



Inventory of Services for Victims of Power-Based Violence in Montgomery County

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OLO Report 2022-6: Inventory of Services to Victims of Power-Based Violence in Montgomery County

Executive Summary

The Montgomery County Family Justice Center (FJC) serves as a one-stop service center for victims of domestic violence. The FJC would like to expand into a Center that addresses all types of power-based violence (domestic violence, child abuse, trafficking, sexual assault, and elder abuse), not solely domestic violence. This report responds to a Council request to complete an inventory of victim services available in the County for victims of all power-based violence to serve as background for discussion about this possible expansion.

Inventory (Next Page). OLO compiled this inventory from various sources: Family Justice Center Partners; organizations mentioned during meetings conducted for this report; and organizations identified in the Maryland Charitable Database or the Montgomery County Volunteer Center.

It is important to note OLO tried to identify organizations that stated they provide services to victims of power-based violence. Some of these organizations provide services exclusively to this population, while others OLO identified provide services to larger populations, but do specifically mention victims of power-based violence as part of the larger population. OLO acknowledges there are also many organizations in the County that provide services to victims of power-based violence but do not specialize in serving this population, such as Gaithersburg HELP, EveryMind or Florence Crittenton. OLO did not include these organizations in the inventory.

Feedback on Expansion. Montgomery County Family Justice Center government and non-profit partners believe that when the FJC opened in 2009, it was on the cutting-edge of best practices and was a model for best practices. However, the Center continues to only serve victims of domestic violence and their families and is therefore no longer aligned with current practices and would therefore like to expand services to all victims of power-based violence.

Stakeholders that provide services to victims of power-based violence support the expansion of the Family Justice Center and agree that having a comprehensive center to serve all victims of power-based violence would be beneficial to clients and more efficient for staff. Departments currently on-site at the FJC report there is a significant amount of collaboration and communication between them onsite and with departments that provide services but are not on-site. However, there are concerns about varying approaches to service delivery, logistics and client comfort among stakeholders including (1) reconciliation of approaches to services by various partners; (2) clients not being comfortable in facilities where public safety has a presence; and (3) confidentiality and safety issues for clients.

Discussion Issue. The Council should discuss with County government and nonprofit stakeholders the expansion of the Family Justice Center to include services for victims of all power-based violence. If the Council determines that expanding the FJC should be a goal of the County, OLO recommends the Council engage in detailed discussions with relevant County Government staff and non-profit partners to discuss the planning and implementation concerns of such a center, including location, financial and staffing issues.

Inventory of Services for Victims of Power-Based Violence in Montgomery County

County Services

Co-located at the FJC

Family Justice Center – Sheriff’s Office
 Domestic Violence Unit – Sheriff’s Office
 Special Victims Investigation Division – Domestic
 Violence/Elder Vulnerable Adult Abuse - MCPD
 Special Victims’ Division - State’s Attorney’s Office

Not Co-located at the FJC

Behavioral Health and Crisis Services – DHHS
 Adult Protective Services – DHHS Aging and Disability Services
 Child Welfare Services- DHHS Children, Youth and Families
 Child Physical and Sexual Assault – MCPD

Family Justice Center Partners

On Site at the Family Justice Center

Career Catchers
 Catholic Charities
 API DV Resource Project
 DVS Legal Services
 House of Ruth
 Jewish Coalition Against Domestic Abuse

Identified as Partner in Family Justice Center Annual Report

Anchor Fund
 Ayuda
 Chesapeake Counseling
 Court Watch Montgomery
 Elder Safe, Charles E. Smith Life Communities
 Gilchrist Immigrant Resource Center
 Korean Community Services
 Montgomery County Family Justice Center Foundation
 Pro Bono Counseling Services
 Women who Care Ministries

Organizations Mentioned in Meetings

Helping Hands
 National Center for Children and Families
 (NCCF)/Greentree Shelter/Betty’s House
 Stepping Stones
 Opening New Doors
 Sheppard Pratt/Betty Ann Krahne Center

CASA de Maryland
 Legal Aid
 Sexual Assault Legal Institute (SALI) of MCASA (Maryland Coalition
 Against Sexual Assault)
 Child Justice
 American Sewing Guild

Organizations Identified in the Maryland Charitable Database or the Montgomery County Volunteer Center

African Women Council
 Akbar Foundation, Inc.
 Maryland Coalition Against Sexual Assault
 Ashiyanaa
 Boys and Girls Clubs Group Homes and Shelters, Inc.
 Childsavers, Inc.
 Court Appointed Special Advocate Program (CASA) of
 Montgomery County (Voices Children Montgomery)
 Haven of Safety and Unconditional Love, Inc.
 Hearts and Homes for Youth, Inc.
 Interfaith Community Against Domestic Violence
 Jael Women of Purpose, Inc.
 Chip In Foundation
 National Association for Children of Alcoholics
 Secure the Call
 Victims In Need, Inc.

JAFAl Support Foundation
 4Montgomery’s Kids
 We Refuse Abuse
 Action Faith Outreach
 Soroptimist International of Upper Mont. County
 Celestial Manna
 Comfort Cases
 Karuna Charities Washington, Inc.
 Legal Resource Center on Violence Against Women, Inc.
 Metropolitan Center for Assault Prevention, Inc.
 OverComer Corporation
 Safe SEAT in the Moonlight
 SAFE, Inc.
 Soda Fund, Inc.
 Towels for Tears, Inc
 Boys' and Girls' Homes Foundation and Community Services, Inc.

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INTRODUCTION

Historically and currently power-based violence has been referred by several terms including domestic violence, interpersonal violence, intimate partner violence, or even as simple as sexual assault or rape. However, experts now utilize the term power-based violence because it encompasses more types of abuse and includes more types of victims. The defining feature of power-based violence is that it is used to establish power and control over another person through fear and intimidation, often including the threat or use of violence.

Power-based violence can take several forms: physical, emotional, sexual, and economic abuse. Anyone, not just women, can be a victim of power-based violence including those in the GLBTQ communities, men, disabled persons, seniors, and children. Some specific types of power-based violence include:

- Domestic violence/partner violence is physical, sexual, or psychological harm, or threat of harm, by a current or former partner.
- Sexual violence is forcing or attempting to force a partner to take part in a sex act, sexual touching, or a non-physical sexual event (e.g., sexting) when the partner does not or cannot consent.
- Stalking is pattern of repeated, unwanted attention and contact by a partner that causes fear or concern for one's own safety or the safety of someone close to the victim.
- Trafficking involves exploiting a person for labor, services, or commercial sex.
- Child abuse/neglect/maltreatment includes physical abuse, sexual abuse, emotional abuse, and neglect of a child by a parent or other caregiver that results in harm, potential for harm, or threat of harm.
- Elder abuse is an intentional act or failure to act that causes or creates a risk of harm to an older adult including physical abuse, sexual abuse, emotional/psychological abuse, neglect or financial exploitation.

Family Justice Centers (FJCs) are multi-agency, multi-disciplinary co-located service centers that provide services to victims of various forms of power-based violence. FJCs have a centralized intake and information sharing process among partners that, at minimum, include domestic violence or sexual assault program staff, law enforcement, and a specialized prosecution unit. The Montgomery County Family Justice Center includes these three partners (along with non-profit partners) and serves domestic violence victims only. Current FJC staff would like to expand their services to include all victims of power-based violence.

This report responds to a Council request to complete an inventory of services in the County available to victims of power-based violence by both County Government and non-profit organizations. This report was commissioned to serve as a first step in the process of possible expansion of services to victims of power-based violence. The report is organized as follows:

- *Chapter 1* provides an overview of family justice centers including services provided, best practices and examples across the country;
- *Chapter 2* summarizes the services and partners of the Montgomery County Family Justice Center (FJC);
- *Chapter 3* summarizes other County Government programs that provide services to victims of power-based violence that are not directly part of the FJC;
- *Chapter 4* inventories non-profit organizations in the County that provide services to victims of power-based violence; and
- *Chapter 5* provides OLO's findings and discussion issue.

Methodology. To prepare this report, OLO conducted document reviews, data analysis, and interviews with County staff in multiple departments as well as non-profits operating in the County. OLO staff member Kristen Latham conducted this study, with assistance from Natalia Carrizosa and Karen Pecoraro. OLO received a high level of cooperation from everyone involved in this study and appreciates the information and insights shared by all who participated.

Sheriff's Office

Robert Lehman
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Smita Varia
Brian Roynestad

State's Attorney's Office

Debbie Feinstein
Christina Miles

Montgomery County Police Department

Jason Bahm
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Thomas Dufek
Kathy Estrada
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Montgomery County Department of Health and Human Services

Colleen Bokman
Laura Erstling
Dorne Hill
Kimberly Johnson
Lisa Merkin
Mario Wawrzusin

Other Organizations

Amanda Katz, JCADA
K. Kunda, Career Catchers
Resa Levy, Family Justice Center Foundation
Mariana McNeil, Career Catchers
Amy Palumbo, DVS Legal Services
Kristy Warren, Family Justice Foundation

Chapter 1. Family Justice Centers

Family justice centers (FJC) aim to provide victims of power-based violence with access to all necessary services in one location, reduce the number of times a victim must tell their story, enhance victim safety, and increase offender accountability. The federal Violence Against Women Act defines a family justice center as:

Multiagency, multidisciplinary service centers where public and private agencies assign staff members on a full time or part-time basis in order to provide services to victims of DV, sexual assault, elder abuse or human trafficking from one location in order to reduce the number of times victims must tell their story, reduce the number of places victims must go for help and increase access to services and support for victims and their children.

The resources and structures of FJCs vary across communities. However, public agencies and nonprofit partner organizations that co-locate in an FJC may include:¹

- Community-based rape crisis, domestic violence, and human trafficking advocates;
- Law enforcement personnel;
- Medical personnel;
- District attorneys and city attorneys;
- Victim-witness program personnel;
- Domestic violence shelter service staff;
- Social service agency staff members;
- Child welfare agency social workers;
- County health department staff;
- City or county public assistance workers;
- Mental health professionals; and
- Civil legal service providers.

FJCs operate a centralized intake process where survivors arrive and usually go through a conversational interview with a “Navigator” or “Case Manager.” This intake provides information for the survivor on available services and determines what types of services the victim would like to access. Some FJCs also complete a risk assessment tool to evaluate the current level of danger a victim is facing and, if necessary, prepare a safety plan.²

¹ <https://www.familyjusticecenter.org/affiliated-centers/family-justice-centers-2/>

² <http://www.cocofamilyjustice.org/wp-content/uploads/2017/05/Univ-of-Oklahoma-2017-FJC-Report.pdf> and <https://vrnclearinghousefiles.blob.core.windows.net/documents/Family%20Justice%20Centers%20flyer.pdf>

Centers are designed to provide a variety of criminal justice, civil, legal, and social services for victims and their families. The following provides a summary of the most common types of services available at FJCs:³

- Medical care and examination, including on-site or off-site primary physical care, mental health counseling, and sexual assault forensic evidence collection;
- Safety Planning, including financial assessment/planning, shelter placement, transitional living assistance, education assessment and planning;
- Law enforcement and civil legal assistance services, including processing of protective orders, prosecution of offenders, victim-witness assistance, and court-based advocacy services;
- Information sharing and case management systems;
- Social services, including federal and state welfare assistance for parents and children;
- Employment assistance, including employment and career counseling and training;
- Substance abuse treatment;
- Child-related needs such as parenting classes, teen pregnancy services, supervised visitation and safe exchange programs, services for child witnesses of domestic violence, assistance for relocating children into new schools, truancy programs, youth mentoring programs; and
- Housing and transportation assistance to cover immediate needs and help with long-term housing solutions.

Survivors can also return to FJCs multiple times for follow-up visits related to legal services, counseling, job training, court support services, spiritual care support, and other types of assistance.

History.⁴ The first co-location of police officers, prosecutors, community-based advocates, government-based advocates, civil legal service providers, and child trauma therapists for victims of intimate partner violence occurred in San Diego, California in 1989. In 2002, this multi-agency model evolved into the nationally recognized San Diego Family Justice Center, a coordinated, co-location of 120 professionals from 25 agencies. The family justice model has become a best practice for providing services to victims of IPV.

In 2003, President George W Bush established the FJC Initiative to provide \$20 million through the Office of Violence Against Women to 15 communities to help establish pilot FJCs in communities across the country, using the San Diego FJC as its model. The San Diego City Attorney (the lead agency in the FJC) was asked to provide national direction and leadership to this Initiative and, as a result, created the Alliance for HOPE in 2004. The Alliance began serving as a training and technical assistance provider to Family Justice Centers and similar multi-agency Centers across the United States.

In 2005, Congress added FJCs to the federal Violence Against Women Act as a specialized purpose area designed to promote collaborative models of service delivery for victims of intimate partner violence and sexual assault – further promoting the FJC model.⁵ Congress recognized the importance of the family justice center model in Title I of the Violence Against Women Act (2005), identifying them as a “purpose area” under VAWA 2005.

Best Practices. The U.S. Department of Justice describes the establishment of a FJC itself as a best practice for providing domestic violence intervention and prevention services. Some of the outcomes have included:

³ <https://www.familyjusticecenter.org/wp-content/uploads/2017/10/The-Family-Justice-Center-Collaborative-Model-Gwinn-et-al--St.-Louis-University-Public-Law-Review-2007.pdf>

⁴ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8186750/>

⁵ <https://www.cocofamilyjustice.org/wp-content/uploads/2017/05/Univ-of-Oklahoma-2017-FJC-Report.pdf>

increased victim safety; increased autonomy for victims; reduced fear and anxiety for victims and their children; increased efficiency in collaborative services among providers; and increased prosecution of offenders.⁶

While the first FJC was established for victims of domestic violence, the founders have stated the importance of working with child advocacy, sexual assault, and elder abuse professionals. Their vision statement for the long-term use of FJCs calls for “A future where all the needs of victims are met; where children are protected; where violence fades; where batterers are held accountable; where economic justice increases; where families heal and thrive; where hope is realized and where we all work together.”⁷

Further, the Family Justice Center Alliance (FJCA) serves as the technical assistance and training provider for the United States Department of Justice for federally funded Centers. The FJCA is a clearinghouse, research center, and national affiliation organization for FJCs and other multi-agency models. In alignment with the vision of serving all victims of power-based violence, the FJCA provides resources and training for organizations to serve victims of domestic violence, sexual assault, elder abuse, child abuse, and/or human trafficking, not solely domestic violence.

Some overall best practices of the implementation of FJCs include co-location of services; the involvement of multiple stakeholder agencies; the use of a centralized intake process; and a focus on victim safety and confidentiality. Communities must determine how best to apply these principles to provide these services. Since the President’s Family Justice Center Initiative several promising best practices have emerged for family justice center, summarized below.⁸ However, as stated earlier, it is important to note that there is a need for flexibility to allow communities to tailor application of the guiding principles to their needs. The United States Department of Justice’s Office of Violence Against Women has summarized best practices for FJCs.⁹

- 1. Co-located, Multi-disciplinary Services for Victims of Family Violence and their Children Increases Safety and Support.** Partners should include law enforcement officers; prosecutors; probation officers; military advocates; community-based victim advocates; civil attorneys; medical professionals; and staff members from diverse community-based organizations.
- 2. Pro-arrest/Mandatory Arrest Policies in Family Justice Center Communities Increases Accountability for Offenders.** Each FJC community should have law enforcement and prosecutorial agencies that emphasize the importance of arrest, prosecution, and long-term accountability for domestic violence offenders.
- 3. Policies Incidental to Arrest/Enforcement Reduces Re-victimization of Victims.** Each center should have a demonstrated history of addressing common problems in communities such as dual arrest, mutual restraining orders,¹⁰ charging costs to victims for restraining orders or related services.

⁶ https://www.justice.gov/archive/ovw/docs/family_justice_center_overview_12_07.pdf

⁷ <https://www.familyjusticecenter.org/wp-content/uploads/2017/10/The-Family-Justice-Center-Collaborative-Model-Gwinn-et-al--St.-Louis-University-Public-Law-Review-2007.pdf>

⁸ <https://www.ojp.gov/pdffiles1/nij/grants/251561.pdf>

⁹ https://www.justice.gov/archive/ovw/docs/family_justice_center_overview_12_07.pdf

¹⁰ Dual arrests are domestic violence incidents in which both parties in the conflict are arrested. A mutual restraining order means that both people, both you and the abuser, would have an order against the other person that says you cannot abuse, threaten or communicate with the other person.

4. **Victim Safety/Advocacy Must Be the Highest Priority in the Family Justice Center Service Delivery Model.** Each center site should have readily identifiable processes and staffing to assess and provide for victim safety during the intervention process.
5. **Victim Confidentiality Must Be a Priority.** All FJC sites should have policies and procedures that provide for victim confidentiality to the extent required by law. No community organization should be required to compromise their own victim safety and confidentiality procedures in order to have staff on-site at an FJC. Victim information can be shared among agencies but only after informed consent procedures are implemented.
6. **Offenders Must Be Prohibited from On-site Services at Centers.** Criminal defendants should not be provided services at a family justice center. Off-site services to offenders should be central to any response to violence; but no offenders should be offered services on-site.
7. **Community History of Domestic Violence Specialization Increases the Success of Collaboration in the Family Justice Center Model.** Every center should have a history of specialization of victim safety and victim advocacy services in their community including specially trained advocates, police officers, prosecutors, judges, court support personnel, and medical professionals.
8. **Strong Support from Local Elected Officials and Other Local and State Government Policymakers Increases the Effectiveness and Sustainability of Family Justice Centers.** All FJCs should demonstrate strong local support from those in positions of authority within the community, especially to increase local support at the conclusion of federal funding.
9. **Strategic Planning is Critical to Short-term and Long-term Success in the Family Justice Center Service Delivery Model.** Center leaders should maintain a strategic planning process to ensure sustainability and development of the program and ensure funding options for future operations.
10. **Strong/Diverse Community Support Increases Resources for Victims and their Children.** Diverse community support from local government, state government, business, labor, community-based social service organizations, and faith-based organizations increases the resources available to victims and therefore increases safety and support.

The establishment of an FJC is not recommended for communities where government and community organizations have no history of collaboration and specialization in addressing family violence matters. The model is also not recommended in communities where law enforcement agencies do not prioritize thorough investigations, early intervention prosecution strategies, increased offender accountability, and heightened victim safety in partnership with community-based domestic violence organizations.¹¹

Evaluation. There is little rigorous evaluation to confirm the impact of FJCs and the relationship between specific program elements and outcomes. OLO found two multi-site evaluations of FJCs, both completed in California.¹²

¹¹ https://www.justice.gov/archive/ovw/docs/family_justice_center_overview_12_07.pdf

¹² <https://www.ojp.gov/pdffiles1/nij/grants/251561.pdf> and <https://www.familyjusticecenter.org/wp-content/uploads/2017/11/FJC-OU-Report-FINAL.pdf>

- In 2013, the California State Legislature and the Blue Shield of California Foundation evaluated eight FJCs in the state to examine the benefits of co-location of services and barriers to the effectiveness of FJCs. The authors found positive results with respect to the number of clients served and service needs met, benefits of co-location and multi-agency services, and lack of barriers to access needed services as well as promising results regarding FJCs' ability to better address offender accountability.
- In 2016, the University of Oklahoma's Center of Applied Research for Nonprofit Organizations evaluated changes in hope and well-being among survivors at seven FJCs located in California. The evaluation assessed the relationship between self-reported measures of hope and wellbeing and survivor-defined success in goal attainment using a pre-test post-test design. The study found statistically significant increases in hope, emotional well-being, and flourishing after 90 days of services in the seven California-based FJCs.

Overview of Family Justice Centers Throughout the Country. According to an NIH study, as of 2021, there are over 130 FJCs in 43 states in the USA.¹³ There has been one study looking at the landscape of FJCs throughout the Country.¹⁴ The study, conducted in 2018, reviewed the services FJCs provide, the communities they serve, and the infrastructure available to support evaluation efforts as part of an effort to develop a comprehensive and formal evaluation plan for FJCs.

The study included a scan of 87 family justice centers across the country; all met the following criteria: (1) co-located; (2) multi-agency; (3) multi-disciplinary; and (4) targeting provision of services to adult survivors of family violence. Researchers reviewed three primary sources to identify these FJCs: (1) a list of Centers known to the Hope Alliance; (2) a list of recipients of federal funding from the Office of the Violence Against Women; and (3) an intensive on-line search for Centers that provide services to adult survivors of family violence.

Of the final set of 87 Centers included in the study, 52 FJCs responded. These findings may be generalized to all centers but can provide some context to centers nationwide. Key findings are summarized in the table below.

¹³ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8186750/>

¹⁴ <https://www.ojp.gov/pdffiles1/nij/grants/251561.pdf>

Metric	Finding
Operations	
Average Years in Operation	Approximately six years
Coordinated FJC/Child Advocacy Center Model	Fourteen centers indicated that their center is part of a coordinated FJC/CAC model
Governance Structure	Seventy-five percent (75%) of centers were run by an existing city/county department or nonprofit and 19% were run by a newly formed government department or non-profit
Centralization	Most centers (87%) are centralized at a single location; six centers have satellite locations, with an average of three satellites
Primary Funding Sources	Primary source of funding is most commonly public funding (63%), followed by federal grants (57%), and donations/fundraising (53%)
Client Anonymity and Data Collection	About two-thirds (64%) of centers allow clients to opt out of providing personal information at intake and a similar number allow clients providing information to opt out of having their information entered into a database; eleven centers indicated they may limit or refuse services if clients opt out of providing intake information
Services	
On-site Services	Most common services provided on-site were safety planning and advocacy (both 100%)
Off-site Services	Most common service provided off-site was sexual assault forensic exams, followed by community outreach and education, and child protective services/child welfare services (39%, 34%, and 32%, respectively)
Referrals	Most common type of referral was for substance abuse services (77%), followed by medical services and probation/parole services (68% each)
Population Served	An average of 84% of clients served by FJCs were women and an average of 45% of clients served were white, 26% were black, and 4% were Asian

The following table provides a more detailed summary of services provided at the centers – all or almost all centers provided advocacy, safety planning and legal assistance with restraining orders.

Services Provided	ON SITE (n=44)	
	#	%
Advocacy	44	100%
Safety Planning	44	100%
Legal Assistance – Restraining Orders	40	91%
Community Outreach and Education	38	86%
Interpretation/Translation Services	38	86%
Legal Assistance – Criminal Justice Legal Assistance	36	82%
Legal Advocacy/Court Accompaniment	35	80%
Food Assistance	34	77%
Sexual Assault Services	34	77%
Transportation	33	75%
Support Groups for Adults	33	75%
Counseling for Adults	33	75%
Law Enforcement Investigation	33	75%

Summary of Selected Family Justice Centers. This section provides a brief summary of select FJCs in the United States. OLO chose these examples because (1) San Diego was the first FJC in the country; (2) Nashville is the largest FJC in the country; and (3) Harford and Prince George’s Counties FJCs are the only local centers OLO identified.

San Diego.¹⁵ San Diego’s Family Justice Center, Your Safe Place, was the first FJC in the country. It is part of the Office of the City Attorney and works with victims of domestic violence, family violence, elder abuse, sexual assault, or sex trafficking, by providing services including:

- Personal Safety Planning;
- Housing Support and Financial Security;
- Protection from Gun Violence;
- Legal and Immigration Services;
- Remote Court Assistance;
- Mental Health Counseling;
- Parenting Assistance;
- Substance Abuse;
- Forensic Examinations;
- Law Enforcement Assistance;
- Sex Trafficking-Specific Services;
- Personalized Wardrobes;
- Whole Person Wellness;
- Military Advocacy;
- Advocacy;
- Childcare;
- Clothing;
- Counseling;
- Court support;
- Deaf/hard-of-hearing assistance;
- Emergency housing;
- Food;
- Forensic documentation of injuries;
- Housing for pets;
- Internet access;
- Law enforcement/prosecution;
- Legal assistance;
- Locksmith services;
- Medical services;
- Military assistance;

¹⁵ <https://www.sandiego.gov/yoursafeplace>

- Phones;
- Restraining orders;
- Support groups;
- Safety planning;
- Spiritual support;
- Transportation; and
- Victim compensation.

On site, there are government departments including social and health services, City Attorney's Office (Child Abuse, Domestic Violence, and Elder Abuse Units), District Attorney's Office, fire, police, and probation. In addition, fifteen non-profit organizations provide services on site.

Nashville.¹⁶ Nashville's Family Safety Centers provide services to individuals who have experienced interpersonal violence, including domestic violence, sexual assault, child abuse, elder abuse, stalking, and human trafficking. The City has two centers that work together to provide supportive services. City police, various social services, juvenile courts, and district attorneys are co-located in the two Centers.

The Family Safety Center (FSC) is the largest FJC in the country and provides essential onsite and drop-in services:

- Safety Planning;
- Danger Assessment;
- Orders of Protection;
- Counseling;
- Crisis Intervention;
- Shelter/Housing Assistance;
- Emergency Food Assistance;
- Children's Services;
- Support Groups;
- Referrals to Partner Agencies;
- Address Confidentiality Assistance; and
- Domestic Violence Education.

The Jean Crowe Advocacy Center (JCAC) is the only fully court-based FJC in the country and is for clients who have cases in criminal and civil courts. Services provided to victims while waiting for court include:

- Safety Planning;
- Danger Assessment;
- Court Accompaniment;
- Crisis Intervention;
- Support Group;
- Domestic Violence Education;
- Referrals to Partner Agencies;
- Emergency Food Assistance; and
- Orders of Protection.

Both Nashville Centers have eight partners co-located in the building, along with another 18 partners that provide services through community referrals and/or part of a multi-disciplinary team.

¹⁶ <https://ofs.nashville.gov/family-safety-center/>

Prince George's County.¹⁷ The Prince George's Family Justice Center was established in 2016 as an initiative of the Circuit Court. The Center co-locates 23 government and community partners to provide services for survivors of domestic violence, sexual assault, human trafficking, elder abuse and for children who have witnessed domestic abuse. Specific services offered include:

- Basic family support;
- Legal services;
- Shelter/housing;
- Public assistance help;
- Crisis intervention and counseling;
- Trauma therapy;
- Case management;
- Court accompaniment;
- Protection Order assistance;
- Criminal investigations;
- Forensic medical exams;
- Transportation;
- Teen empowerment programs;
- Economic justice programs; and
- Referrals to community resources.

In addition to County government agencies located at the FJC, the following community groups are partners:

- Amara Legal Center;
- BTST Services;
- Catholic Charities;
- Courtney's House;
- Community Advocates for Family and Youth (CAFY);
- Community Crisis Services, Inc. (CCSI);
- Community Legal Services;
- House of Ruth;
- Maryland Crime Victims' Resource Center;
- Maryland Legal Aid;
- Nehe Foundation;
- Maryland Coalition Against Sexual Assault (MCASA);
- University of Maryland SAFE Center; and
- Women's Law Center.

Harford County, MD.¹⁸ The Harford County FJC, not affiliated with the Alliance for Hope, is responsible for prosecuting domestic violence and child abuse cases (both sexual and physical abuse). In addition to criminal justice support, services include therapy, counseling, case management and safety planning. There are two primary divisions within the Harford County FJC:

- The Child Advocacy Center (CAC) is a multi-disciplinary center that handles all aspects of sexual child abuse, child exploitation, and serious physical child abuse and child neglect cases within the County. Stakeholders located at the CAC include: forensic interviewers; agents from Child Protective Services; detectives; therapists and family advocates; and Assistant State's Attorneys. The Maryland State Police and the Aberdeen, Bel Air and Havre de Grace Police Departments are also located at the CAC. The CAC also collaborates with Aberdeen Proving Ground to serve military families.
- The Domestic Violence Division is responsible for the investigation and prosecution of criminal cases involving intimate partners and former intimate partners. Police officers, prosecutors and victim advocates are co-located in one place to find solutions to intimate partner violence and provide access to critical lifesaving services.

¹⁷ <https://pgcfamilyjusticecenter.org/>

¹⁸ <https://www.harfordcountystatesattorney.org/family-justice-center/>

Chapter 2. Summary of Services for Victims of Power-Based Violence – Montgomery County Family Justice Center

The Montgomery County Family Justice Center opened in 2009 as an initiative of the Domestic Violence Coordinating Council.¹⁹ The FJC is a collaboration between public and private County agencies to provide a one stop shop for services to families impacted by domestic violence. It is staffed by the Sheriff's Office but also includes onsite partners from the Montgomery County Police Department, State's Attorney's Office, Sheriff's deputies, and several non-profit organizations. This chapter summarizes the role and responsibilities of these partners. Some partners provide direct "services" to victims, while some do not.

A. Sheriff's Office – Family Justice Center (FJC)

Within the Sheriff's Office, the FJC is staffed with 11 positions including one director, two program managers (one staffs the Domestic Violence Coordinating Council and the other is the FJC's "second in command"), and eight client assistants (who work directly with victims).

Anyone who lives or works in Montgomery County and is experiencing or has experienced domestic violence is eligible to receive the free services of the FJC. Clients can come to FJC from a variety of sources including walk-ins, referrals from protective orders, DHHS, MCPD, and doctors/hospitals. Staff also meet every morning to discuss a daily list of persons accused of domestic violence from the State's Attorney, along with arrests and protective orders from Sheriff's deputies. A client assistant is assigned to reach out to the victims to see if they would like to utilize FJC services.

The FJC building (open from 8:30-5:00) consists of a reception area, which is in front of a locked door. Within the secured area, there is a kitchen/living room (with donated food from Panera Bread and Women Who Care Ministries), a playroom for kids, and eight interview rooms, which can be used for any purpose.

When a client first approaches the desk, they are assigned a client assistant who will meet with them. Every client is assigned a client assistant. The FJC serves about 1,700-1,800 unique clients every year, which leads to a caseload of about 200-300 clients per client assistant (depending upon vacancies). There are no "specialist" client assistants, and they are assigned based on availability. At the time of writing, four out of the eight client assistants on staff spoke Spanish. The FJC aims to pair up those staff with Spanish speaking clients. The FJC staff state that they make an effort to keep the demographics of client assistants similar to the demographics of their clients.

First, the client assistant completes intake paperwork (name, contact information, abuser's name, checklist of services interested in). The client assistant will also complete a conflict check (to ensure that the FJC is not already working with someone in the relationship – if they are, they will refer the client to another department, depending upon needs). The client assistant will then work with the client to establish a course of action tailored specifically to the needs of the victim and facilitate the service of any order issued by the court. FJC staff stress it is important that the client makes all decisions – what services they would like, what to report to police, and whether to get a protective order. Clients can change their mind at any point.

¹⁹ The Domestic Violence Coordinating Council (DVCC) was established by the Montgomery County Council in 2006 with the mission of reducing the incidence of domestic violence and creating a safe community for families to live free of abuse. <https://www.montgomerycountymd.gov/fjc/dvcc/index.html>

All clients who come to the FJC have unique needs and require unique services. All services can be provided in the interview rooms on-site (legal, counseling, etc.) but service providers can also provide services at their office if that is more convenient for the client. The array of services available at the FJC are listed below. There is no limit on how long a client can receive these services and no protocol for “ending” services. The FJC maintains files on all clients and informs a client they can ask for services at any point in the future.

- Safety planning;
- Needs assessment;
- Protective order assistance;
- Other civil legal services (divorce, custody, etc.);
- Help in pursuing criminal charges if applicable;
- Counseling for victims (non-profits) and children (Safe Start);
- Immigration issues (Catholic Charities);
- Career counseling (Career Catchers);
- Case management (including culturally sensitive services);
- Shelter services (connection with Crisis Center);
- Basic needs – connect clients and help them apply for local, state, and federal programs;
- Donated goods for distribution (diapers, clothes, books, etc.);
- Ride to Safety Program (transportation);
- Safe Keep program to keep animals safe when victim wants to leave; and
- Virtual Protective Orders– closed circuit TV with court to get protective orders.

The Family Justice Foundation is a separate nonprofit organization that raises funding for the FJC from the private sector for needs not covered by County budgets. For example, the closed-circuit TV for filing protective orders was fundraised by the Foundation.

B. Sheriff’s Office – Domestic Violence Unit

The Sheriff’s Office acts as the enforcement arm of the courts in the County and has numerous responsibilities including court transportation, evictions, courthouse security, and warrant execution, among other things. The Sheriff also has a sworn officer Domestic Violence Section, which is located at the Family Justice Center and is responsible for the service of court orders including restraining orders, protective orders (related by blood or intimate relationship), peace orders (harassment, not necessarily domestic violence), and child custody orders.

Employees of the Sheriff’s Office are available 24 hours a day, seven days a week for serving court orders. Sheriff deputies also provide the following services for victims:

- Assistance with filing of protective orders;
- Provide cell phones for victims of domestic violence;
- When serving Emergency Evaluation Petitions, will provide transportation to mental evaluation;
- Victim Information & Notification Everyday (VINE) is an anonymous service that provides notification to victims when certain changes occur to an inmate’s custody status; and
- Welfare checks on victims who have obtained protective orders.

The Sheriff’s Domestic Violence Section also works closely with other County agencies to refer petitioners to or provide information about other available County services for them and their families. Further, if deputies have witnessed other concerning information at a site, they will contact the appropriate County department (Child

Welfare Service, Adult Protective Services, etc.). The Unit has regular meetings with other County departments to discuss and review major cases.

C. State's Attorney's Office – Special Victims Division

The Special Victims Division of the State's Attorney's Office is responsible for the prosecution of:

- Crimes against children including physical and sexual abuse, neglect, online solicitation of children, teen dating violence, abduction, and trafficking;
- Sexual assault;
- Domestic violence;
- Senior and vulnerable adult abuse; and
- Violations of the Maryland Sex Offender registry laws.

The Division has approximately 38 staff, including 19 lawyers. All lawyers within the Division can prosecute any of the above types of cases; however, staff report that some do specialize in certain types of cases. The Division attempts to assign cases based on the lawyer's area of specialization but cannot always do that. Staff report that all staff are trained internally and externally on all types of special victim prosecutions.

The Division considers the following factors in its decisions on whether to prosecute specific cases: historical facts, what victim wants/risk to victim, risk to community, how severe the injuries are, lethality assessment, and what plea offers are possible. Cases can proceed even if the victim does not press charges. In frequent meetings with the FJC and MCPD, staff review protective orders, arrests, bonds to determine what needs to happen going forward for each case. Special Victims staff report that they work closely with a variety of public and nonprofit organizations²⁰ and meet on a regular or consistent basis with these partners. They are also members of the Montgomery County Child Fatality Team (chair), Human Trafficking Task Force, Domestic Violence Coordinating Council (chair), and the Montgomery County Sexual Assault Response Team.

D. Montgomery County Police Department – Special Victims Investigation Division – Domestic Violence/Elder Abuse and Sexual Assault Sections

The MCPD Special Victims Investigation Division is responsible for investigating sex crimes against children and adults, physical child abuse, runaways, missing children, felony domestic violence, elder abuse/vulnerable adult abuse, and registration violations of sex offenders. The Division has the following units:

- Child Physical and Sexual Assault;
- Child Exploitation and Sex Offender Registry;
- Domestic Violence/Elder Vulnerable Adult Abuse (DVEVAU);
- Missing Children/Runaway Section; and
- Sexual Assault.

Two of these sections/units are located in the Family Justice Center – the Domestic Violence/Elder Abuse Section and the Sexual Assault Unit. While the other sections work in conjunction with the FJC, they are not co-located and will be discussed briefly later in this report.

Sexual Assault Unit. This unit is responsible for the reporting and investigating of sexual assault (rape) of those 18 years or older that is not domestic violence related. The Unit responds to 911 calls, police patrols, walk-ins,

²⁰ Including DHHS' Child Welfare Services, Adult Protective Services, Trauma Services, and the Tree House Child Advocacy Center.

protective orders or requests from the Domestic Violence Unit. For most cases, it is the victim's decision on whether to move forward with criminal charges. However, staff report that if a case is egregious, charges may be filed without victim support in collaboration with the Montgomery County State's Attorney's Office.

The Sexual Assault Unit focuses on case investigation and does not provide direct services to victims. However, detectives assigned to the Unit will provide information on victim services available through the FJC and other County departments. Staff report that the Sexual Assault Unit does not interact frequently with the FJC. For complex cases, the unit works with the State's Attorney's Office prior to an arrest.

Domestic Violence/Elder Abuse Unit. Detectives assigned to this unit investigate felony cases of intimate partner violence and felony elder or vulnerable adult abuse. Staff report that they receive cases from walk-ins, patrol officers, protective orders, and DHHS' Adult Protective Services (APS). In addition to investigating cases, they complete lethality assessments and collaborate with FJC partners to increase utilization of available services, including safety plans for survivors at increased risk.

Similar to the Sexual Assault Unit, the DV/Elder Abuse Section does not provide direct services to victims, but rather focuses on the investigation. However, staff report that the Section consistently works with victim advocates at Adult Protective Services (APS), the State's Attorney's Office, DHHS Child Welfare Services' Tree House, and the Family Justice Center staff.

E. Nonprofit Partners On-Site

The Family Justice Center has several onsite partners that provide services to victims of domestic violence in the County. None of these organizations are at the FJC full-time but are on-site depending upon their own structure and needs. The table summarizes those partners with space at the FJC.

Organization	Summary of Services	Mailing Address	Population Served
Career Catchers	<p>Works with clients to promote career stability and self-sufficiency through individualized counseling, training, and support, including:</p> <ul style="list-style-type: none"> • One-on-one employment counseling; • Employment group sessions; • Mentoring and tutoring; • Workshops and retreats; • Skills training; and • Weekly job club. <p>https://careercatchers.org/</p>	Silver Spring	Underserved and unemployed County residents
Catholic Charities	<p>Provides case management, crisis intervention and referral services; food pantry and mobile market; basic needs such as clothing, shoes, and diapers; the Parent Education and Empowerment Group; financial education classes; rent, mortgage and utility assistance; and services for pregnant women. The primary services provided at the Family Justice Center are immigration legal services to foreign-born individuals and their families.</p> <p>https://www.catholiccharitiesdc.org/catholiccharitiescenter/</p>	Silver Spring	County residents
API DV Resource Project	<p>Provides free and confidential services in over 20 Asian/Pacific Islander languages, including:</p> <ul style="list-style-type: none"> • Confidential Helpline; • Crisis intervention; • Safety planning; • Emotional peer support; • Referrals for legal services; • Temporary, safe housing; • Case Management; • Transportation; • Accompaniment to court; and • Financial or medical assistance. <p>https://dvrp.org/</p>	Washington, DC	Survivors of domestic violence and sexual assault
DVS Legal Services	<p>Provides survivors affordable access to legal assistance and resources and help provide a plan for transition to a safe and stable environment.</p> <p>https://www.dvslegal.com/</p>	Rockville	Survivors of domestic violence and families

Organization	Summary of Services	Mailing Address	Population Served
House of Ruth	<p>Provides safety planning, basic needs assistance, and resource referral, including:</p> <ul style="list-style-type: none"> • 24 Hour Hotline; • Emergency and transitional shelter; • Legal advice and representation in securing Protective/Peace Orders and divorce/custody; • Individual and group counseling; • Therapeutic and enrichment services for children of victims; and • Abuse intervention. <p>At the Family Justice Center, the primary service of the House of Ruth is on-site legal representation to victims of domestic violence at interim, temporary and final protective and peace order hearings, as well as contempt and modification proceedings. In addition to legal representation, House of Ruth staff provide services including case preparation, safety planning, advocacy, coordination with other agencies, and referrals to other community-based organizations.</p> <p>https://hruth.org/</p>	Baltimore	Women, children and families who have experienced homelessness and abuse
Jewish Coalition Against Domestic Abuse (JCADA)	<p>Provides clinical support with community education and prevention, including:</p> <ul style="list-style-type: none"> • Crisis support and counseling; • Case management; • Public assistance applications; • Address Confidentiality Program; • Financial literacy education; • Clinical services; • Safety planning; • Individual counseling and therapy; and • Legal services. <p>https://www.jcada.org/</p>	Rockville	Victims and survivors of all power-based violence who are 14+ in VA & DC or 16+ in MD

Chapter 3. Services to Victims of Power-Based Violence - Other County Resources

There are numerous other County departments that provide services to victims of power-based violence but are not located at the FJC. These programs often work in conjunction with programs located within the FJC to provide services. This section provides a summary of those services.

A. Department of Health and Human Services - Behavioral Health and Crisis Services

DHHS Trauma Services provides comprehensive clinical and victim assistance services to victims and offenders of domestic violence, sexual assault victims, and victims of general crime. Two programs, the Abused Persons Program (APP) and the Victim Assistance and Sexual Assault Program (VASAP), provide safety planning, case management, therapy, and education among other services. The goal of these programs is to help victims process what has occurred and work towards gaining independence. With consent of the client, both programs work with the Family Justice Center to provide clients all available services.

Both APP and VASAP receive clients from a variety of sources – phone calls, Crisis Center, MCPD, CWS, District and Circuit Courts, SAO, and the Family Justice Center, among others. When a client comes in, a therapist completes an intake process, including an eligibility check, insurance check, and trauma assessment. Clients are then put on a waiting list (there is currently not enough staff to meet needs). There are six therapists for each program, who also provide case management services for clients.

Abused Persons Program (APP). The APP provides crisis and ongoing counseling, shelter, and advocacy services to victims of partner-related domestic abuse and their families. While APP's primary location is not at the Family Justice Center, the program does have a presence at the FJC. Services include:

- 24-hour Crisis Line;
- Victim advocacy;
- Individual and group counseling;
- Referrals to appropriate community partners;
- Information about and assistance in seeking legal protections;
- Emergency shelter;
- Counseling for children exposed to domestic violence via a contract;
- Assessment and counseling for those who have been abusive; and
- Community education.

Victim Assistance and Sexual Assault Program (VASAP). VASAP provides services for victims of sexual assault and other general/violent crimes, including surviving family members of homicide victims and those with traumatic deaths. Some crime victims that VASAP serves include driving while intoxicated, carjacking, torture, hate crimes and robbery.

The program provides information and referral services, advocacy, crisis and ongoing counseling and compensation services for victims of crimes committed in Montgomery County or crime victims who live in the County, along with victims' families. Some specific services include:

- 24-hour telephone and walk-in crisis counseling services;
- Individual and group counseling;
- Victim advocacy;
- Psychiatric evaluation, treatment, and consultation;

- Support groups;
- Support and guidance through the criminal justice system;
- Assistance in applying to the Maryland Criminal Injuries Compensation Board;
- Compensation for income-eligible victims;
- Anonymous third-party reporting of rape and sexual offenses;
- Educational programs on victim rights, sexual assault/rape, human trafficking, and prevention; and
- Referrals to other services.

DHHS also contracts out with two programs that provide services directly to victims of domestic violence:

The *Betty Ann Krahne Center* (through Sheppard Pratt) is a short-term emergency shelter for survivors of domestic violence in the County. The Center has a 60-bed capacity and provides case management, group and individual counseling, child focused interventions, and childcare services. Each client is assigned to a therapist and a case manager. Currently, the only way for a client to access the shelter is through the Crisis Center.

Safe Passages offers supervised visitation and monitored exchanges for families with a Montgomery County Court order, which could be for any situation, such as domestic violence, family conflict, or extended parental absences. For supervised visits, there are three playrooms with a visitation monitor and staff person who observes. Security measures include walk-through metal detectors, security cameras, separate entrances/waiting rooms, and separate parking lots for each of the parents.

In addition, VASAP offers the following specialized support groups: Adult Sexual Assault Support Group, Adult Homicide/DWI Survivors Group, Adult Victims of Crime Stress Management Group, and Child and Adolescent Group.

Other Programs. Behavioral Health and Crisis Services also operates the following programs that provide services to victims of power-based violence along with other populations.

- The Crisis Center provides telephone, walk-in, and mobile crisis outreach for those experiencing situational, emotional, or mental health crises. The Mobile Crisis Team also provides emergency crisis evaluations for individuals who are experiencing a mental health crisis. The 24/7 Center provides screening, referrals, and crisis residential services and serves as the afterhours contact for Public Health, APS, APP, and CWS.
- The ACCESS program provides assessment and referrals for low-income persons who have no commercial insurance and need services for major mental health and/or substance abuse problems, including in-person or telephone clinical assessment and financial screening and referral for public services and information about mental health services in the County.

B. Department of Health and Human Services - Aging and Disability Services

Aging and Disability Services provides information, home and community-based support services, and protections for County seniors, persons with disabilities, and their families. While some of the following programs are not specifically for victims of power-based violence, they can provide services to this population. The County also established the Elder Abuse Task Force, which consists of representatives from the Police,

State's Attorney and DHHS. Its aim is to prevent elder abuse, raise public awareness of elder abuse, and investigate and prosecute those who commit elder abuse.

Adult Protective Services (APS). Adult Protective Services is a state mandated program that investigates allegations of abuse, neglect, self-neglect and/or financial exploitation of vulnerable adults. Staff report that most of their clients are seniors; however, they also serve adults with disabilities. This DHHS program works closely with the MCPD Elder Abuse Unit.

Program staff report that they receive referrals from residents, police and other concerned individuals. Adult Services Intake conducts triage for all clients. Program staff determine eligibility and, if necessary, create a safety plan for the client. Each client is also assigned a case manager.

Once an investigation is open, APS has 60 days to make a determination – either the report is “indicated” or “unsubstantiated.” There are two investigative units in APS. Depending upon the findings, there are numerous voluntary options for next steps – clients can be referred to Continuing Care through APS (Social Services to Adults²¹ or Home Care), be put under Public Guardianship, or be referred to the State's Development Disability Administration. Depending upon the client's placement, the County provides a variety of services to clients that can include personal care help, chore assistance, therapeutic support, self-care education, transportation, information and referrals to other services, case management, or crisis intervention.

Aging and Disabilities Services also provides the following additional services that may serve victims of power-based violence but also serve broader populations:

- Adult Foster Care Program provides supervised housing and case management to disabled adults to help clients reach their maximum level of self-sufficiency.
- Senior Care Program Senior Care Assistance/Subsidy Program is a state mandated program that provides funds for seniors that supplement the cost of Adult Day Care, medications, personal care, transportation for medical appointments, home delivered meals, over the counter medications when recommended by a physician, medical insurance co-payments, durable and disposable medical supplies, eyeglasses, dentures, medical and dental care not covered by insurance, a lifeline system, or other possible need not covered by other resources.
- Home Care/In Home Aide Services provides self-care services to frail seniors and adults with disabilities to help them remain in their own homes.

C. Department of Health and Human Services- Children, Youth and Families, Child Welfare Services

The goal of Child Welfare Services (CWS) is to protect children and preserve families by investigating reports of possible child abuse and neglect; providing services to families that need assistance; arranging alternatives for children when they are not safe at home; and arranging for reunification, adoption, or other permanent family connections. CWS uses a combination of screening and assessment, community education, family preservation, continuing protective services, foster care, kinship care, adoption, and foster and adoptive parent services to achieve these goals.

²¹ Social Services to Adults (SSTA) provides short-term case management and seeks to enable maximum client self-sufficiency in the community and to reduce inappropriate institutionalization. SSTA case management is geared to mitigating those factors that may lead to abuse, neglect, self-neglect and/or exploitation. Often the case management is related to a specific need such as personal care, or the need for assessment to determine a plan of care.

CWS can receive clients in numerous ways – walk-ins, calls from residents, referrals from other County departments such as MCPD or MCPS. When CWS receives a report of abuse or neglect, the screening unit (social workers) uses a state-provided decision-making tool to determine the appropriate course of action. Depending on the results of the decision-making tool, CWS can select one of the following paths:

1. *Investigation and finding.* CWS has 60 days to complete its investigation and either rule out abuse or neglect, find that the complaint is unsubstantiated (credible information on both sides or unable to find maltreater), or find that abuse or neglect is indicated.
2. *Alternative response.* CWS works collaboratively with the family to provide services without the threat of a formal finding of abuse or neglect.
3. *Risk of harm.* CWS conducts a comprehensive assessment of risk of harm to the child but does not conduct a formal investigation or make a formal determination as to whether abuse or neglect occurred.

Once a determination has been made, CWS will work with the client and family to provide appropriate services. Each client's services are unique to that client and family; however, specific CWS services can include:

- Assessment of reports of child abuse, neglect and mental injury;
- Crisis intervention services;
- Counseling;
- Medical services;
- Mentoring;
- Assistance in obtaining resources and parenting skill development;
- Reunification services;
- Foster care and adoption; and
- Community referrals for other services.

If, during an investigation or providing services, a CWS social worker witness domestic violence, elder abuse, or other issues, they will contact the appropriate County program (APP, FJC, etc.).

Tree House Child Advocacy Center. The Tree House is a non-profit organization who is contracted by the County to provide medical assessments, mental health services, forensic interviewing and victim advocacy services to any victim that lives in the County or if the crime occurred in the County. The Tree House focuses on uninsured residents and in particular, children who are victims of physical abuse, sexual abuse or neglect.

All services are provided by expert professionals free of charge to victims and their non-offending family members (perpetrators are not allowed on site). Services include:

- Comprehensive medical examinations by professionals with expertise in child abuse and neglect;
- Mental health assessments;
- Trauma-focused mental health therapy, including Trauma-Focused Cognitive Behavioral Therapy and Child and Family Traumatic Stress Intervention;
- Victim advocacy;
- Forensic interviews;
- Nurse case management; and
- Education and prevention.

The Tree House works closely with MCPD when there is an allegation of abuse by helping to collect the evidence for an investigation and help the child and family overcome trauma. Tree House staff conduct a forensic interview – a specialized interview in which children have a safe space to tell their story. The interviewer conducts the interview while stakeholders (MCPD, CWS, etc.) observe through a one-way mirror. Most CWS staff are also trained in forensic interviewing.

The Tree House also provides each client with a family advocate to conduct a needs assessment and connect families to support services such as therapy, medical care, crisis services, education issues, financial assistance, court accompaniment and preparation, legal and other basic needs.

D. Montgomery County Police Department - Child Abuse and Sexual Assault Section

The MCPD Child Physical and Sexual Abuse Section part of the Special Victims Investigations Division (the same section discussed on page 13). The Child Physical and Sexual Abuse Section is part of the Special Victims Investigations Division and is co-located with the Missing Children Section and the Exploitation and Sex Offender Registry Unit at the Division's primary location outside of Rockville core, in the same building as CWS and the Treehouse CAC. Staff report they work closely with DHHS Child Welfare Services but that there is very little overlap with the MCPD Domestic Violence Section.

Detectives assigned to the Child Physical and Sexual Assault section are responsible for the investigation of sexual assault of minors, physical child abuse in the first degree, and may become involved in more minor cases of child abuse if a pattern of abuse has been observed. These determinations are made with input from the partners at CWS. Staff report that most of their work addresses incidents that are sexual in nature. The Section is responsible when there is a care and custody issue (the victim and perpetrator have a relationship), with reports coming from a variety of sources such as patrol officers, hospitals, schools, CWS, health care providers, and other mandated reporters.

The Section does not provide direct services to the victims beyond receiving reports and conducting criminal investigations but will provide victims with information on all County services available and may help coordinate resources for impacted parties. While detectives assigned to these cases do not directly provide services beyond their investigative role, these cases are often co-investigated with CWS or the Treehouse CAC, and all partners work together in a collaborative effort to best serve the needs of the survivor and support them during the investigation. One important collaboration is the use of forensic interviews, used to ensure that child survivors and witnesses to violent crime are not forced to recount their experience repeatedly.

Stakeholder Feedback on Family Justice Center and Possible Expansion

OLO interviewed County Government and non-profit stakeholders as part of completing this inventory of services. During the course of those interviews, OLO asked stakeholders for feedback on the possible expansion of the FJC to include victims of all power-based violence, not just domestic violence. OLO heard the following themes:

- Overall, stakeholders believed that when the FJC opened in 2009, it was cutting-edge and a model for other family justice centers. However, all stakeholders now believe that we are behind on latest best practices, primarily because best practices have centers that provide comprehensive services to victims of all power-based crime, not just domestic violence.
- Departments currently on-site at the FJC all say there is a lot of collaboration and communication between them. They state that having several services all in one place makes it easier for victims and more efficient for staff.

All stakeholders are supportive of expanding services to victims of all power-based violence and co-locating more services. Everyone believes that the more services in one place is better for most victims. However, some staff have concerns about how to establish such a comprehensive center and the logistics that go along with the undertaking. The most significant concern is how to reconcile varying philosophies and approaches to providing victim services. Some services providers work to reunify a family or work with a perpetrator, while other approaches require a more adversarial and/or judicial approach. More specifically:

- Some victims may not want to go a place that is focused on public safety/the courts – many victims do not want to get the abuser in trouble (especially with immigration concerns), do not want to press charges, and might be uncomfortable;
- Confidentiality is a concern – if all services are in one place (including those for perpetrators), how do service providers ensure confidentiality for clients? How do providers comply with the Violence Against Woman Act (VAWA) privacy regulations when services are co-located?
- There are concerns about building logistics – separate entrances for victims/perpetrators would be necessary and parking is an issue (perpetrators waiting for victims).

While staff agreed having one location for services would be beneficial, several suggested that there could be staff available at other locations so clients would have choices and might be more comfortable.

While not directly related to the expansion of the FJC to victims of all power-based violence, numerous stakeholders also brought up the following concerns about providing services to this population:

- There is a significant need for a forensic nurse/medical service on-site for victims. Currently, victims have to travel to Shady Grove to be examined. Having medical staff on-site that can provide services quickly without having to make another appointment and travel to another facility would help ease stress and anxiety of victims.
- Case management in several DHHS programs is being completed by social workers and therapists. The Department needs to increase staff so that there can be dedicated case managers for victims.
- In general, transportation for victims is a significant challenge – especially for elder victims and victims with children. It is difficult for these groups to access transportation to attend multiple appointments at multiple locations.

Chapter 4. Inventory of Non-County Government Services for Victims of Power-Based Violence in the County

The purpose of this OLO report was to create an inventory of services to victims of power-based crime in the County. In addition to the County Services listed in the previous chapter, OLO attempted to compile a list of nonprofit organizations in the County that provide such services. Included in this inventory is the name of the organization, any information available on mission/services, the mailing address of the organization, the primary clients served, and website when available. OLO compiled this list from various sources (methodology described in more detail prior to each table):

- Family Justice Center Partners;
- Organizations mentioned during meetings conducted for this report; and
- Organizations identified in the Maryland Charitable Database or the Montgomery County Volunteer Center.

In the Victim Assistance and Sexual Assault Program (VASAP) 2019-2020 Annual Report, it states:

The Board spent considerable effort developing a Victim Services Directory that is a comprehensive guide to County services for victims, including healthcare, mental health, education, substance abuse, and more. Creating the directory was a collaborative effort between the VSAB and various programs. Services are categorized according to type and include vital details such as location, contact information, services provided, populations served, languages spoken, and eligibility requirements. The final draft of the directory was completed by the Board in May 2019. We hope that the final product will soon be available in electronic format via the VASAP website.

OLO inquired about this report and the Board reported that it was not ready for publication. If it becomes available, OLO will add it as an Appendix to this report.

It is important to note that OLO tried to identify organizations that stated they provide services to victims of power-based violence. Some of these organizations provide services exclusively to this population, while others OLO identified provide services to larger populations, but do specifically mention victims of power-based violence as part of the larger population.

Family Justice Center Partners. The first group of organizations identified that provide services to victims of IPV includes those that are official partners with the FJC. These “Allied Agencies,” identified from the FY20 FJC Annual Report, work with the FJC to provide services. The following organizations have a physical location at the Family Justice Center and summaries were provided in Chapter 2:

- Asian/Pacific Islander Domestic Violence Resource Project;
- CareerCatchers;
- Catholic Charities;
- DVS Legal Services;
- House of Ruth Maryland; and
- Jewish Coalition Against Domestic Abuse.

The remainder of this section provides summaries of organizations identified as FJC partner agencies in the Annual Report.

Summary of Partners and Allied Agencies Mentioned in the Family Justice Center Annual Report FY2020

Organization	Summary of Services	Mailing Address	Primary Clients Served
Anchor Fund	Provides critical financial support to help survivors with rent, security deposits, food, security devices, utilities, cell phones, transportation, medical care, education and job training. https://www.anchorfund.org/	Washington, DC	Survivors of domestic abuse and sexual violence
Ayuda	Provides legal, social, and language services including family-based immigration applications; removal defense; asylum; humanitarian applications (victims of crime, domestic violence, human trafficking); Violence Against Women Act petitions; naturalization (citizenship); safety planning and crisis intervention; emotional support and therapy; and information/referrals. Also provides specialized services for human trafficking, domestic violence and sexual assault victims, youth, LEP and deaf communities and LGBTQ Immigrants. https://www.ayuda.com/	Silver Spring	Low-income immigrants
Chesapeake Counseling	Private counseling practice that specializes in providing individual, family, and group therapy to adults, children, couples, and families in the following areas: ADHD, adoption, bullying, coping skills, depression, divorce, domestic violence, LGBTQ+, parenting, sexual abuse, stress reduction, and trauma. https://www.chesapeakecounselingassociates.com/	Rockville	Non-Specific
Court Watch Montgomery	Monitors and collects data on domestic violence court hearings. Reports on data and recommends changes to improve policy and practices. https://courtwatchmontgomery.org/	Rockville	Community
Elder Safe, Charles E. Smith Life Communities	The ElderSAFE Center provides the following services: safe, temporary shelter, confidential counseling, medical services, physical therapy services, case management, community referrals and coordination, legal referrals, spiritual support, and safe discharge. https://www.smithlifecommunities.org/care-services/eldersafe-care/	Rockville	Older adults experiencing elder abuse
Family Services	Refer to Table Below for Summary of Family Services/Sheppard Pratt		
Gilchrist Immigrant Resource Center	Resource center for immigrants to obtain information and referrals to programs and services offered by government agencies and community organizations. Also provides English, US Civics and basic computer classes. https://www.montgomerycountymd.gov/gilchrist/	Wheaton	Immigrants

**Summary of Partners and Allied Agencies Mentioned in the Family Justice Center Annual Report FY2020
(Continued)**

Organization	Summary of Services	Mailing Address	Primary Clients Served
Korean Community Services	Provides case management, counseling, information and referrals, transportation and interpretation. Some specific programs include the Family Enrichment Program, Senior Empowerment Services, Health Promotion Program and Immigration Services. The following services are available specifically for victims of domestic violence: individualized case management, counseling, legal assistance in collaboration with community legal organizations, education on domestic violence-related issues and 24/7 domestic violence hotline. http://www.kcscgw.org/	Gaithersburg and Silver Spring	Asian Americans and immigrants Low to moderate income individuals and families
Montgomery County Family Justice Center Foundation	Supports the work of the Montgomery County Family Justice Center by raising funds and providing services to victims of domestic violence and their children. Also provides outreach on the impact of domestic violence and teach about healthy relationships. https://mcfjcfoundation.org/	Rockville	Montgomery County Family Justice Center
Pro Bono Counseling Services	Provides clients in need of mental health counseling referrals to licensed volunteer therapists, as well as other supportive services. https://probonocounseling.org/	Baltimore	Uninsured and under-insured low-income Marylanders
Women who Care Ministries	Provides safety net services, primarily food. Also provides mentoring and life skills training to youth, domestic violence victims, the homeless, and those incarcerated. https://www.womenwhocareministries.org/	Montgomery Village	Residents who are hungry, homeless, low-income, overcoming substance abuse, victims of domestic violence, and ex-offenders re-entering society

Organizations Mentioned in Meetings. OLO conducted numerous meetings for this report, summarized in the acknowledgement section. OLO met with relevant County staff from DHHS, State’s Attorney, MCPD and the Sheriff’s Office, along with all partners that have physical space in the FJC. In each of these meetings, OLO asked respondents to identify any organizations they are aware of that provide services to victims of IPV. OLO also reached out to the Office of Community Partnerships Advisory Groups for any known organizations. Organizations from both those sources are summarized below.

Summary of Organizations Mentioned in Meetings During the Course of This Report

Organization	Summary of Services	Mailing Address	Primary Clients Served
Helping Hands	Shelter that provides case management, private bedrooms, laundry facilities, referrals and food. https://www.facebook.com/pages/Helping-Hands-Shelter/113744531990231	Rockville	Homeless women with children
National Center for Children and Families (NCCF)/Greentree Shelter/Betty’s House	Provides access to programs, including: community based services (i.e. literacy programs, summer camps, etc.); adolescent and youth development; family support and housing services; and treatment foster and kinship care/adoption services. <ul style="list-style-type: none"> The Greentree Shelter serves as a transitional home for homeless families, primarily children with single mothers, and provides the basic support systems, including on-site structured childcare center and therapeutic child access. The Greentree Adolescent Program (GAP) is a high-intensity, structured group home for males aged 12-20 who have experienced physical and emotional abuse, neglect, sex and human trafficking, or involvement with the juvenile justice system. Services include: individual and group therapy; trauma informed; positive youth development; life skills development; educational services; pro-social recreation activities; and comprehensive health services. Betty House I and II provides up to two years of transitional housing for immigrant mothers and their children and includes legal counsel, childcare, ESOL classes and job placement help. https://nccf-cares.org/	Bethesda	Vulnerable children, youth, and families
Stepping Stones	Provides a continuum of services including emergency shelter, permanent supportive housing, and post-shelter support. Also provides case management, employment counseling, and tutoring. https://steppingstonesshelter.org/	Rockville	Homeless families with children

Summary of Organizations Mentioned in Meetings During the Course of This Report (Continued)

Organization	Summary of Services	Mailing Address	Primary Clients Served
Opening New Doors	Provides resources, therapy, case management and wrap-around services including transitional housing, after care support, food bank support, legal support, safety planning, job skills, financial planning, and medical care. https://openingnewdoors.org/	Damascus	Victims of domestic violence and their children
Sheppard Pratt (formerly Family Services)/Betty Ann Krahne Center	Provides mental health, addiction, special education, and community support services including: crisis services; inpatient and specialty services; residential and structured day services; therapy and medication management; community and family supports; school-based services; developmentally disability services; housing and homelessness services; employment and job training; and care coordination/in-home services. The Betty Ann Krahne Center (BAK), is a short-term emergency shelter for survivors of domestic violence and sexual assault. BAK provides case management, group and individual counseling, child focused intervention and limited child care services. With a 60-bed capacity, BAK is the only emergency safe house in Montgomery County for survivors of intimate partner violence or sexual assault. https://www.sheppardpratt.org/	Gaithersburg	Children, Adolescents, young adults, and adults
CASA de Maryland	Provides an array of services including an ESOL Program, vocational training courses, financial literacy classes, naturalization and legal services, citizenship initiative programs (education, mentoring and interview preparation, application assistance, and post-naturalization support). CASA also provides after school leadership and enrichment for Latino high school students. https://wearecasa.org/	Rockville	Latino, immigrant and working-class families
Legal Aid	Provides civil legal services to low-income and marginalized individuals involving a wide range of issues, including child custody, housing, public benefits, consumer law, and criminal record expungement. Vulnerable populations, such as CINA (Child in Need of Assistance), victims of abuse and domestic violence, seniors, migrant farmworkers, veterans, and nursing home and assisted living residents receive specialized representation. https://www.mdlab.org/	Montgomery County Office in Rockville	Low-income Maryland residents

Summary of Organizations Mentioned in Meetings During the Course of This Report (Continued)

Organization	Summary of Services	Mailing Address	Primary Clients Served
Sexual Assault Legal Institute (SALI) of MCASA (Maryland Coalition Against Sexual Assault)	Provides comprehensive and direct legal services to survivors of sexual violence including (but not limited to): civil services; peace/protective orders; housing issues; sexual harassment; disability benefits; school issues; administrative hearings; immigration issue; divorce; custody; child support, financial restoration; and safety planning. https://mcasa.org/survivors/sali	Silver Spring	Victims of sexual violence
Child Justice	Provides pro bono legal services for children after exposure to family violence, physical/sexual abuse, substance addictions or neglect. https://child-justice.org/	Silver Spring	Children who have been abused or witnessed domestic violence
American Sewing Guild	Sews stuffed animals and knitted hats for the children who come to the Center as well as window treatments that create a home-like setting.	Rockville	FJC

Organizations identified in the Maryland Charitable Database or the Montgomery County Volunteer Center.

To identify any additional organizations in the County that provide services to victims of IPV, OLO reviewed two data sources – the Maryland Charitable Database and the Montgomery County Volunteer Center.²² Between the two databases, OLO reviewed over 3,000 nonprofit organizations located in Montgomery County.

To identify those organizations that provided services to victims of power-based violence, OLO conducted a search through the names and missions of all organizations and looked for words related to PBV, such as “domestic violence,” “abuse,” “trafficking,” “endangerment,” and “victim.” After that, OLO then conducted an Internet search for any remaining organizations. If information was available on the Internet, it is included in this table. If no additional information was available, OLO just included the information available through the databases. If an organization was identified as “Not in Good Standing” with the state, OLO did not include it.

It is important to note that OLO completed research on these organizations; however, did not contact any of them. Therefore, OLO acknowledges that while these organizations are currently listed in one or both of the databases searched (and some may have an Internet presence), they may not be currently operational.

²² Under the Maryland Solicitations Act, a charitable organization or fundraiser who intends to solicit in Maryland generally must first register with the Office of the Secretary of State. The Maryland Charitable Database provides information on these nonprofit organizations. The Montgomery County Volunteer Center is part of the Office of Community Partnerships and connects volunteers with local nonprofit and government organizations to help them serve critical community needs.

Summary of Review of Maryland Charitable Database and Montgomery County Volunteer Center

Organization	Summary of Services	Mailing Address	Primary Clients Served
African Women Council	Conducts workshops and provides information on civic participation; healthcare; senior programs; financial literacy; employment; and cultural conflicts. https://africanwomencouncilusa.org/	Gaithersburg	Women and girls
Association of Rape and Assault Prevention/Maryland Coalition Against Sexual Assault, Inc. (MCASA)	Serves as a clearinghouse for information on sexual violence related issues, promotes public awareness of sexual violence issues provides training for professionals and helps to create multi-disciplinary inter-agency teams to offer comprehensive, sensitive and coordinated interventions for survivors. https://mcasa.org/	Silver Spring	Survivors of sexual violence
Ashiyanaa, formerly Asian Women's Self Help Association (ASHA)	Provides culturally sensitive support services to victims of IPV, including a helpline, case management, emergency needs, safety planning, referrals to psychological, and legal services. https://ashiyanaa.org/	Bethesda	People of South Asian heritage experiencing IPV
Boys and Girls Clubs Group Homes and Shelters, Inc.	Unable to find specifics on program. Maryland Charitable Database states, "Provides a wholesome living atmosphere for boys and girls that have been abandoned, neglected, abused sexually or emotionally. There is also a home for teen mothers and their babies." https://bgcgw.org/	Washington, DC	Children who have been abandoned, neglected or abused
Childsavers, Inc.	<i>No Information Available on Web.</i> From MD Charitable Database: "Assistance for victims of child sexual abuse."	Rockville	Victims of child sexual abuse

Summary of Review of Maryland Charitable Database and Montgomery County Volunteer Center (Continued)

Organization	Summary of Services	Mailing Address	Primary Clients Served
Court Appointed Special Advocate Program (CASA) of Montgomery County (Voices Children Montgomery)	Advocates for the timely placement of abused and neglected children in safe, permanent homes. Trains and supports volunteers to serve as Court Appointed Special Advocates for these children, to serve as the “eyes and ears” of the court, gathering information from the child, his/her biological parents, foster parents, teachers, counselors and others. Based on that information, the CASA makes recommendations to the judge as to what is in the child’s best interest. https://marylandcasa.org/programs/montgomery-county/ and https://voicesforchildrenmontgomery.org/	Rockville	Abused and neglected children
Haven of Safety and Unconditional Love, Inc.	<i>No Information Available on Web.</i> From MD Charitable Database: “To provide a place of safety, but not limited to women, children and at-risk youth when there is a crisis in their life.”	Silver Spring	Vulnerable women and children
Hearts And Homes For Youth, Inc.	Provides group homes, therapeutic group homes, foster care, independent living, a program for pregnant and parenting teen mothers, and a workforce readiness program to youth referred by the Department of Juvenile Services as an alternative to detention or by the Department of Social Services to remove from an unsafe environment. https://heartsandhomes.org/	Burtonsville	Youth who have experienced abuse, neglect, mental health issues, homelessness, or other trauma
Interfaith Community Against Domestic Violence	<i>No Information Available on Web. Link http://www.ifcadv.org/ does not work.</i> From MD Charitable Database: “Interfaith Community - Education Resource on Domestic Violence.”	Silver Spring	Unknown
Jael Women of Purpose, Inc.	<i>No Information Available on Web. Link http://www.ifcadv.org/ does not work.</i> From MD Charitable Database: “To assist the homeless in the community; to assist women and children of domestic violence.”	Silver Spring	Unknown

Summary of Review of Maryland Charitable Database and Montgomery County Volunteer Center (Continued)

Organization	Summary of Services	Mailing Address	Primary Clients Served
Karuna Charities Washington, Inc.	Providing services and support for women and their families such as financial support with rent or lawyers' fees, employment training, educational scholarships, community programs such as serving meals or providing school supplies. https://karunacharities.org/	Potomac	Needy and disadvantaged women
Legal Resource Center on Violence Against Women, Inc.	Provides legal representation for domestic violence survivors in interstate custody cases and technical assistance to domestic violence victim advocates and attorneys in such cases. http://lrcvaw.org/	Takoma Park	Survivors of domestic violence
Metropolitan Center for Assault Prevention, Inc.	<i>No Information Available on Web. Link http://www.metrocap.org/ does not work.</i> From MD Charitable Database: "Helps educate children, their teachers and parents about child abuse prevention. Contributions will be used to carry out the charitable and educational purposes of M.C.A.P."	Wheaton	Unknown
OverComer Corporation	Provide job skills training for victims of domestic violence to transition, gain employment, and obtain their independence. https://www.overcomerinc.org/	Washington Grove	Victims of domestic violence
Safe SEAT in the Moonlight	Provides a "Safe and Stay Responder" for child victims of sex trafficking – volunteer meets child at staging sight and stays with the child through medical evaluations, sexual and physical abuse screenings, and testing for sexually transmitted diseases. The responder is there for emotional support and provides the child with a GOOD BAG filled with basic needs. Sometimes the responder will accompany the child to meetings for other advocacy services. https://www.safeseatinthemoonlight.org	Potomac	Children who have been victims of sexual exploitation or trafficking
SAFE, Inc.	<i>No Information Available on Web.</i> From MD Charitable Database: "To provide assistance to victims of domestic violence."	Chevy Chase	Victims of domestic violence

Summary of Review of Maryland Charitable Database and Montgomery County Volunteer Center (Continued)

Organization	Summary of Services	Mailing Address	Primary Clients Served
Soda Fund, Inc.	Provides support to victims including on-site education, providing supplies to homeless families who have been displaced due to domestic abuse, and raising awareness. https://thesodafund.org/	Potomac	Victims of domestic violence
Towels for Tears, Inc	Provides 'Welcome Home' packages to survivors of domestic violence, disasters, and homelessness, which includes new bedroom and bath essentials. https://www.towelsfortears.org/	Gaithersburg	Survivors of domestic abuse, disasters and homelessness
Boys' and Girls' Homes Foundation and Community Services, Inc.	Unable to find specifics about that program. Maryland Charitable Database states, "Foundation will be soliciting funds for Boys' & Girls' Homes & Community Services, Inc. to help troubled abused, neglected, & runaway children, ages 4 to 20 years old." https://bgcgw.org/about/	Washington, DC	Troubled abused, neglected, and runaway children
Chip In Foundation	Provides sponsorships, resources, and support to neglected youth in group homes and the abandoned elderly in nursing homes.	Silver Spring	Neglected youth and elderly
National Association for Children of Alcoholics, Inc.	Provides a variety of programs for children. The Children's Program Kit provides over 100 skill-based and developmentally appropriate lesson plans for school age children of addicted parents. Celebrating Families! is an evidence-based, cognitive behavioral, support group model for families in which one or both parents have a serious alcohol or substance use disorder and there is a high risk for domestic violence, child abuse, or neglect. https://nacoa.org/	Kensington	Children of parents struggling with alcohol or substance abuse
Secure the Call	Providing refurbished phones to agencies, companies, and institutions across the nation that redistribute the phones to individuals who are in need and at a high risk for needing emergency services. https://securethecall.org/	Takoma Park	Seniors and victims of domestic violence
Victims In Need, Inc.	<i>No Information Available on Web.</i> From MD Charitable Database: "To support victims of crime."	Germantown	Victims of crime

Summary of Review of Maryland Charitable Database and Montgomery County Volunteer Center (Continued)

Organization	Summary of Services	Mailing Address	Primary Clients Served
JAFAI Support Foundation	Provides shelter to the vulnerable and abused women and children needing to escape from abuse and difficult home circumstances. Also provides health support and job placement services for needy individuals and families. https://www.jafaifoundation.org/	Silver Spring	Abused women and children
4Montgomery's Kids	Provides support and enrichment to children and young adults including: tuition for summer camp; computers and books for school; transportation for youth activities; recreational activities; and security deposits and furniture for youth ageing out of foster care. https://4montgomeryskids.org/	Bethesda	Children who experienced or at risk for physical or sexual abuse or chronic neglect
We Refuse Abuse	Publishes magazine publication advocating against domestic violence through stories of survivors and providing resources to help survivors.	Rockville	Victims of domestic violence
Action Faith Outreach	<i>No Information Available on Web.</i> From Montgomery County Volunteer Center: "We reach out to the homeless, especially immigrants. As well as women and families facing domestic violence."	Gaithersburg	Homeless and victims of domestic violence
Soroptimist International of Upper Montgomery County	Provides women with primary financial responsibility skills training and education necessary to improve their employment status. Also conducts the Soroptimist Workplace Campaign to End Domestic Violence. https://www.soroptimist.org/	Gaithersburg	Women and girls
Celestial Manna	Provides food, clothing, furniture, toys and household goods to those in need. Partnered with two organizations that help provide flowers and food to women that have been victims of sex trafficking and prostitution and delivers fresh food to domestic violence shelters. https://www.celestialmanna.org/	Derwood	All people, especially victims of trafficking, veterans, homeless shelters, battered women's shelters, and seniors
Comfort Cases	Provides children who are entering the foster care system with a bag filled with essential needs as well as comfort items. https://comfortcases.org/	Rockville	Children in foster care

Other Organizations that are not PBV Specific. OLO also acknowledges there are many organizations in the County that provide services to victims of power-based violence but are not organizations that specialize in serving these populations. OLO did not include these organizations in the inventory. However, examples of these types of organizations include:

- *Gaithersburg HELP* provides Gaithersburg and Montgomery Village area residents with basic needs including food, medical prescriptions, diapers/formula, transportation for medical and social services appointments, and referrals to other services.
- *The Dwelling Place* helps homeless families with housing, education, financial and life skills, and career enhancement opportunities.
- *EveryMind* provides vulnerable and underserved populations counseling and case management, peer navigation, crisis prevention and intervention and community education.
- *Florence Crittenton Services of Greater Washington* provides girls and young women (particularly those experiencing poverty, abuse, neglect, crime, homelessness, victimization and violence) with therapeutic group homes, permanent supportive housing, and community-based therapy.
- *Identity* provides opportunities for Latino and other historically underserved youth through the community including Wellness Centers and Youth Opportunity Centers. Identity provides family case management, mental health and substance abuse counseling, non-clinical emotional support, and recreation.

Chapter 5. Findings and Discussion Issue

The Montgomery County Family Justice Center would like to expand into a Center that addresses all types of power-based violence, not solely domestic violence. To begin the process of establishing such a comprehensive center, the Council asked OLO to complete an inventory of victim services available in the County for victims of all power-based violence. This chapter provides OLO's findings and recommendation.

FINDING #1. Montgomery County's Family Justice Center currently only serves victims of domestic violence. However, many more recently opened family justice centers provide services to victims of all power-based crime.

The FJC model is itself a best practice. When FJCs were first established across the nation, they were created as a place for domestic violence to receive services in one place. Over the years, best practices have expanded and now dictate that FJCs should provide services to victims of all power-based violence (domestic violence, child abuse, trafficking, sexual assault, and elder abuse).

Montgomery County Family Justice Center government and non-profit partners believe that when the FJC opened in 2009, it was on the cutting-edge of best practices and was a model for other FJCs. However, the Center continues to only serve victims of domestic violence and their families and is therefore no longer aligned with current practices. Staff report that they would like to expand services to all victims of power-based violence.

FINDING #2. In addition to several County departments that provide services to victims of power-based violence, OLO identified approximately sixty non-profit organizations in the County that provide services to all or specific populations of victims of power-based violence.

The purpose of this OLO report was to create an inventory of services of government and nonprofit organizations in the County that provide services to victims of power-based violence. OLO compiled this list from various sources: Family Justice Center Partners; organizations mentioned during meetings conducted for this report; and organizations identified in the Maryland Charitable Database or the Montgomery County Volunteer Center. This finding summarizes the services of all organizations that OLO identified.

It is important to note OLO tried to identify organizations that stated they provide services to victims of power-based violence. Some of these organizations provide services exclusively to this population, while others OLO identified provide services to larger populations, but do specifically mention victims of power-based violence as part of the larger population.

County Departments. The following summarizes services available through County departments – both through the FJC and not. It is important to note that all these sections/units (both FJC and those not located at the FJC) work together to provide services to victims of power-based violence.

Organization	Summary of Services
Co-located at the Family Justice Center	
Family Justice Center – Sheriff’s Office	Safety planning, needs assessment, protective order assistance, civil legal services (divorce, custody, etc.), counseling, immigration help, career counseling, case management, shelter services, basic needs, transportation, animal sheltering
Domestic Violence Unit – Sheriff’s Office	Service court orders including restraining orders, protective orders, peace orders and child custody orders. Provides cell phones, completes welfare checks, and provides information on services available.
Special Victims Investigation Division – Domestic Violence/Elder Abuse and Sexual Assault Sections - MCPD	Investigation of sex crimes, felony domestic violence, and elder abuse/vulnerable adult abuse and will provide information to victims on services available.
Special Victims’ Division - State’s Attorney’s Office	Prosecution of crimes against children including physical and sexual abuse, neglect, online solicitation of children, teen dating violence, abduction, and trafficking; domestic violence; senior and vulnerable adult abuse; and violations of the Maryland Sex Offender registry laws.
Not Located at Family Justice Center	
Behavioral Health and Crisis Services – DHHS	Trauma Services (Abused Persons Program and Victim Assistance and Sexual Assault Program) provide numerous services: safety planning; case management; therapy; victim advocacy; emergency shelter; referrals; and education. BHCS also operates several programs that are not limited to victims of power-based violence but can serve them, such as the Crisis Center.
Adult Protective Services – DHHS Aging and Disability Services	Investigation of allegations of abuse, neglect, self-neglect and/or financial exploitation. Services include personal care help, chore assistance, therapeutic support, self-care education, transportation, information and referrals to other services, case management, and crisis intervention.
Child Welfare Services- DHHS Children, Youth and Families	Investigation allegations of child abuse and neglect. Services include assessment of reports of child abuse, neglect and mental injury, crisis intervention services, counseling, medical services, mentoring, parenting skill development, assistance in receiving aid, reunification services, foster care and adoption, and community referrals for other services. The Tree House provides medical assessments, mental health services, forensic interviews and victim advocacy services.
Child Abuse and Sexual Assault Section – MCPD	Investigation of sexual assaults of minors, physical abuse in the First Degree, and patterns of abuse. Will provide victims with information on services available.

Family Justice Center Partners. These organizations either have a presence on-site at the FJC or were identified in the FJC's most recent Annual Report.

Organization	Summary of Services
On Site at the Family Justice Center	
Career Catchers	Employment counseling, training, and support for underserved and unemployed County residents
Catholic Charities	Case management, crisis intervention and referral services; basic needs, financial education and assistance, and legal services
API DV Resource Project	Crisis intervention, safety planning, housing, case management, transportation, court accompaniment, financial and medical assistance for survivors of DV and sexual assault
DVS Legal Services	Legal assistance and resources for survivors of domestic violence
House of Ruth	Safety planning, basic needs assistance, housing, legal services, counseling and referrals for women, children and families who have experienced homelessness and abuse
Jewish Coalition Against Domestic Abuse	Crisis support and counseling, case management, financial literacy education, clinical service, safety planning, legal services for victims and survivors of all power-based violence
Identified as Partner in Family Justice Center Annual Report	
Anchor Fund	Financial support to survivors of domestic abuse and sexual violence
Ayuda	Immigration services, safety planning and crisis intervention; emotional support and therapy; and information/referrals for low-income immigrants, victims of trafficking, domestic violence and sexual assault
Chesapeake Counseling	Counseling for individuals, family, and group therapy
Court Watch Montgomery	Monitors and collects data on domestic violence court hearings
Elder Safe, Charles E. Smith Life Communities	Temporary shelter, counseling, medical services, physical therapy services, case management, community referrals, legal referrals, spiritual support, safe discharge for older adults experiencing abuse
Gilchrist Immigrant Resource Center	Resource center for immigrants to obtain information and referrals to programs and services offered by government agencies and community organizations
Korean Community Services	Case management, counseling, information and referrals, transportation and interpretation for Asian Americans and immigrants and low to moderate income individuals and families
Montgomery County Family Justice Center Foundation	Supports the work of the Montgomery County Family Justice Center by raising funds and providing services to victims of domestic violence and their children
Pro Bono Counseling Services	Counseling referrals to licensed volunteer therapists for uninsured and under-insured low-income residents
Women who Care Ministries	Safety net services, mentoring and life skills training to youth, domestic violence victims, the homeless, and those incarcerated

Organizations Mentioned in Meetings. OLO conducted numerous meetings for this report and reached out to the Office of Community Partnerships Advisory Groups to identify any organizations they are aware of that provide services to victims of power-based violence.

Organization	Services
Helping Hands	Shelter that provides case management, private bedrooms, laundry facilities, referrals and food for homeless women with children
National Center for Children and Families (NCCF)/Greentree Shelter/Betty's House	Community based services (literacy programs, summer camps, etc.); adolescent and youth development; family support and housing services; and treatment foster and kinship care/adoption services to vulnerable children
Stepping Stones	Emergency shelter, permanent supportive housing, case management, employment counseling, and tutoring for homeless families
Opening New Doors	Therapy, case management, transitional housing, after care support, food bank support, legal support, safety planning, job skills, financial planning, and medical care for victims of domestic violence
Sheppard Pratt (formerly Family Services)/Betty Ann Krahne Center	Crisis services, inpatient and specialty services, residential and structured day services, therapy and medication management, community and family supports, school-based services, developmentally disability services, homelessness services, employment and job training; and care coordination/in-home services for children and adults
CASA de Maryland	ESOL Program, vocational training, financial literacy classes, naturalization and legal services, citizenship initiative programs for Latino, immigrant and working-class families
Legal Aid	Civil legal services to low-income and marginalized individuals
Sexual Assault Legal Institute (SALI) of MCASA (Maryland Coalition Against Sexual Assault)	Legal services to survivors of sexual violence
Child Justice	Legal services for children after exposure to family violence, physical/sexual abuse, substance addictions or neglect
American Sewing Guild	Sews stuffed animals and knitted hats for the children who come to the Family Justice Center

Organizations identified in the Maryland Charitable Database or the Montgomery County Volunteer Center.
OLO acknowledges that while these organizations are currently listed in one or both databases searched (and some may have an Internet presence), they may not be currently operational.

Organization	Services Provided
African Women Council	Conducts workshops and provides information on civic participation; healthcare; senior programs; financial literacy; employment; and cultural conflicts to women and girls
Akbar Foundation, Inc.	Collaborates with non-profits to promote awareness of HIV/AIDS, child trafficking and prostitution, and women trafficking in south Asia
Maryland Coalition Against Sexual Assault	Clearinghouse for information on sexual violence related issues
Ashiyanaa, formerly Asian Women's Self-Help Association	Case management, emergency needs, safety planning, referrals to psychological and legal services for victims of interpersonal violence
Boys and Girls Clubs Group Homes and Shelters, Inc.	Provides a wholesome living atmosphere for boys and girls that have been abandoned, neglected, abused sexually or emotionally
Childsavers, Inc.	Assistance for victims of child sexual abuse
Court Appointed Special Advocate Program (CASA) of Montgomery County (Voices Children Montgomery)	Trains and supports volunteers to serve as Court Appointed Special Advocates for abused and neglected children
Haven of Safety and Unconditional Love, Inc.	Provides a place of safety for women, children and at-risk youth in crisis
Hearts and Homes for Youth, Inc.	Group homes, therapeutic group homes, foster care, independent living, and a workforce readiness program to youth who have experienced abuse, neglect, mental health issues, homelessness, or other trauma youth
Interfaith Community Against Domestic Violence	Education resource on domestic violence
Jael Women of Purpose, Inc.	Assists the homeless and women and children of domestic violence
Karuna Charities Washington, Inc.	Financial support, employment training, educational scholarships, and community programs for disadvantaged women
Legal Resource Center on Violence Against Women, Inc.	Legal representation/support for domestic violence survivors in interstate custody cases
Metropolitan Center for Assault Prevention, Inc.	Helps educate children, their teachers and parents about child abuse prevention
OverComer Corporation	Job skills training for victims of domestic violence
Safe SEAT in the Moonlight	Provides a "Safe and Stay Responder" for child victims of sex trafficking
SAFE, Inc.	Provides assistance to victims of domestic violence
Soda Fund, Inc.	Supplies to homeless families who have been displaced due to domestic abuse
Towels for Tears, Inc	Provides 'Welcome Home' packages to survivors of DV, disasters or homelessness
Boys' and Girls' Homes Foundation and Community Services, Inc.	Helps troubled abused, neglected, and runaway children

Continued

Organization	Services Provided
Chip In Foundation	Provides sponsorships, resources, and support to the neglected youths in group homes and the abandoned elderly in nursing homes
National Association for Children of Alcoholics	Skill-based and developmentally appropriate lesson plans and support groups for families in which one or both parents have a serious alcohol or substance use disorder and there is a high risk for domestic violence, child abuse, or neglect
Secure the Call	Phones to seniors and victims of domestic violence who are in need and at a high risk for needing emergency services
Victims In Need, Inc.	Support victims of crime
JAFAl Support Foundation	Shelter, health support, and job placement to the vulnerable and abused women and children needing to escape from abuse and difficult home circumstances
4Montgomery's Kids	Support and enrichment for children who experienced or at risk for physical or sexual abuse or chronic neglect children and young adults
We Refuse Abuse	Publishes magazine publication advocating against domestic violence
Action Faith Outreach	Outreach to homeless and women and families facing domestic violence
Soroptimist International of Upper Mont. County	Provides women with primary financial responsibility skills training and education
Celestial Manna	Provides food, clothing, furniture, toys and household goods to all people, especially victims of trafficking, veterans, homeless shelters, battered women's shelters, and seniors
Comfort Cases	Provides children who are entering the foster care system with a bag filled with essential needs as well as comfort items

OLO also acknowledges there are many organizations in the County that provide services to victims of power-based violence but do not specialize in serving this population, such as Gaithersburg HELP, EveryMind or Florence Crittenton. OLO did not include these organizations in the inventory.

FINDING #3. Stakeholders that provide services to victims of power-based violence support the expansion of the Family Justice Center. However, several have some concerns about logistics and how to reconcile differing approaches to serving various types of victims.

Departments currently on-site at the FJC report there is a significant amount of collaboration and communication between them. Similarly, those departments that provide services but are not on-site report that the collaboration between them and those at the FJC is effective. During interviews for this report, stakeholders agreed that having all services all in one place would make it easier for victims and more efficient for staff. Further, all stakeholders would be supportive of expanding services to victims of all power-based violence and co-locating more services. However, some staff have concerns about how to establish such a comprehensive center.

The most significant concern is how to reconcile varying philosophies and approaches to providing victim services - some services providers work to reunify a family or work with a perpetrator, while other approaches require a more adversarial and/or judicial approach. There are concerns about victims who may not want to go to a place that includes public safety departments – they do not want to get the abuser in legal trouble (especially those with immigration concerns) or may not want to go to a place where the perpetrator also might be present. While staff agreed that having one location for services would be beneficial, several suggested one solution to these concerns could be staff available at other locations so clients have choices to ensure their comfort and safety.

Discussion Issue

The Council should discuss with relevant County government and nonprofit stakeholders the expansion of the Family Justice Center to include services for victims of all power-based violence including domestic violence, child abuse, trafficking, sexual assault, and elder abuse.

This inventory of government and non-profit organizations in the County was completed to be a first step in the possible expansion of the FJC to include victims of all power-based violence. While completing this inventory, stakeholders supported the idea of expansion to provide victims with more comprehensive services at one location.

Stakeholders agree that having a comprehensive center to serve all victims of power-based violence would be beneficial to clients. However, there are concerns about varying approaches to service delivery, logistics, and client comfort, as discussed in the findings. If the Council determines that expanding the FJC should be a goal of the County, OLO recommends the Council engage in detailed discussions with relevant County Government staff and non-profit partners to discuss the planning and implementation concerns of such a center, including location, financial and staffing issues.

Chapter 6. Agency Comments

The Office of Legislative Oversight (OLO) shared final drafts of this report with staff from Montgomery County Government. OLO appreciates the time taken by staff to review the draft report and to provide technical feedback, which are incorporated into this final draft. The written comments received from the Chief Administrative Officer, Sheriff's Office and State's Attorneys Office are attached in their entirety beginning on the following page. There is also a letter of support from the Tree House Child Advocacy Center.



OFFICE OF THE COUNTY EXECUTIVE

Marc Elrich
County Executive

Richard S. Madaleno
Chief Administrative Officer

MEMORANDUM

April 12, 2022

TO: Chris Cihlar, Director
Office of Legislative Oversight

FROM: Richard S. Madaleno, Chief Administrative Officer *BSM*

SUBJECT: Draft OLO Report 2022-6: Inventory of Services for Victims of Power-Based Violence in Montgomery County

Thank you for the opportunity to comment on the Office of Legislative Oversight's (OLO) Report 2022-6: Inventory of Services for Victims of Power-Based Violence in Montgomery County.

Power-based violence is an issue that has wide ranging and negative consequences on our families, children, elders and community at large. Therefore, we are proud of the array of existing services and programs to assist victims of power-based violence in Montgomery County. Recently, the Family Justice Center (FJC) launched the FJC Training Institute, which provides trainings free of charge to organizations, agencies, groups and the general public on a variety of topics related to domestic and teen dating violence. The center also provides a Virtual Protective Order Program, which allows survivors of intimate partner violence to obtain Temporary Protective Orders virtually from the FJC while simultaneously receiving other wraparound services and support. The County also provides other programs and services to support victims of violence such as the Safe Passage Center, the Betty Ann Krahne Center, as well as the Department of Health and Human Services' Crisis Center and Trauma Services. While we never want any human being to experience the trauma of power-based violence, Montgomery County has many services in place to assist those in need of support.

Collaborative efforts are key to ending the cycle of power-based violence. We agree that the expansion of the FJC to provide services for all victims of power-based violence could be valuable to supporting victims in their journey as survivors. We also understand that there may be challenges to implement this expansion and are committed to having further discussions on how we can continue to support victims of power-based violence.

Additionally, while we understand that some partners may be reluctant to include law enforcement at the expanded FJC, we believe that law enforcement is an important part of addressing power-based violence. I am certain that we can work together to minimize the impact to individuals who choose not to involve law enforcement.

RM/rp/mj/ac

cc: Fariba Kassiri, Deputy Chief Administrative Officer
Earl Stoddard, Assistant Chief Administrative Officer
Ken Hartman, Director of Strategic Partnerships, Office of the County Executive
Raymond Crowel, Director, Department of Health and Human Services
Marcus Jones, Chief, Montgomery County Police Department



STATE'S ATTORNEY
JOHN J. MCCARTHY

State's Attorney for Montgomery County

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DEPUTY STATE'S ATTORNEYS
PETER A. FEENEY
RYAN S. WECHSLER

April 26, 2022

Chris Cihlar, Ph.D.
Director, Office of Legislative Oversight
Stella B. Werner Council Office Building
100 Maryland Avenue, 4th Floor
Rockville, Maryland 20850

Re: OLO Draft Report 2022-6: Inventory of Services for Victims of Power-Based Violence in Montgomery County

Dear Dr. Cihlar:

Thank you for the opportunity to review and comment on the Office of Legislative Oversight's Draft Report 2022-6: Inventory of Services for Victims of Power-Based Violence in Montgomery County. This report offers an excellent overview of available services in the county. The State's Attorney's Office (SAO) supports co-locating services for victims of power-based violence, including domestic violence, child abuse, sex trafficking, sexual assault, and elder abuse.

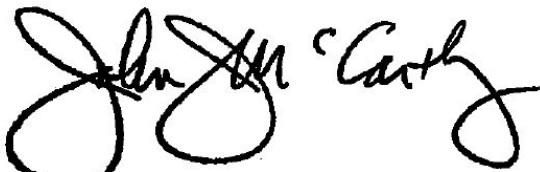
For the last year, the SAO has participated on a subcommittee of the Domestic Violence Coordinating Council (DVCC) that has studied this issue. As noted in the OLO report, other jurisdictions have created successful centers for victims of power-based violence. Much like our Family Justice Center model, a center for victims of power-based violence would be comprised of multiple agencies. And, similar to our Family Justice Center model, each agency would maintain its unique identity, but would co-locate, ideally under one roof.

Therefore, the SAO suggests that our follow-up discussion focus on co-location, based on the Family Justice Center model, rather than an expansion of the Family Justice Center itself. For example, in Nashville, Tennessee, the Family Safety Centers co-locate government agencies to support victims of power-based violence; and in Fort Worth, Texas, One Safe Place does the same. If located together, the SAO, the Family Justice Center, Child Welfare Services, Trauma Services, Adult Protective Services, and the Police Department could closely collaborate and create seamless transitions for victims and families that need services from different agencies.

Chris Cihlar, Ph.D.
Page Two
April 26, 2022

The SAO is committed to this process. There are inherent challenges in co-locating multiple agencies, but based on our work with the DVCC subcommittee, we believe that we can overcome these challenges. As noted in the report, co-location of multidisciplinary services for victims of family violence and their children increases safety and support, and increases accountability for offenders. We hope that our county can move into the future with a shared commitment to increase safety and support for victims, and accountability for those who commit crimes against them.

Sincerely,

A handwritten signature in black ink, appearing to read "John J. McCarthy". The signature is stylized with large loops and a long horizontal stroke at the end.

John J. McCarthy
State's Attorney
Montgomery County, Maryland

A handwritten signature in black ink, appearing to read "Debbie Feinstein". The signature is more fluid and less stylized than the one to its left, with a long horizontal stroke at the end.

Debbie Feinstein
Chief, Special Victims Division
State's Attorney's Office
Montgomery County, Maryland

cc: Darren Popkin, Sheriff, Montgomery County Sheriff's Office
Marcus Jones, Chief, Montgomery County Police Department
Gabe Albornoz, Council President, Montgomery County Council
Sidney Katz, Chair, Public Safety Committee, Montgomery County Council
Earl Stoddard, Assistant Chief Administrative Officer, Office of the County Executive
Raymond Crowel, Director, Department of Health and Human Services
Thomas Manion, Director, Montgomery County Family Justice Center
Captain Amy Daum, Director, Special Victims Investigation Division, MCPD
Lisa Merkin, Administrator, Child Welfare Services, DHHS
Dorne Hill, Administrator, Crisis and Trauma Services, DHHS
Mario Wawrzusin, Administrator, Adult Protective Services, DHHS
Charles Regan, Director, Tree House Child Advocacy Center



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Nationally Accredited
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SHERIFF DARREN M. POPKIN

April 26, 2022

Chris Cihlar, PhD, Director, Office of Legislative Oversight
Stella B. Werner Council Office Building
100 Maryland Avenue, 4th Floor
Rockville, MD 20850

Dear Dr. Cihlar,

I write this letter in support of the 2022 report from the Montgomery County Office of Legislative Oversight entitled "Inventory of Services for Victims of Power-Based Violence in Montgomery County." As the lead agency for both the Family Justice Center (FJC) and the Domestic Violence Coordinating Council (DVCC), the Sheriff's Office understands and appreciates the immense benefits of the Family Justice Center service model of multi-disciplinary co-location. As we have seen since the creation of the FJC in 2009, this model enables us to provide the most effective, robust and efficient services possible to those experiencing intimate partner violence in our community. We are grateful for our many allied agency partners at the FJC, including the State's Attorney's Office, Police Department, Department of Health and Human Services, House of Ruth Maryland, Catholic Charities, CareerCatchers, DVS Legal Services, the Asian/Pacific Islander Domestic Violence Resource Project, and many others, who all work tirelessly to keep victims safe and hold offenders accountable.

The Sheriff's Office also understands the connection between intimate partner abuse and other types of power-based violence such as child abuse, elder abuse, sexual assault and human trafficking. In many cases, families who are experiencing one type of abuse are also experiencing other types as well. The recommendation to expand the Family Justice Center service model in Montgomery County to all types of power-based violence and co-locate the relevant service providers has our full support. We are confident that, as we did during the development of the FJC, the County stakeholders and service providers will be able to jointly and effectively address any issues and concerns in the spirit of collaboration, synergy and service to the community.

Sincerely,

Darren M. Popkin, Sheriff

Cc: Dr. Earl Stoddard, Assistant Chief Administrative Officer, Office of the County Executive
John McCarthy, State's Attorney, Montgomery County
Marcus Jones, Chief, Montgomery County Police Department
Dr. Raymond Crowel, Director, Montgomery County Department of Health and Human Services
Debbie Feinstein, Chief, Special Victims Division, Montgomery County State's Attorney's Office
Captain Amy Daum, Special Victims Investigations Division, Montgomery County Police Department
Dorné Hill, Administrator, Crisis and Trauma Services, Department of Health and Human Services
Lisa Merkin, Administrator, Child Welfare Services, Department of Health and Human Services
Mario Wawrzusin, Administrator, Adult Protective Services, Department of Health and Human Services
Charles Regan, Executive Director, Tree House Child Advocacy Center
Dr. Jessica Volz, Clinical Director, Forensic Medical Unit, Shady Grove Medical Center



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April 26, 2022

Chris Cihlar, Ph.D.
Director, Office of Legislative Oversight
Stella B. Werner Council Office Building
100 Maryland Avenue, 4th Floor
Rockville, Maryland 20850

Dear Dr. Cihlar:

This letter is in response to the Office of Legislative Oversight's Draft Report 2022-6: Inventory of Services for Victims of Power-Based Violence in Montgomery County. The Tree House Child Advocacy Center of Montgomery County, MD supports the idea of co-locating with the county agencies who provide services for victims of power-based violence, including domestic violence, child abuse, sex trafficking and sexual assault.

The Tree House CAC has participated on a subcommittee of the Domestic Violence Coordinating Council (DVCC) that has studied this issue. After speaking with other CACs throughout the country, we have learned from other jurisdictions which have created successful centers comprised of public agencies and non-government partners. The most effective models allow the agencies to continue to provide their specialized services while fostering more efficient communication and cooperation among the partners. This ability to collaborate more easily under one roof, makes a victim-centered approach much more impactful and effective.

The Tree House CAC is eager to continue the discussions on co-location and work with our partner agencies to develop an action plan to make this a reality. It is our hope that Montgomery County will support this initiative moving forward.

Sincerely,

Charles D. Regan, Jr.
Executive Director

cc: Darren Popkin, Sheriff, Montgomery County Sheriff's Office
Marcus Jones, Chief, Montgomery County Police Department
Earl Stoddard, Assistant Chief Administrative Officer, Office of the County Executive
Thomas Manion, Director, Montgomery County Family Justice Center
Captain Amy Daum, Director, Special Victims Investigation Division, MCPD
Raymond Crowel, Director, Department of Health and Human Services
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John J. McCarthy, State's Attorney, Montgomery County
Debbie Feinstein, Chief, Special Victims Division, State's Attorney's Office