participants will experience an immediate increase in parenting time. Baseline data and the % increase will be tracked and reported.
   e. Participants will increase child support payments as they become more active in their child's life. Baseline data and the % increase will be tracked and reported.

3) Provide evidence-based parenting services for fathers to increase parenting skills.
   a. 20 men will participate in the Nurturing Father's Program in each of the three project years.
   b. Documentation will be available to courts and other relevant parties regarding services and participation.
   c. 75% of fathers will increase their AAPI scores from pre to post test, demonstrating a gain in appropriate parenting attitudes.
   d. 85% of fathers will report increased involvement with their children.
   e. 70% of mothers will report improved communication and increased positive interactions with their child's father.

4. Budget

ATTACHMENT D

JFS-R-1213-09-8032

Access/Visitation Project Budget Summary

Name of Grantee Hamilton County Job and Family Services/Child Support Enforcement Agency

	SFY12	SFY13	SFY14	SFY15	
	October 1 – June 12	July 12 – June 13	July 13 – June 14	July 14 – December 14	Total
Personnel					
Fringe Benefits					
Travel					
Equipment					
Supplies					
Contractual		$45,000	$45,000	$45,000	$135,000
Other (Define)					
10% Cash or In-Kind Contribution		$4,500	$4,500	$4,500	$13,500
TOTAL		$49,500	$49,500	$49,500	$148,500
Grant Amount Requested		$45,000	$45,000	$45,000	$135,000

5. Attachments

a. Letter from CSEA Director authorizing the grant application

b. Appendix C, Certification of in-kind contribution

c. Sub-grantee Certification Form

d. Tables of Organization

e. Resumes

f. Family Nurturing Center Workplace Safety Manual

g. Letter of Support from Courts

HAMILTON COUNTY
JOB & FAMILY SERVICES

Board of Commissioners:
Greg Hartmann, Chris Monzel, Todd Portune
County Administrator: Christian Sigman
Director: Moira Weir
General Information: (513) 946-1000
General Information TDD: (513) 946-1295
www.hcjfs.org

Office of the Director:
222 East Central Parkway, Cincinnati, Ohio 45202-1225
(513) 946-2203 • Fax: (513) 946-2400
E-mail: weirm@jfs.hamilton-co.org

ODJFS
Office of Child Support
P.O. Box 182709
Columbus, Ohio 43218-2709

June 13, 2012

Dear Mr. Aldridge:

This letter indicates that I have granted approval for the Child Support Enforcement Division of Hamilton County Job and Family Services to submit an application to apply for federal grant monies for the Access & Visitation program. I understand the monies are not available until ODJFS indicates they are available, pending the selection of our CSEA as a recipient.

If you have any questions about my approval or need further information about our agency, do not hesitate to contact me at the following e-mail address: weirm@jfs.hamilton-co.org or call me at 946-2111.

Sincerely,

Moira Weir
Director
Hamilton County Job and Family Services

Family Nurturing Center

Workplace Safety Manual

January 2015

I. PURPOSE

The purpose of this manual is to provide a comprehensive approach to workplace health and safety, including prevention, preparedness, responsiveness, and recovery. The manual is designed to provide you with strategies, procedures and resources for a variety of workplace health and safety situations. This manual is not meant to be a static document or something that remains on a shelf in your office. In order to be most helpful, employees should be very familiar with its contents, and maintaining a safe and healthy workplace should be ingrained in all aspects of our work. Based on our evolving experiences, information may be added to this manual and should be kept together for an up-to-date and complete resource. While the response may vary depending upon the situation, all staff should know that we place a high priority on workplace health and safety. You can be assured that:

- Health and Safety plans are in place to address common situations.
- Family Nurturing Center puts the protection of individuals before the protection of property.
- You will receive training and/or resources on workplace health and safety issues.
- A Work Place Health and Safety Committee is in place for ongoing review of policies, situations, needs and concerns. Your ongoing input is sought and valued.
- We expect a climate of peer and administrative support. No one should be left to handle a potentially dangerous or unsafe situation alone.
- It's always acceptable to ask for back up.
- Concerns, threats and incidents should always be reported to your supervisor.
- Staff need to be concerned about protecting the health and safety of themselves, clients and co-workers.
- Staff have permission to be self-protective when a dangerous situation cannot be managed.

II. SCOPE

ALL STAFF must be thoroughly familiar with this manual, and should review it regularly in order to understand the protocols for emergency situations.

III. POLICY

Workplace safety is everyone's responsibility. Family Nurturing Center has put policies, procedures and precautions in place to minimize the threat of an unsafe situation. Please note the following:

- Family Nurturing Center prohibits possession of firearms or other weapons on agency premises or while performing agency duties.
- Each location will have a first aid kit on-site. Each location will have staff members who are certified in first aid and CPR. All staff will be given the opportunity for free first aid and CPR training.
- Each location should have emergency numbers for fire, medical and law enforcement response posted in a conspicuous area

- No employee is required to work at a job that is known to be unsafe or unhealthy. Your assistance in detecting hazards, and in turn, controlling them, is a condition of ongoing employment. Report any health and/or safety concerns to your supervisor immediately.
- Employees who witness behavior that is erratic, abusive or threatening are required to report it immediately to their supervisor.
- Employees may not engage in behavior that can lead to violence. Any employee who engages in threatening or violent behavior, or who provokes violence, may be disciplined, up to and including separation from employment.

Maintaining calm in emergency situations is essential. Clients, visitors and guests will look to the staff for a sense of security, and will likely mimic your reaction.

IV. PROCEDURES

A. Fire Procedures

If an employee discovers a fire, or smells smoke, evacuation of the building and notification of fire officials are the main priorities. The employee who discovers the threat should immediately take the following actions:

- Call 9-1-1 to report a fire. Give the address of your location and the condition of the fire, if you know it.
- If the fire is small, utilize the fire extinguisher.
- Use the pager/all call to alert all staff to evacuate the building.
- Maintain calm and assist in the orderly evacuation of the building via the safest exit.
- Meet at the designated spot and account for all occupants.
- Follow the direction of fire personnel.

Designated meeting place for my location:_____

B. Bomb Threat Response Procedures

Bomb threats should always be taken seriously and the building should always be evacuated. **See evacuation chart in APPENDIX.** Note the following additional responses, based on the delivery of the threat:

- **Telephone Threat:** Remain Calm. Be alert to noises in the background, and jot down what you hear in terms of: voice – male/female, young/old, accent, grammar, distinguishing characteristics, etc.; environment – is the background noisy/quiet? Can you distinguish any identifying sounds? Are there other people in the background? Ask where and when the bomb will explode – and write it down. Immediately call 911 and evacuate the building.
- **Written Threat:** Suspicious mail or packages should not be handled by anyone other than law enforcement. Remain calm. Contact your supervisor and the police to notify them of a

suspicious package. If the package/mail was delivered, write down a description o f the person delivering it, and any information about their transportation or direction traveling. Evacuate the building.

- **In Person Threat:** Remain calm. If the threat is received verbally and in person, find out as much information as possible about the potential bomb. Notify the police via the panic button and/or a 911 call. Evacuate the building.

Individuals may return to the building after it has been searched and police, if determined that there is no threat.

C. Medical Emergencies

Medical emergencies can be caused by an accident, a critical illness/attack or a disaster. Each location shall have a first aid kit on site, as well as at least one person trained in First Aid and CPR. While this does not replace a first aid manual or proper training, the following common sense responses should be employed by any staff member attending to the accident:

- Stay with the person who is ill or injured, but do not attempt to move them.
- Use universal precautions, including the use of latex gloves, and if necessary, mask and gown to prevent the spread of bodily fluids. Wash your hands thoroughly after providing any assistance.
- Call 9-1-1 for appropriate assistance, if needed.
- Administer first aid according to your abilities. If you are not trained in first aid and the situation requires a trained individual, call for assistance from the trained person on site.
- Do not give medications to persons who are ill or injured.
- Notify the person's family or caseworker as appropriate.
- Complete an incident report detailing the problem and assistance provided.
- Clean up should be completed with assistance and using bio-hazard cleaning procedures.

D. Personal Safety Against Workplace Violence

FNC provides a safe workplace for all employees. To ensure a safe workplace and to reduce the risk of violence, all employees should review and understand all provisions of this workplace violence policy.

1) **Definition.** Workplace violence is any intentional conduct which is sufficiently severe, offensive or intimidating to cause an individual to reasonably fear for his or her personal safety or the safety of his or her family, friends and/or property such that employment conditions are altered or a hostile, abusive or intimidating work environment is created for one or several FNC employees. Examples of workplace violence include, but are not limited to, the following:

2) **Prohibited Conduct.** We do not tolerate any type of workplace violence committed by or against employees. Employees are prohibited from making threats or engaging in violent activities. This list of behaviors, while not inclusive, provides examples of conduct that is prohibited.

   - Causing physical injury to another person;
   - Making threatening remarks;
   - Aggressive or hostile behavior that creates a reasonable fear of injury to another person or subjects another individual to emotional distress;
   - Intentionally damaging employer property or property of another employee;
   - Possession of a weapon while on FNC property or while on FNC business;
   - Committing acts motivated by, or related to, sexual harassment or domestic violence.

3) **Reporting Procedures**. Any prohibited conduct and/or potentially dangerous situations must be reported immediately to a supervisor regardless of whether physical injury has occurred. Reports can be made anonymously and all reported incidents will be investigated. Reports or incidents warranting confidentiality will be handled appropriately and information will be disclosed to others only on a need-to-know basis. All parties involved in a situation will be counseled and the results of investigations will be discussed with them. FNC will not discriminate against victims of workplace violence.

   FNC also encourages employees to bring their disputes or differences with other employees to the attention of their supervisors before the situation escalates into potential violence. FNC is eager to assist in the resolution of employee disputes, and will not discipline employees for raising such concerns.

   See Whistleblower Policy for additional information.

4) **Enforcement.** Threats, threatening conduct, or any other acts of aggression or violence in the workplace will not be tolerated. Any employee determined to have committed such acts will be subject to disciplinary action, up to and including termination. Non-employees engaged in violent acts on any FNC premises will be reported to the proper authorities and fully prosecuted. Under this policy, decisions may be needed to prevent a threat from being carried out, a violent act from occurring or a life-threatening situation from developing. No existing FNC policy or procedure should be interpreted in a manner that prevents the above from occurring.

   FNC will make the sole determination of whether, and to what extent, threats or acts of violence will be acted upon by the FNC. In making this determination, FNC may undertake a case-by-case analysis in order to ascertain whether there is a reasonable basis to believe that violation of this policy has occurred. No provision of this policy shall alter the at-will nature of employment at FNC.

5) **Risk Reduction Measures**. FNC holds a core belief that when people are treated with respect and dignity, they generally respond accordingly. It's a basic tenet of our philosophy, and one that is highly integrated into our service delivery. Still, we often work with individuals who have histories

of violence, untreated mental health issues, substance abuse and domestic violence. Their experiences with systems and feelings of powerlessness can increase the risk of violence as well.

Prevention and preparation are key factors in reducing workplace violence. Risks cannot be eliminated but they can be minimized. FNC staff should utilize the following precautionary measures:

- Be familiar with client history, especially prior acts of violence, untreated mental health issues, substance abuse or recent life events that put the client at increased risk of violence. Report any concerns to your supervisor, and request help/back up in advance if you are concerned.
- Never meet in isolation with an individual who has a violent history. Inform coworkers of upcoming meetings, and meet in an open area. Plan ahead so that other staff are visible and actively monitoring the situation.
- Be aware of your physical surroundings. Know where the exits are. Check for potential weapons in the area, including pencils, scissors, heavy objects, etc. Check to see if a phone or panic button is nearby and accessible.
- Wear sensible clothing in the workplace. High heels, scarves/ties and dangling earrings may look nice, but they put you at increased risk if a dangerous situation occurs.
- Be aware that social networking sites are often public. Be cautious of listing identifying personal information, including where you live, where you shop, where you/your family members attend school, etc.
- Keep keys/security badges with you. Leaving these items on a desk or other accessible area puts everyone at risk.
- Lock purses and valuable in a secure area. Do not leave information out that provides your home address or other personal information.
- Use the buddy system for walking to your car. Keep your keys in your hand when walking to your car.
- Staff and volunteers are strictly prohibited from transporting clients.
- Utilize your skills to de-escalate the situation.
- Report any concerns, threats or incidents to your supervisor immediately. Document the incident and turn in the required report.

6) **Home Visit Safety.** Home Visits can be an important and effective component of service delivery. Home visits can remove transportation barriers, allow workers to see clients in a more natural environment, provide a more thorough assessment and build trust. They also have some inherent risks, so caution should be used when selecting clients for home visits, planning for the visit and completing the visit.

- Plan ahead. Read the file carefully and be aware of any risk situations that might make an office visit more advisable. Discuss any fears you have with your supervisor in advance.
- Contact the client ahead of time to schedule the visit. Drop in and surprise visits are discouraged. You are more likely to walk into an unsafe situation if you catch a client off guard. When possible, schedule visits with new clients in the morning.
- Check the weather forecast, and avoid home visits if inclement weather is predicted.
- Be sure that your supervisor and/or coworkers know where you are going, including the address and name of the client. Sign out using the precise time you are leaving and the time you are expected back.
- Schedule check in times with your supervisor, and call at the appointed times.
- Lock your purse/valuables in your trunk before leaving the office. Do not open your trunk when you arrive to the home visit. Carry only a minimal amount of cash.
- Carry your cell phone and have it visible.
- Wear comfortable and appropriate clothing. Avoid heels, scarves, etc.
- Wear your employee name badge and be sure that it is visible. In winter, wear it on the outside of your coat.
- Keep your car in good repair. Be sure that your gas tank is full. Lock your doors while driving and upon exiting the car.
- Park close by. Choose a space that is near light and offers the safest route to the client's home.
- Park on the street instead of the driveway to avoid being blocked in.
- Be aware of the area, and avoid dead end streets. Park facing the direction you want to go when leaving the visit.
- Don't leave purses or valuables visible in your car, even when it is locked.
- Walk carrying your keys.
- Be alert to the neighborhood. Be aware of bushes, fences or other places where people can hide. Check for resources, including businesses, police or fire stations, pay phones and neighbors.
- Observe the activity in the neighborhood and avoid people who appear to be drinking, fighting, etc.
- Watch for dogs or other animals.
- If you see anything that concerns you, turn around and go back. Reschedule the home visit or plan an office visit if appropriate.
- If you have an incorrect address, don't knock on other neighbor's doors to find the client or the home. Go back to your car and call the client.
- Listen before knocking. If you hear fighting or other disturbances, leave immediately.
- Never enter a home unless an adult answers the door and invites you in. Never go into a home where an adult is not present. If a young child is home alone, call child protective services or 9-1-1 as appropriate.

- You are a guest in the home. Wait for the client to invite you to sit. Ask permission before going into another room. The best seat is a hard backed chair with a clear view of the room and doorways.
- Do not enter a dark room, attic or basement first. Have the client go first and turn lights on. Follow, never lead.
- Pay attention to exits in the home. Make mental notes of any safety hazards or other people in the home. Be aware of any pets in the home. If anything makes you uncomfortable, leave the home.
- If you see any firearms, leave immediately.
- Contact the office when you leave the visit, and sign in upon returning.

7) **Office Safety.** The majority of clients are served in the office. While the type and degree of security varies by location, all offices should maintain a climate of safety and work to reduce risk. Buildings are furnished to provide a calm, organized and respectful environment for clients. Clients will be greeted and treated with respect. Staff members should follow these guidelines:

- Utilize sign in/sign out procedures as appropriate for your location. Not all buildings utilize a sign in system. You are responsible for knowing that your clients have left the building at the appropriate time. Never leave a staff person alone if you are unclear whether or not your client has left.
- Ensure that the physical environment is free of objects that can used or thrown as weapons.
- Keep common areas locked or secured if clients are waiting in an unsupervised area.
- Front doors should be locked if you are working after hours and there is not a staff person assigned to the front desk. Clients can be directed to call ahead, or make arrangements to unlock the door at a certain time if your location does not offer a doorbell/buzzer system.
- Staff members are advised to keep their offices locked when they are not in.
- If you know that a potentially violent or hostile client is coming, forewarn coworkers, including clerical staff.
- Do not see clients that you have assessed as violent when you are the only person in the building.
- If meeting with a client where hostility is anticipated, be sure and meet in an open area and establish a check in system with your supervisor.
- If a staff member is dealing with an aggressive client at closing time, management and/or other staff should wait to be sure the situation is resolved before leaving.
- If a client becomes agitated in a session and de-escalation techniques are not successful, the staff person should reach out for assistance. Depending upon the risk and severity of the situation, staff members should:
    - Excuse yourself from the room, and let your supervisor or coworkers know that you need assistance.

- Use the phone to contact the front desk, and ask for the red folder, which alerts staff that assistance is needed.
- Utilize the panic button, call for security or call 9-1-1.

- When leaving the building, ask for an escort to your car if you feel unsafe, even if you have to contact the police to do so.

8) **Group Based Services and Host Sites.** Family Nurturing Center provides a number of services in host locations throughout the community. While this is a value to our clients and provides options for accessible locations closer to their homes, it also reduces the control we have on the environment. Special precautions must be taken to ensure safety:

- Group facilitators should have a thorough summary on each client, including but not limited to histories of violence or risk assessment information.
- If hostility is expected due to history or a situation from a previous group, the supervisor should be notified in advance.
- All group facilitators should be familiar with the host site, including exits, evacuation routes, fire extinguishers etc.
- If there is not a person assigned to a lobby area for the entire group, then doors should be locked after an agreed upon and communicated time (i.e., 10 minutes following the start of group) to prevent individuals from coming into the building and being unsupervised.
- Group facilitators should have a cell phone available, or know who in the room has one.
- Purses/valuables should be locked in your trunk prior to arriving, and/or locked in a secure area in the host site.
- At the end of services, staff must be certain that all clients exit the building.
- Following processing, staff should walk together to their cars.

9) **De-Escalating Hostile Clients.** You may have the ability to reduce the risk of violence by your response. While there is no step by step formula for de-escalating an angry client, you do have tools that may help. You should utilize your professional skills, judgment and intuition, as well as the support of supervisors, when responding to hostile clients.

- Pay attention to verbal and nonverbal cues that indicate escalation. Don't wait until a client is hostile if at all possible. Intervene early to de-escalate.
- Remain calm. Lower your voice. Regulate your breathing. It's likely that the client will mimic some of your responses.
- Try altering the environment. Suggest that the two of you talk with a supervisor who can help; offer a drink or invite the person to go to a quieter space.
- Separate clients from one another if possible, especially children.

- Offer an apology. Even if you did nothing wrong, it can ease the situation. You can use language such as "I'm sorry you feel that way; I'm sorry you had to go through that; I'm sorry that happened to you."
- Help the client talk out angry feelings, and respond using your active listening skills to let the client know you understand.
- Avoid correcting, confronting, arguing, blaming and judging. Demonstrate respect in your language and tone of voice.
- Never touch the client or invade their physical space. Individuals prone to violence need more space in order to feel comfortable.
- Use care with eye contact. Direct eye contact may be perceived as hostile and could further escalate the situation.
- Encourage problem solving and explore choices.
- Set limits carefully. Hostile individuals may need a sense of structure and order, but if you are condescending or threatening, it could increase feelings of powerlessness. Use respectful language, open body language and appropriate tone of voice to let the client know about choices and consequences.
- If you believe that you cannot successfully de-escalate the situation, exiting is the best choice. Let the client know that his/her issue is important, and you want to get a supervisor for help, excuse yourself to get a phone number of someone who can help, or tell the client you need more information.
- Allow the client to leave with dignity at any time. Make sure the exit is clear and that the client knows he/she can leave the premises.

10) **Dangerous Persons or Situations.**

a) Unauthorized Intrusion. The first line of defense against an unauthorized individual in the building is an inquiring employee. Being more aware and knowledgeable of the people in the building can prevent an intrusion from progressing into a more dangerous situation.

- Anyone who discovers an intruder and determines that they may have criminal intentions should immediately call 911, then notify their supervisor who will contact the facility administrator or building manager.
- If confronted by the intruder, ask what they want and try to get them to leave. If the intruder threatens you or others with violence, do as they say and resist only if you or others are faced with an imminent act of violence.
- Try to make mental notations of the intruder's physical appearance as well as his/her mental condition and examine the suspect identification chart.
- Remember – DO NOT Play Hero! Only resist if your life or the life of others is in mortal danger.
- Always complete an incident report following any unauthorized intrusion.

b) **Kidnapping.** As in any intruder situation, the first line of defense against a potential kidnapping is a curious employee. Follow the procedures above for an unauthorized intrusion unless the situation has progressed past that point.

i. Notification

Suspicious Person(s). Whenever a suspicious person is noticed, notify a senior staff member immediately. Be sure to provide a complete physical description of the intruder. A census may be conducted to determine if an abduction may have occurred. If a senior staff member feels the situation warrants, contact local law enforcement.

Threats. If any threats or discussion about a specific abduction or kidnapping are overheard, notify the supervisor or program coordinator as soon as possible, and provide as much information as possible.

Abduction/Suspected Abduction

- When a staff member becomes aware of an abduction or suspected abduction, staff member in charge will be notified immediately and informed of the situation.
- The staff member in charge should notify the supervisor and senior staff administrators.
- The program administrators should immediately take a head count of clients and staff.
- Determine if a physical description of anyone unusual in the area can be obtained.
- Collect statements made by the person(s) last seen with the client/staff member before the abduction.
- Once the preliminary investigation is complete and it has been determined (by the supervisor or designee) that an abduction has occurred, notify the following:
    - All staff that will help in the search and with securing the building.
    - Local law enforcement office via 911.
    - Caseworker and/or family as appropriate.

ii. Staff Duties during a Kidnapping Alert

- The supervisor or senior staff administrator will direct all activities in conjunction with law enforcement.
- If an individual is abducted from the area:
    - Seal the area.
    - Do not allow anything to be touched.
    - Isolate the family and other clients to avoid panic.
- Maintain strict access control with special attention to media relations policy.
- Conduct a thorough search of all buildings and surrounding areas, with direction from supervisor.
- Check all parking and pick-up areas, grounds, and unlocked storage areas.
- Secure all exit doors from the outside to:
    - Keep out the media
    - Screen incoming visitors
    - Screen all parties leaving the building.
- Ask those exiting the building to provide identification.

- Inform those exiting the building that the agency is doing a routine security drill, not that there has been a kidnapping.
- Ask each person on duty to search his/her own areas and report findings back to the supervisor or the program coordinator.
- Collect the following information about the abducted student, client, or staff member:
    - Name
    - Race
    - Age
    - Gender
    - Approximate height and weight
    - Hair color and style
    - Type and color of clothing (if known)

iii. **At the End of the Crisis.** Once an abducted person has been located, or the buildings and grounds have been searched with no result, the supervisor or program coordinator, in conjunction with the Law Enforcement agency, should terminate agency wide involvement as instructed. Document the incident as follows:

- Complete an Incident Report.
- An evaluation about how the event was handled should be written by all staff and sent to the supervisor.

c) Hostage Situations. Hostage takings are public acts of control. Any violent confrontation in order to obtain some goal jeopardizes the lives of everyone involved. It is our intention that we do everything possible to reduce the risk of injury to our staff, clients, volunteers, and visitors.

A hostage taker may be a parent, spouse, or other individual who is known to staff. However, familiarity should never blind us to the real risks. There are four basic types of hostage takers:

1) *The criminal* – who may pretend to be a client in need.
2) *The aggrieved person* – who perceives a legitimate grievance.
3) *The estranged person* – who uses force to maintain a relationship.
4) *The acutely mentally ill* – many of whom have no prior diagnosis.

The local law enforcement agency maintains a trained team to handle negotiations (hostage situations). They do their best to resolve the situation in a peaceful manner, but are trained to neutralize the situation if necessary (loss of life). Upon arrival of law enforcement negotiators, the staff will comply with their directions.

i. **10 Crucial Minutes**. The first ten minutes of any hostage incident are critical to the final outcome. As it is unlikely that police officers will be present at the start of an incident, staff will be required to handle a situation until trained negotiators arrive. Lack of preparation leads to increased confusion and a higher risk of loss of life.

ii. Notification of a Hostage Situation

- Staff that become aware of a hostage incident need to immediately call the supervisor and inform her/him of the situation. If a supervisor cannot be reached, call 9-1-1.
- The supervisor needs to ensure that the following are notified:
  - The local law enforcement via 911
  - All on-duty staff
  - The caseworker and/or family as appropriate.

iii. Staff Duties during an Active Hostage Situation

- Remove all non-involved personnel and visitors from the immediate area.
- Permit no movement into the area.
- Management, principal, and/or program coordinator/director should be the only people to move clients.
- Establish an emergency command center to facilitate information exchange.
- Provide law enforcement with floor plans showing the following:
  - Ventilation ducts
  - Electrical panel boxes
  - Water supply shut-off valves
  - Telephone numbers and extensions within the area
- Maintain strict access control by keeping the area secure. Pay close attention to the media.
- If the hostage taker involved wishes to talk, the senior supervisor present will acknowledge and listen, will make no promises; and will identify himself/herself, if asked, by name and title only. Staff members have no decision-making authority in the event that demands are made. Demands are to be handled by the local law enforcement agency negotiator only. Be sure the hostage taker realizes that you are not able to make final decisions or accept deadlines.
- No orders should be accepted from the hostage taker unless life is in immediate danger prior to the arrival of authorities.
- Attempt to build rapport with the hostage taker by expressing feelings of understanding and empathy. Displaying calmness implies the hostage taker will have less control.
- Encourage the hostage taker to talk unless a violent or suicidal theme starts to develop.
- Do not lie to the hostage taker. Answer questions truthfully, but do not volunteer unnecessary information.

Critical Hostage Information

- Number of Hostages
- Physical descriptions, especially the hostage taker
- Behavior patterns
- Weapons both apparent and implied
- Any specific demand statements
- Time incident occurred
- Who is the hostage(s)

iv. If you are in a hostage situation

- Do not argue. Do as you are told and do not make suggestions.
- Be observant. You may be released and be an information source to law enforcement.
- Rest, but keep facing the hostage taker.
- Do not speak unless spoken to during the initial phase of an incident.
- Remain calm. If you become agitated, the hostage taker's emotions and actions may escalate.
- Stay out of negotiations.
- Obey the orders of the hostage taker; be unobtrusive and do not take obvious command of the group.
- If a rescue attempt is made, expect loud noise and light flashes. If an attempt is made, fall on the floor and do not move.
- In a robbery attempt, give the assailant what she/he demands.

v. If you are not directly involved in a hostage situation

- Do not communicate any information or make any statements about the hostage situation to family, friends, or the media.
- All media inquiries should be directed to local law enforcement and/or Executive Director.

vi. Ending the Crisis

- The crisis will be over only at the direction of the on-scene law enforcement agency.
- A medical assessment (visit to a Hospital Emergency Department) should be performed on all who sustained an injury or who were taken hostage.
- Once the crisis is terminated, the supervisor or coordinator will notify all staff. The supervisor should complete an Incident Report.
- A written critique by those involved in the incident should be provided to the supervisor within three working days of the incident.
- The supervisor should arrange for Critical Incident Stress Debriefing (CISD) sessions for all those involved.
- All media inquiries should be directed to the Executive Director.

This manual was completed with the help of several generous organizations who willingly shared their policies and materials. Our thanks to:

- **Brighton Center**
- **Catholic Charities of Covington**
- **Catholic Charities of Fort Wayne-South Bend**

- Children's Home of Northern Kentucky
- Women's Crisis Center

Materials were used as resources, adapted as appropriate and at times excerpted in their entirety with permission. Our thanks to these organizations and community leaders for their generosity and spirit of collaboration.

IMPORTANT NUMBERS

Emergency police, fire or ambulance	9-1-1
Non-emergency police dispatch	
Florence	859-647-5420
Cincinnati/District I	513-765-1212
	513-352-3505
Non-emergency Cincinnati fire	513-352-6220
Poison Control	513-636-5111
	800-222-1222
Department of Health	
Florence	859-357-7200
Cincinnati	513-363-2060
Holiday Park Building Management	513-381-8128

E. Weather Emergencies

Employees who learn of a weather emergency should take appropriate precautions for the safety of clients and staff. Employees should turn on the radio or tv, or check from a smart phone if available, to keep updated on the latest conditions and be prepared to act accordingly.

Weather	Response	Remember
Tornado, Severe Thunderstorm or Hurricane Watch	Stay tuned to radio or TV; stay in contact with your supervisor is he/she is at another location.	Changes can occur quickly, so be prepared to respond. Gather the emergency kit and other needed materials, including client list if applicable, to take with you in the event of worsening conditions.
Tornado, Severe Thunderstorm or Hurricane Warning	• Alert other employees and clients through the all-call system. • Employees and clients should assemble in a prearranged safe area: Florence: Supply room Cincinnati: 2nd floor lobby near elevators • If time does not permit you to go to the safe area, stay together and immediately go to the next safest area: interior spaces furthest way from doors and windows; underneath heavy pieces of furniture. • Keep a radio with you, or bring a smart phone if available. • Take emergency pack that includes a flashlight, batteries and water.	• Assist clients in going to the secure area. • Keep clients calm and together. If parents and children need to be separated for safety reasons, be sure and reassure parents of the children's safety. • Turn off lights and utilities if possible. • Close file cabinets and secure records. • Clients and staff should not leave the safe area until the National Weather Service has cancelled the warning.

APPENDIX

I. BUILDING EVACUATION

Location	Captain/Alternate	Possible Exits	Meeting Place	Remember:
8275 Ewing Blvd., Florence KY 41042	Operations Director Administrative Asst.	• Front Door/Main Entrance • Side Door • Back door • If exits are blocked with smoke/fire, break a window.	Corner of Ewing and Route 18, Opposite side of the street	• Call 9-1-1, or if phone is unavailable, use panic button. • Use the all call button to notify all building occupants of the emergency. • Look to posted evacuation routes. • Assist clients with evacuation, especially of small children. • If possible, close file cabinet drawers to secure records. • Take staff and visitor sign in sheets to account for the safe evacuation of all individuals in the building. • If possible, close internal doors & turn out lights when leaving.
801 W. 8th Street, Building A, Suite 200 Cincinnati OH	Visits Operations Coordinator Visits Clinical Coordinator HOPE Coordinator	DO NOT USE ELEVATORS. Use stairs to exit through the biological parent entrance. If stairs are block with smoke/fire, break a window.	White Castle	• Call 9-1-1, or if phone is unavailable, use panic button. • Use the all call button to notify all building occupants of the emergency. • Look to posted evacuation routes. • Help maintain calm • Parents and children should be evacuated using the same routes. BE SURE AND ACCOUNT FOR ALL CLIENTS IN THE BUILDING. Facilitators are responsible for knowing all family members in their visit and must assist them in leaving the building. Staff members not engaged in direct service should assist other staff in evacuating clients, especially small children. • If possible, close file cabinet drawers to secure records. • Take schedule and/or sign in sheet to help account for the safe evacuation of all clients. • If possible, close internal doors & turn out lights when leaving.

APPENDIX C

JFS-R-1213-09-8032

Certification of In-Kind Requirement

Date: June 16, 2012

Submitted By: Mark Miller, Hamilton County Comptroller

CSEA: Hamilton County

The Hamilton County CSEA has reviewed the attached section of OMB circular A-110 (A87) that defines third party in-kind contribution. Since our agency is submitting an application in response to ODJFS' RFGA for access/visitation, we are certifying that the in-kind contribution meets the necessary criteria as demonstrated in A-110 (A87).

The in-kind contribution, which must be at least a 10% match, is categorized as:

_____ Cash

_____ Real Property

_____ Equipment Supplied

_____ Expendable property

__X___Goods and Services

The total value of the in-kind contribution during EACH YEAR of the project is $4,500. A description of the in-kind contribution is: The equivalent time spent by a full time child support FTE tracking and documenting child support program outcomes for access and visitation program participants, such as, the amount a frequency of child support payments made by program participants three months before the service is provided and three months after the service is provided. The CSEA FTE will be the primary point of contact for entering referral information into the Local Service Provider Work Sheet. Referrals will come from the court of domestic relations, juvenile court, and the administrative hearing unit.

Emergency Quick Reference Guide

Staff Responsibilities

In an emergency, staff is responsible for the supervision of clients in their care and shall remain with clients until directed otherwise. They shall:

- Take steps deemed necessary to ensure the safety of clients, staff, and other individuals in the implementation of emergency procedures.
- Direct children in their charge according to established emergency procedures (to pre-designated area, severe weather safe area, etc.)
- Render first aid if necessary.
- If possible, takes sign in sheets or client lists with you.
- Verify that all clients and staff are accounted for in the designated area.
- Report missing individuals to Supervisor or police.
- Assist as directed by the supervisor, management team member or emergency personnel.

Universal Emergency Procedures

Universal Emergency Procedures are standard, clear directives that may be implemented across a variety of emergency situations. The Supervisor, or designee, will activate appropriate emergency procedures based on the situation. There are six basic procedures that can be utilized in responding to various emergencies. Each is outlined below:

Evacuation (For use when conditions outside are safer than inside)

When announcement or alarms are sounded:

Remain calm

- Take the closest and safest way out as posted (use secondary route if primary route is blocked or hazardous)
- If possible take the sign in sheets/client lists for accounting of individuals in the facility.
- Attend to those needing special assistance first.
- Do not stop for client/staff belongings
- Go to designated assembly area.
- Check for injuries that require medical attention.
- Take attendance; report any missing clients or staff.
- Wait for further instructions.

Reverse Evacuation (For use when conditions inside are safer than outside)

When the announcement is made:

Remain calm

- Move clients and staff inside as quickly as possible.
- Take the emergency kit with you to the designated area.
- Attend to those needing special assistance first.
- If possible take the sign in sheets/client lists for accounting of individuals in the facility.
- Report to assigned area.
- Check for injuries.
- Take attendance; report any missing clients or staff.
- Wait for further instructions.

Severe Weather Safe Area (For use in severe weather emergencies)

When announcement or alarm are sounded:

Remain calm

- Take the closest, safest route to shelter in designated safe areas (use secondary route if primary route is blocked or dangerous)
- Take the emergency kit with you to the designated area.
- Attend to those needing special assistance first.
- If possible take the sign in sheets/client lists for accounting of individuals in the facility.
- Take attendance; report any missing clients or staff.
- Do not stop for client/staff belongings.
- Wait for further instructions.

Shelter in Place (For use in external gas or chemical release)

When the announcement is made:

- Clients and staff should be directed to a safe, interior area
- Attend to those needing special assistance first.
- Close and tape all windows and doors and seal the gap between bottom of the door and the floor (external gas/chemical release)
- Take attendance; Supervisor any missing clients or staff.
- Do not allow anyone to leave the shelter.
- Stay away from all doors and windows.
- Wait for further instructions.

Lockdown (For use to protect building occupants from potential dangers in the building)

When announcement is made:

- Clients and staff should be directed to a safe area.
- If person comes into the building with a gun of some type do an all page saying "Bring the red file." This will alert staff that there is danger in the building)
- Close and lock all windows and doors and do not leave for any reason.
- Cover and stay away from all doors and windows and move clients and staff to interior walls.
- BE QUIET!
- Wait for further instructions.

Drop, Cover and Hold (For use in earthquake or other imminent danger to building or immediate surroundings)

When the command "Drop" is made:

- DROP – to the floor, take cover under a nearby desk or table and face away from the windows.
- COVER – your eyes by leaning your face against your arms.
- HOLD – on to the table or desk legs, and maintain present location/position.
- Attend to those needing special assistance first.
- Wait for further instructions.

Family Nurturing Center®

Sub Grantee Agreement

June 13, 2012

Mr. Michael Patton, Section Chief
Hamilton County Job and Family Services
Child Support Enforcement Agency
222 E. Central Parkway
Cincinnati, OH 45202

Dear Mr. Patton:

Please let this letter serve as a sub-grantee agreement for access and visitation services. Per the grant requirements, please note the following:

A. Agency Information:

Name:	Family Nurturing Center
Legal Status:	501 (c) (3) organization
Tax ID:	31-1011326
Primary Address:	8275 Ewing Boulevard, Florence, KY 41042
Service Delivery Address:	801 W. 8th Street, Building A, Suite 200, Cincinnati OH 45202

B. Contact Information/Authorized Person to Sign Contracts:

Name:	Jane Herms
Title:	Executive Director
Phone:	859-525-3200 ext. 212
Fax:	859-525-3209
Email:	jane.herms@familynurture.org

C. Description of Work:
Per the attached grant application, Family Nurturing Center will provide supervised visitation, monitored exchange and parenting services during the funded fiscal years.

D. Work Commitment:
Family Nurturing Center agrees to complete all work as described in the proposal if Hamilton County JFS/CSEA is selected for funding.

E. Statement of Understanding
Family Nurturing Center has read the Access and Visitation RFGA, fully understands the requirements and scope of work and agrees to all requirements specified in the RFGA and the proposal submitted by Hamilton County JFS/CSEA.

We look forward to working with you, and wish you the best of luck in obtaining funding for this much needed service.

Sincerely,

Jane O'Herms

Jane Herms, Executive Director

Board of Directors
Officers
Trustees
Advisory Board
Chair Emeritus
Mark Gooley, Emeritus
Cooley Chiropractic
Kathy Collins, Emeritus
Fifth Third Bank
Duane DeGroft
RE/MAX Affiliates
Victoria S. Fields, Emeritus
Angela Gates
DBL Law
Nancy Grayson, Emeritus
Gary Hudson
Hudson Hadye
Gary Jennings
Meunier Chilton & Medler LLP
Tony Johnston
Key Bank
Steve Kimball, Emeritus
Emerson Design, LLC
Laura Kroeger
Gateway Community and Technical College
Lee Laney
Laney Financial
Kathrine Nero Dills
WCPO-TV
Chris Pieper
Merrill Lynch
Laura Pleiman
Boone County Human Services
Thomas A. Prewitt, Emeritus
Graydon Head
John Rayburn
General Cable
Rob Sanders
Commonwealth's Attorney
Larry Savage, Emeritus
Humana
Tom Steenburg
Merchants Bank
Jan Tate
Tecate

Nurture Me, Watch Me Grow

Main Office
8275 Ewing Blvd
Florence, KY 41042
Phone: (859) 525-3200
Fax: (859) 525-3300

www.familynurture.org

Facilitated Visitation and HOPE Programs
801 W. 8th Street, Bldg. A
Cincinnati, OH 45203
Phone: (513) 381-1555
Fax: (513) 381-0650

Hamilton County Court of Common Pleas
Division of Domestic Relations
800 Broadway
Cincinnati, Ohio 45202

(513) 946-9000

June 13, 2012

Office of Contracts & Acquisitions
Ohio Department of Job and Family Services
30 East Broad Street, 31st Floor
Columbus, OH 43215-3414

Dear Sir/Madam:

The Hamilton County Department of Job and Family Service-Child Support Enforcement Agency Division is in the process of submitting an application for an Access/Visitation grant from the Ohio Department of Job and Family Services. On behalf of the Court of Domestic Relations and Court of Common Pleas, Juvenile Division, we, the below named judges, fully support Hamilton County CSEA's proposal for seeking access/visitation funds for the operation of a supervised visitation and neutral drop-off/pick-up points for visitation program in Hamilton County.

Studies have clearly shown that children benefit by having strong parental relationships with both of their parents. Conversely, there is a strong correlation between non-custodial parents' willingness to financially support their children when they have access to and visitation with their children. In order to improve and enhance strong parent-child relationships, there is often a need to begin access through a neutral drop-off and pick-up points between the parties along with a supervised visitation program. This often leads to stronger parental relationships and parenting by the parties.

The proposal that Hamilton County CSEA has set forth in their grant application will provide needed services to the residents of Hamilton County. The vendor selected to be involved in this program, the Family Nurturing Center, has a long history in successfully providing and operating supervised visitation, neutral drop-of/pick-up, and education programs related to strengthening parenting in the tri-state area. Both Courts, the Court of Domestic Relations and the Juvenile Court, have pledged to work with the CSEA in this endeavor and to refer appropriate cases to the program.

Sincerely,

Court of Domestic Relations:

Judge Susan Laker Tolbert

Judge Elizabeth B. Mattingly

Judge Jon Sieve

Juvenile Court:

Judge John M. Williams

Judge Tracie M. Hunter

Board of Directors

Jane Herms
Executive Director

Carol Lapin
Director of Prevention Services

Debra Martin
Director of Finance

Tracy Fuchs
Director of Development

Julie Ellison
Director of Outreach

Jennifer Jorgenson
Director of Treatment Services

Bobbie Webster
Director of Operations

Janie Lunsford
Administrative Assistant

Nurturing Parenting Program

Carolyn Eickhoff
Prevention Services Assistant

Group Facilitators

Protect and Comfort Infants Program

Dorothea Becker
Prevention and Education Specialist

Kids on the Block Program

Jessica Graff
KOB Coordinator

Wendy McSwain Ryan
KOB Puppeteer

Every Parents Library

Stewards of Children

Group Facilitators/Trainers

Child Abuse Treatment Services

Tic Toc Facilitators

Tabetha Marsh
Child Abuse Treatment Specialist II

Lenora Johnson
Child Abuse Specialist I

Facilitated Visitation Services

Stephanie Ganns
Clinical Coordinator

Terri Shelton
Daily Operations Coordinator

Sylvia Smith, Office Manager

Visitation Facilitators:
Alyssa Barth
Karen Black
Kaitlin Cannava
Sheena Deering
Diane Fernandez
Cathy Fogelson
Michelle Fowkes
Trisha Frazier
Kerry Garvin
Christine Graham
Autumn Jadwin
Rose Koehler
Amy McCulley
Raegen Neff
Nicole Perkins
Malita Sanderfer
Jessica Schneider
Dawn Shannon
Jennifer Vandenbemden
Zach Vargo

Case Aides:
Tyler Haverly
Mary Heights
Debbie Hutchinson
Aline Rose
Christine Wrobleski

Helping Others Parent Effectively (HOPE) Program

Kerry Kane Miller
HOPE Coordinator

Vacant
Therapeutic Parent Coach

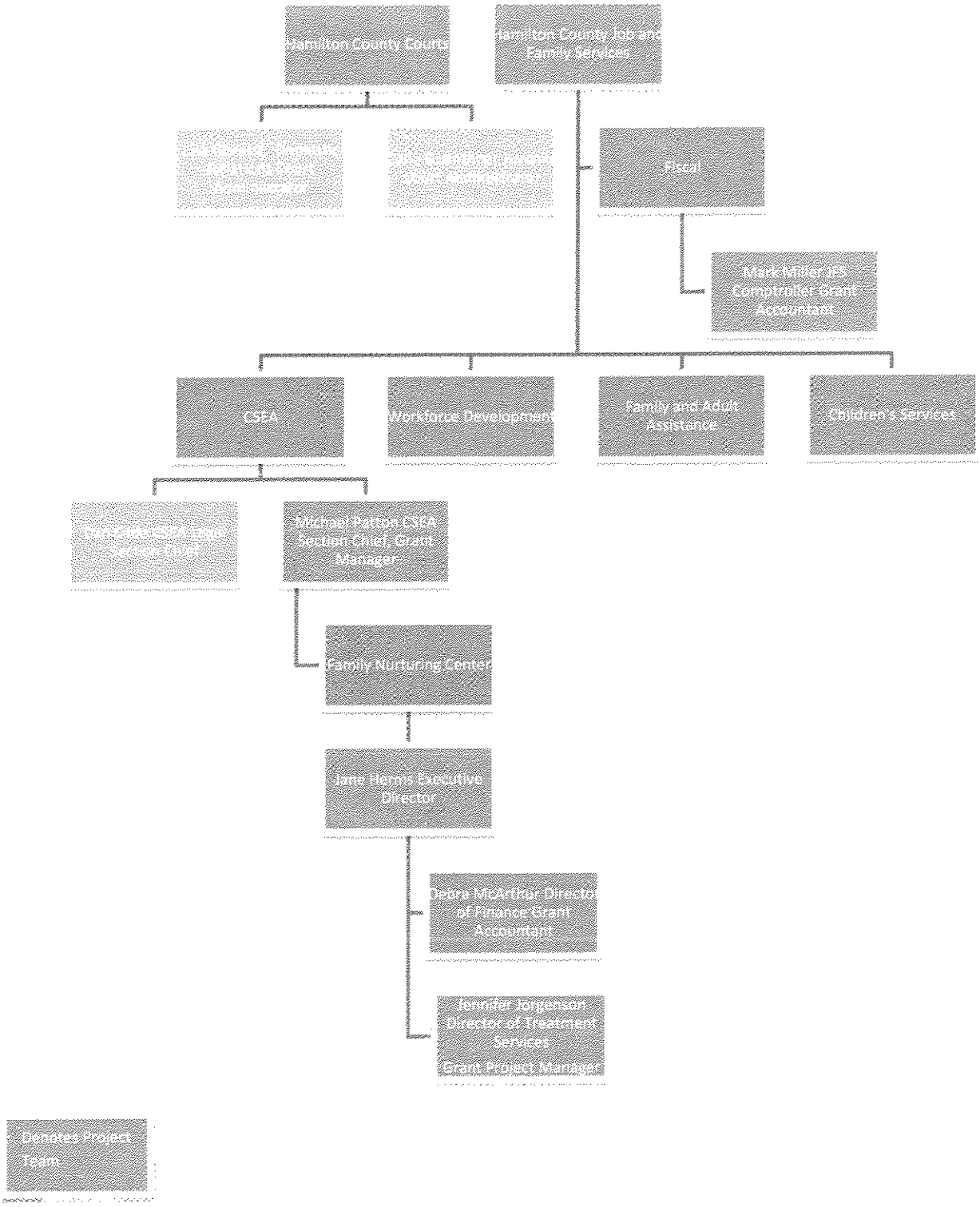
Karis Hawkins
Nurturing Parent Coach

Proposed
Group Services Coordinator

Amy Trostle
Office Assistant

Group Facilitators

Family Nurturing Center
Organizational Chart


Hamilton County Courts
Hamilton County Job and Family Services
Fiscal
Mark Miller PS Comptroller Grant Accountant
CSEA
Workforce Development
Family and Adult Assistance
Children's Services
Michael Patton CSEA Section Chief, Grant Manager
Family Nurturing Center
Jane Herrs Executive Director
Debra McArthur Director of Finance Grant Accountant
Jennifer Jorgenson Director of Treatment Services Grant Project Manager
Denotes Project Team

ATTACHMENT C
RFGA#: JFS-R-1213-09-8032
Grant Application Score Sheet

454
+10
464

Applicant: Hamilton County

PHASE I: Initial Qualifying Criteria

The application must meet all of the following Phase I application acceptance criteria in order to be considered for further evaluation. Any application receiving a "no" response to any of the following qualifying criteria **shall be disqualified from consideration**.

ITEM	APPLICATION ACCEPTANCE CRITERIA	RFGA Section Reference	YES	NO
1.	The applicant included at least one of the four program components: Court-ordered or voluntary mediation; Neutral drop-off and pick-up; Supervised visitation; Parenting class.	Sec., 2.1, 1	X	
2.	The applicant clearly defined how the agency will ensure the safety of program participants while services are being provided.	2.1, 2	X	
3	The application was submitted to ODJFS by the local CSEA and is identified as the lead agency.	Sec., 2.1, 3	X	
4	The applicant has included written policies and procedures for the required minimum security measures.	Sec., 3.1	X	
5	Was the application received at the specified location by the deadline as specified in the RFP?	1.6 2.1, 4 5.1	X	
6	The applications must explain any existing or pending county partnerships with private or other public agencies which will be involved in any facet of the proposed program. The roles and responsibilities of the various partners in the proposed activities must be clearly described.	2.1	X	

PHASE II: Criteria for Scoring of Technical Application

Qualifying technical applications will be collectively scored by an Application Review Team (ART) appointed by ODJFS, Office of Child Support. For each of the evaluation criteria given in the following score sheet, reviewers will collectively judge whether the technical application exceeds, meets, partially meets or does not meet the requirements expressed in the RFGA, and assign the appropriate point value, as follows:

0	6	8	10
Does Not Meet Requirement	Partially Meets Requirement	Meets Requirement	Exceeds Requirements

A technical application total PHASE II score will be the sum of the point value for all the evaluation criteria. The review team will collectively score each individual qualifying application. Technical applications which do not meet or exceed a total score of at least **432 points** (indicating an application that demonstrates adequate ability to perform contractual duties) out of a maximum of **513 points** will be disqualified from further consideration. Only those applicants whose technical applications meet or exceed the minimum required technical points will advance for consideration for the award of the grant.

ITEM #	EVALUATION CRITERIA	Weight	RFGA SEC. REF.	Doesn't Meet 0	Partially Meets 6	Meets 8	Exceeds 10
APPLICANT QUALIFICATIONS							
1	The applicant has described the partnerships' roles and functions (for the CSEA and each individual partner organization), which includes facts such as the project roles of each organization, which partner will provide services, whether the partner organizations have collaborated with the CSEA on this or similar projects in the past, how project implementation will be staffed, and how those staff members qualify to meet the RFGA objectives	3	Sec. 2.2				30

ITEM #	EVALUATION CRITERIA	Weight	RFGA SEC. REF.	Doesn't Meet 0	Partially Meets 6	Meets 8	Exceeds 10
	ORGANIIZATIONAL EXPERIENCE AND CAPABILITIES						
2	The applicant has described the organizational background of the Direct Services Provider. Provide such information as the size of the agency, its history in that or other geographic areas, its charter, its length of time providing access/visitation or related services, its administrative structure, etc.	1	Sec. 2.2, A., 1.			8	
3	The applicant has provided a narrative description of the Direct Services Provider's history and credential in providing access/visitation services or other human services involving supervised intervention, dispute resolution, parenting instruction, or other similar project goals.	1	Sec. 2.2, A., 2.			8	
4	The applicant has provided a organizational chart (including any sub-grantees) and specify the key management and administrative personnel who will be assigned to this project. NOTE: Applicant must have someone with an accounting degree or accounting experience with federal grants devoted to this project.	3	Sec., 3.2, D			24	
	KEY STAFF EXPERIENCE AND CAPABILITIES						
5	The applicant has identified, by position and by name, those staff they consider key to the project's success (at minimum, key staff identified must include the direct service provider's project manager and/or a project lead/ program manager at the CSEA).	3	Sec. 2.2, B., 1.			24	
6	The applicant has included resume(s)/CV of key staff expected to work on the project.	1	Sec. 2.2, B., 2.			8	
7	The applicant has assigned staff to teach parenting classes must be degreed in education or a related field, and must demonstrate experience in designing and/or presenting adult educational programs such as parenting classes. Mediators must possess a related certification, license or degree.	1	Sec. 2.2, B., 3.			8	
8	The staff accountant must have an accounting degree or accounting experience with federal grants.	1	Sec. 2.2. B., 4				10
	OBJECTIVES OF PROJECT WORK						
9	The applicant has provided a security plan with written policies and procedures which describe how security equipment will be used to monitor program participants.	3	Sec. 3.1, A, B and C				30
10	The applicant has described the key goals and objectives of the project activity providing a comprehensive and detailed description of each outcome to be achieved within each component of the program indicating the type of change targeted.	3	Sec. 3.1, D			24	
11	The applicant provided a comprehensive and detailed description of each component of the activities that will be furnished to the target population(s) that is, for mediation services, a description of who will provide services, defines the partnerships, etc.: for neutral drop-off and pick-up services, a description of who will operate the site. Where the site will be located, what type of security will be provided, etc.: for supervised visitation services, a description of who will operate the program site, where it will be located, what type of security will be provided etc.: for parenting classes, a description of who will teach the class, where classes will be offered, range of topics, etc.	3	Sec., 3.1, E			24	
12	The applicant has described in detail the target populations that include: information about the type and number of individuals being served or potentially to be served. Are the participants married, separated, divorced, or never married?	2	Sec., 3.1 F			16	
13	The applicant describes the geographic location of the participants that are being served; urban or rural and does the participant have a child support order.	2	Sec., 3.1, F			16	

ITEM #	EVALUATION CRITERIA	Weight	RFGA SEC. REF.	Doesn't Meet 0	Partially Meets 6	Meets 8	Exceeds 10
14	The applicant provided a time line for each component of the program displayed by SFY focusing on which individual activities will be performed and/or services provided and their expected duration.	2	Sec., 3.1, G			16	
15	The applicant provided a comprehensive and detailed description of the roles and duties of any partners who will participate in the program, including; a description of the manner in which these partnerships will be established (by contract, cooperative agreement, etc.).	2	Sec., 3.1, H				20
16	The applicant described in detail the manner of payment, if any, to the listed partners.	2	Sec., 3.1, H				20
17	The applicant has established a status-reporting procedure for reporting work completed and resolution of unanticipated problems.	2	Sec., 3.1, I			16	
18	The applicant has provided a detailed description on how specific data on each component of the program(s) will be collected, maintained and reported quarterly to ODJFS.	2	Sec., 3.1, J			16	
19	The applicant has identified and described the technical approach and work plan of the proposed programs deliverables/activities that are to be implemented and discussed in detail how those deliverables will be accomplished.	3	Sec., 3.1, K			24	
20	The applicant has provided a narrative clearly describing when an access and visitation service is terminated and described the procedures that will be taken to terminate a participant from the program who no longer uses any of the access/visitation services.	1	Sec., 3.1, L			8	
21	The applicant has provided a narrative describing how they plan to measure parenting times as it relates to implementing access and visitation services that include methods and tools to be used to measure if the non-custodial parenting time has increased.	3	Sec., 3.1, M			24	
22	The applicant provided a narrative that describes in detail how the applicant will obtain additional financial resources, or already has obtained additional funding from the local community.	3	Sec., 3.1, N			24	
23	The applicant has provided a narrative detailing how child support collections will be tracked and recorded for all noncustodial parents who are ordered to pay child support, and participate in the access/visitation program.	2	Sec., 3.1, O			16	
24	The applicant has provided an explanation for the process that will be used to obtain the amount of child support obligation due and the amount collected three months prior to the noncustodial parent beginning the access/visitation program, and the child support obligation due and the amount collected three months after the noncustodial parent leaves the program.	2	Sec., 3.1, O			16	
25	The applicant has provided a budget summary for the access/visitation services proposed, which is for a minimum of $45,000 per year and clearly indicates a minimum of 10% cash or in-kind match.	3	Sec., 3.1, p			24	
Column Subtotal of "Does Not Meet" points							
Column Subtotal of "Partially Meets" points							
Column Subtotal of "Meets" points							
Column Subtotal of "Exceeds" points							
GRAND TOTAL SCORE							

Based upon the Grand Total Technical Score earned, does the application proceed for consideration for award of the grant? (Applicant's Grand Total Technical Score must be at least 432 points.)

Yes _____ No _____ (If "No," the application will **not** be considered for award of the grant.)

If yes, has the applicant provided evidence of focusing on or including mediation or parenting education? If there is not this focus, the application advances for consideration but the final technical score remains unchanged. If there is a focus on mediation or parenting education, the applicant's technical score is increased by ten (10) points for consideration.

PHASE II B.—Additional Consideration for focusing on or including mediation or parenting education?	Sec. 3.1	**NO** – Phase II A technical score unchanged	**YES** - Phase II A technical score plus 10 pts.
Has the applicant provided evidence of focusing on or including mediation or parenting education?			10
GRAND TOTAL SCORE [Phase II A. + Phase II B. score]:			

Hamilton County Date 2-12-11

1. exceeds - very well detailed
2. meets
3. meets
4. meets
5. meets
6. meets
7. meets
8. exceeds - extensive experience
9. exceeds - very detailed
10. meets
11. meets
12. meets
13. meets
14. meets
15. exceeds - very detailed
16. exceeds - very clear and detailed
17. meets
18. meets
19. meets
20. meets
21. meets
22. meets
23. meets
24. meets