

AGREEMENT

THIS CONTRACT entered into this 2nd day of February, 2011, by and between County of Cuyahoga, Ohio ("County") and Case Western Reserve University, a not for profit corporation, with principal offices located at 10900 Euclid Avenue, Cleveland, Ohio 44106 ("Case").

WHEREAS, the United States Department of Justice has approved the Children Exposed to Violence Demonstration Project Award for the use of funds for strategic planning regarding children's exposure to violence in their homes, schools and communities, and

WHEREAS, the United States Department of Justice has awarded County of Cuyahoga, Ohio, Witness/Victim Service Center, a grant for implementation of the program as set forth in the application attached hereto and incorporated herein, and

WHEREAS, it is necessary that the County and Case enter into an agreement in order to carry out consulting services as set forth in the attached Budget Detail of the program.

NOW, THEREFORE, the parties hereby agree as follows:

I. SCOPE OF SERVICES

Case will provide all services as set forth in the attached Budget Detail during the period from October 1, 2010, through and including September 30, 2011, or as adjusted by approved formal request for a grant period change, program modification or grant extension. Any changes in approved staff positions, program focus, or deviations from the Budget Detail must be set forth in writing and approved by the County prior to implementation.

II. COMPENSATION

A. REIMBURSEMENT

The County shall reimburse Case for allowable expenses incurred in providing the above services, wholly out of funds granted by the Federal and/or State Government for the program. In no event shall compensation exceed Sixty-Six Thousand, Seven Hundred Twenty-One Dollars (\$66,721.00).

B. METHOD OF PAYMENT

The County shall make payment to Case on the basis of the approved Budget Detail attached hereto. Invoices shall reflect the expenditures reported in the Financial Report Reported required in Section VI of this Agreement. Monthly Financial Reporting may be required during all or part of the grant period, should the County determine that a greater frequency of reporting is necessary for the monitoring of the grant. Reimbursement for expenditures shall be made within thirty (30) days after receipt by the County of a financial report detailing expenses incurred, provided that the funds for the project have been deposited with the County. In no event shall any expenditure by Case be reimbursed unless said expenditure is included in the schedule of expenses and proper documentation attached. The County may withhold reimbursements if Case has been found and notified of non-compliance status with Federal, State and/or County requirements, regulations and conditions.

III. GRANT CONDITIONS

Case shall comply with all special and standard grant conditions as set forth in the Department of Justice Award Document as special (this is accurate as is) conditions now or as amended hereafter, which were part of the application packet, additionally set forth grant

conditions. These documents are incorporated by reference and herein made part of this Agreement.

A. AUDITS

The County, or any of their duly authorized representatives, shall have access for the purpose of audit and examination of any books, papers, program site, staff, clients, and records of Case that are pertinent to the subject matter.

B. FINAL AUDITS

Final audits of criminal justice projects shall be made by Cuyahoga County in accordance with standard time schedules. Cuyahoga County or its duly authorized representative may make preliminary audits. Case agrees to cooperate with Federal, State, and local auditing requirements and comply with standards, procedures, and reasonable schedules whether the audit be general, full-scope, financial, compliance, performance, total entity, or other. Case is liable to Cuyahoga County for the return of all unspent awarded funds or disallowed expenditures as a result of an audit.

IV. REPORTING REQUIREMENTS

A. FINANCIAL REPORTS

Case shall furnish to the County by the tenth (10th) day after the end of each month, a Financial Report accompanied with back-up documentation describing expenditure of funds.

B. PROGRAM REPORTS

Program Reports shall be submitted as prescribed by the County.

V. NOTICES

Any reports, notices, invoices, or communications required by this Agreement shall be sufficient if sent by the parties in the United State Mail, postage prepaid, to the addresses noted below:

COUNTY:

ATTENTION: Janet L. Kronenberg, Manager
Witness/Victim Service Center
310 W. Lakeside, Ste 300
Cleveland, OH 44113

CASE:

ATTENTION: Derek Humphrey
Office of Sponsored Project Administration
Case Western Reserve University
10900 Euclid Avenue
Cleveland, OH 44106-7015

or at such other address as the County may have designated by written notice to Case.

VI. TERMINATION

A. CANCELLATION

This Agreement shall terminate on the date stated in Section IX or after reasonable notice and opportunity to correct any substantial breach of this Agreement. In addition, should the U.S. Department of Justice disapprove the grant award, or for any reason reduce or discontinue the grant of funds thereby causing County to receive a lesser amount of funds than that specified herein and contemplated by this Agreement, then the County reserves the right to reduce or cancel this Agreement.

B. VIOLATION

This Agreement may be terminated for failure to meet the terms of this Agreement or the failure of the program to meet its stated objectives. The County will set forth in writing the

violation(s) and will state the corrective action(s) required. The failure to implement the corrective action(s) may cause reimbursement to be delayed, and/or the termination of the program.

VII. APPEAL

Case may request a budget revision, grant period change, program modification, or grant extension, provided such written requests are:

1. In the proper format, and
2. Submitted ninety (90) days prior to expiration of this Agreement for project extensions and thirty (30) days prior to other modifications.

The County may approve or disapprove the request, and will render a decision in writing.

VIII. TERM

This Agreement will be effective on October 1, 2010, and unless sooner terminated for cause will terminate on September 30, 2011, or as provided in I. SCOPE OF SERVICES.

IX. CUYAHOGA COUNTY HELD HARMLESS

Case agrees to indemnify and hold harmless (and at the County's request, defend) Cuyahoga County elected officials, and all other persons or organizations cooperating in the conduct of the project, their employees, agents, and officers (each of which persons and or organizations is hereinafter called an "indemnitee") from and against any and all claims, loss, damages, liability, costs, expense, judgment or obligation whatsoever, for or in connection with injury (including death) or damage to any person or property resulting from, or in any way connected with the performance or failure to perform obligations hereunder by Case and applies without limitation to injury or damage to third parties and Cuyahoga County and its respective property.

X. NON-DISCRIMINATION

Case agrees to provide the program services without discrimination on account of race, sex, color, religion, national origin, age occupation, physical or mental disability, or veteran status, to the extent required by law. The parties agree that discrimination and affirmative action clauses contained in Executive Order 11246, as amended by Executive Order 11375, relative to Equal Employment Opportunity for all persons without regard to race, color, religion, sex, or national origin, and the implementing rules and regulations prescribed by the Secretary of Labor in Title 41, Part 60 of the Code of Federal Regulations, are incorporated herein to the extent binding upon the Agency.

XI. ELECTRONIC TRANSACTIONS

By entering into this Agreement, the parties agree to conduct this transaction by electronic means by agreeing that all documents requiring county signatures may be executed by electronic means, and that the electronic signatures affixed by the County to said documents shall have the same legal effect as if that signature was manually affixed to a paper version of the document. Case also agrees to be bound by the provisions of Chapters 304 and 1306 of the Ohio Revised Code as they pertain to electronic transactions, and to comply with the electronic signature policy of Cuyahoga County.

XII. COMPLIANCE WITH THE LAW

Case agrees to provide the services of the Program in compliance with all applicable Federal, State, and County laws, rules, regulations and ordinances.

XIII. ENTIRE AGREEMENT


This Agreement constitutes the full and complete expression of the Agreement between the parties and supersedes any prior contemporaneous oral written agreements. This Agreement shall not be amended except by a written instrument signed by both parties.

IN WITNESS WHEREOF, the County and Case have executed and delivered this Agreement as of the date first written above.

COUNTY OF CUYAHOGA, OHIO

By: 
Edward FitzGerald, County Executive

CASE WESTERN RESERVE UNIVERSITY

By: 
2/4/11 DIANE L. DOMANOVICS
Assistant Vice President for Research
Sponsored Projects Administration
Case Western Reserve University

PROGRAM NARRATIVE

CUYAHOGA COUNTY CHILDREN EXPOSED TO VIOLENCE DEMONSTRATION PROGRAM: PHASE 1

ABSTRACT

The purpose of the Cuyahoga County Children Exposed to Violence Initiative is to prevent and reduce the impact of children's exposure to violence in their homes, schools, and communities breaking the cycle of crime, violence, and abuse in the community. A Governing Board will be established of leadership from all stakeholder organizations to participate in a year-long strategic planning process resulting in a comprehensive strategic plan which will enable Cuyahoga County to improve prevention, intervention, and response systems for children most at risk and exposed to violence from birth through 17 years of age. Based on a thorough community scanning and assessment and research on national best practices, Cuyahoga County will design and implement a comprehensive, integrated system of care that addresses the entire community with a focus on children, families, schools, and neighborhoods with the highest risk and exposure to violence. An experienced staff and consultant team of local experts on children exposed to violence with a background in program planning, development, and evaluation will ensure short-term outcomes are measured and reported on and a comprehensive information collection and management system is established to enable straightforward data reporting and evaluation that documents progress on intermediate and long-term objectives.

STATEMENT OF PROBLEM

National and Local Prevalence Rates of Childhood Exposure to Violence: Current prevalence studies indicate between 50-96% of youth living in urban areas like Cleveland, Ohio are exposed to violence in their neighborhoods (Fowler et al., 2009). Results of a recent investigation funded by the Department of Justice (2009) found that 60% of a national sample of children reported being exposed to abuse or criminal victimization in the previous twelve months. Nearly 50% of the sample reported being physically assaulted while 10% of the sample reported abuse at the hands of their caregiver. Over one-third of the children reported multiple incidents of violence exposure and victimization over the past year and over 10% reported at least five distinct incidents.

Local data suggest significant disparities exist between the violence exposure of youth living in Cleveland and their suburban counterparts living throughout Cuyahoga County. A study of high school students from Cleveland Schools (N=1,228) revealed significant discrepancies between levels of violence exposure of Cleveland students compared with students from a suburban school outside of Cleveland (Singer, Anglin, Song & Lunghoffer, 1995). Over 24% of male Cleveland students reported being beaten or mugged in their neighborhood in the twelve months prior to the survey compared with 3% of their suburban male counterparts. Similarly, 29% of Cleveland female students reported being threatened with physical harm in their neighborhood compared to 7% of suburban females. In almost every category of violence victimization, ranging from threats of harm to being shot at or shot, Cleveland males and females reported significantly higher levels than suburban youth.

A similar pattern was demonstrated in high school students' reports of witnessing violence. Notably, 62% of Cleveland males and 49% of Cleveland females indicated that they had seen someone shot at or shot in the twelve months prior to the survey, compared with 3% of suburban males and 0.5% of suburban females. Twenty-three percent of Cleveland males and 31% of Cleveland females revealed they had witnessed someone being beaten at home compared with 1% and 4% of suburban students, respectively. Similar to violence victimization reports, Cleveland's students reported significantly higher levels of witnessing violent acts in almost every measured category than their suburban counterparts.

In another study, elementary and middle school children from Cleveland Schools (N=860) were part of the overall sample (N=2,245) of youths queried on their exposure to violence and violent behaviors (Singer et al., 1999). Both Cleveland males and females reported higher levels of severely violent behaviors than their small city (located in Northeast Ohio) and rural Ohio

counterparts. For example, 69% of Cleveland males and 57% of Cleveland females indicated they had beaten-up someone in the past year, compared with 53% of small city males and 29% of small city females and 43% of rural males and 22% of rural females. About 8% of Cleveland males and females reported attacking or stabbing someone with a knife within the past year, higher levels than those reported by small city and rural students (small city males 5%, females 3%; rural males 3%, females 2%).

Scientific data may not confirm a link between poverty and violence, but at a minimum it calls for increased resources to address basic needs when planning for a full continuum of services. In 2007, Cleveland's poverty rate was 29.5%, which ranked as the second highest poverty rate among U.S. cities with 250,000 or more residents. Cleveland's poverty rate has hovered at approximately 25-30% since 2001, ranking it in the top twenty among large cities. With respect to child poverty, Cleveland ranks 3rd among major cities in the U.S., with 43% of Cleveland's children living in poverty.

Consequences of Childhood Exposure to Violence: Studies of children and adolescents suggest that chronic exposure to violence is associated with a number of psychological symptoms including depression (Ruchkin et al., 2007; Richters & Martinez, 1993), poor physical health outcomes (Graham-Berman & Seng, 2005), suicidal ideation (Flannery, Singer & Wester, 2001) dissociation (Atlas & Hiott, 1994) and posttraumatic stress (Fowler et al., 2009; Horowitz, Weine & Jekel, 1995). Particularly high levels of violence exposure have been documented in clinical populations of children. A recent multi-agency examination of the characteristics of children in residential treatment in New York State found high levels of sexual (18%) and physical (48%) abuse (Dale, Baker, Anastasio & Purcell, J., 2007).

Witnessing violence can be equally traumatic (Cooley-Quille, Boyd, Fantz & Walsh, 2001). In a sample of older adolescents in an urban setting, Rosenthal & Wilson (2001) reported that witnessing violence and repeated exposure to community violence were both independently associated with anger, anxiety, depression and dissociation. The deleterious effects of violence exposure on children's mental health have been well documented; however, it is equally important to consider the behavioral implications of this exposure.

Violence Exposure and its Relationship to Violence Perpetration: While the relationship between childhood exposure to violence and psychological distress is well-documented, researchers have also found a connection between childhood violence exposure and perpetration of violence (Bingenheimer, Brennen, & Earls, 2005; Farrell & Bruce, 1997; Flannery, Singer, & Wester, 2001; Singer et al., 1999; Song, Singer, & Anglin, 1998). The causal link between violence exposure and aggression has been investigated across various stages of childhood and adolescence, including children as young as preschool age (Dodge, Bates & Petit, 1990). Children appear to be particularly vulnerable to such effects in part because they have limited control over violent environments and are often unable to obtain help, especially if violence is perpetrated by family members. Moreover, recent data and theory suggest there are significant effects of early and prolonged exposure to violence on children's developing brains, particularly with young children who have fewer reasoning capacities and effective defenses.

Local Data on Violence Perpetration: Data have shown that children living in the city of Cleveland are exposed to higher levels of violence and victimization than their suburban counterparts. In order to examine data related to the perpetration of violent behavior, a community assessment which utilized several local studies as well as regional and state-wide data sources was conducted. Statewide school data sources included school Education

Management Information Services (EMIS) data and the Interactive Local Report Card (ILRC). The regional data source was the Northeast Ohio Community and Neighborhood Data for Organizing (NEO CANDO). The NEO CANDO database allows users to extract data across geography and time to examine trends.

The most recent data from 2005-07 clearly indicated that youth living in city of Cleveland were at significantly greater risk for being perpetrators of violence-related events when compared to youth throughout Cuyahoga County, with the overwhelming percentage of their victims being other youth. Furthermore, this disparity was magnified when comparing minority youth to their White counterparts. In addition, EMIS data for youth in the Cleveland Metropolitan School District (CMSD) indicated higher rates of violence-related discipline events for Cleveland CMSD students compared to their Cuyahoga County suburban counterparts. Once again, a closer examination of the data revealed minority youth were disproportionately involved in these violence-related discipline events.

Summary of Childhood Violence Exposure Data: Recent studies have found that children are exposed to violence at alarming rates, and many endure multiple incidents of victimization and violence exposure. Researchers have found clear links between childhood violence exposure and both psychological distress and the perpetration of violent behaviors. Local data indicates that while youth in Cuyahoga County are exposed to high levels of violence, children living in the City of Cleveland are at especially high risk for violence exposure and perpetration. This disparity in childhood violence exposure occurs in several locations including a child's home, school, and neighborhood.

The Children Who Witness Violence Program: A particularly relevant local program and corresponding research study is the Cuyahoga County Children Who Witness Violence Program (CWWV). The CWWV Program was created in 1999 to address the impact that domestic and other forms of violence has on children and families. Local police departments received training on how to identify and interact with children exposed to violence. If, while responding to a call, an officer identifies a child as having been exposed to violence, the officer makes a referral by calling a 24/7 hotline operated by the Mental Health Services Inc. (MHS) Mobile Crisis Team. MHS provides immediate crisis intervention and assessment to the children referred to the CWWV Program. Children in need of additional services are referred to a CWWV follow-up provider, usually a community mental health center or other nonprofit social service organization.

Since it began in 1999, the CWWV Program has provided assessment and other services to thousands of youth and families. Results from a 2002 program evaluation revealed that Mental Health Services, Inc. (MHS) made an average of 5 completed service visits for each family and engaged each family in an average of 14 phone or face-to-face contacts. Forty percent of those who were referred and whose parents agreed to services received crisis intervention, and 71% of those youth were referred for follow-up services. Additional data indicated that children who completed services felt less anxious and depressed, and parents reported that their children were less withdrawn and restless. Children younger than age 8 showed significant reductions in measures of anxiety while older children (8-16 years) reported significant reductions in anxiety, depression, post-traumatic stress, and symptoms of dissociation. Parents and guardians of children 5-18 years old reported that their children were significantly less anxious and withdrawn, and had significantly less behavioral restlessness and hyperactivity.

The published findings of a study during the initial phase of the program (Drotar et al., 2003) indicated that up to 15% of girls and 10% of boys experienced clinically significant symptoms of trauma after being exposed to a domestic violence incident. Further, most children saw violent events as threats to their safety, thought they and their parent had little control over the events, and believed that the violence would reoccur.

Identification of Need and Gaps in Current Model:

In 2009, the Children Who Witness Violence Program received over 1500 referrals and provided services to over 600 children and adolescents, mostly focused in the City of Cleveland. While the CWWV Program has and will continue to be an important and effective program for children who are exposed to violence, the reach of the CWWV Program is limited and many children who have been exposed to violence in Cuyahoga County and more specifically, Cleveland, go untreated. As data indicate, children exposed to violence are at risk for a host of psychological problems and are more likely to become perpetrators of violence. This is especially true for children who do not receive adequate assessment and services following their exposure to violence.

The traumatic stress suffered by children who are exposed to violence is a serious and enduring condition that can significantly compromise a child's capacity to develop and maintain independent social and academic functioning. Although evidence-based interventions for children suffering from traumatic stress have recently been developed and exist in Cuyahoga County, many victims lack access to them because of the limited capacity of agencies to provide such care. Victims face substantial practical and psychological disincentives when seeking help. In addition to the fear of exposure, which can and often leads to loss of custody or jail time for the perpetrator(s), there is significant stigma associated with physical, emotional and sexual

abuse. Often, perpetrators were abused at a younger age and are reluctant to acknowledge, verbalize, or address previous abuse. Penetrating the shame of individuals who are victims of abuse and other violent crimes is a significant barrier in establishing and maintaining a therapeutic relationship.

Youth violence is a significant public health problem in Cleveland, where high rates of witnessing violence and victimization from violence are related to increased risk of interpersonal aggression and mental and behavioral problems. The high levels of youth violence occur in the context of significant poverty, educational disadvantage and segregation. The Attorney General's Children Exposed to Violence Demonstration Grant will allow Cuyahoga County to not only continue or expand existing programs designed to reduce the effects of childhood violence exposure, but also to re-think and re-evaluate the current methods of identification, assessment, referral, and service delivery to youth who have been exposed to violence. In addition, this grant would allow Cuyahoga County to develop a more comprehensive information gathering protocol related to childhood exposure to violence than presently exists. Currently, data are collected on the numbers of referrals made, assessments performed, and services received, but this data does not exist in the aggregate in a centralized database that is accessible to multiple agencies or service providers. A comprehensive information collection and management system will allow for straightforward data reporting and evaluation, which will in turn better inform our programs and policies.

PERFORMANCE MEASURES REQUIREMENTS

The goal of Cuyahoga County's Children Exposed to Violence Initiative is to prevent and reduce the impact of children's exposure to violence in their homes, schools, and neighborhoods;

breaking the cycle of crime, violence, and abuse in the community. A strategic planning process will be conducted resulting in a comprehensive strategic plan which will enable Cuyahoga County to take a targeted approach to achieve the greatest impact in improving prevention, intervention, and response systems for children most at risk and exposed to violence from birth through 17 years of age. Cuyahoga County is capable of providing all data desired by and in compliance with privacy requirements of the Department of Justice. The Cuyahoga County full-time Children Exposed to Violence Coordinator will collect and provide all data documenting progress on achieving required performance measures. Specific objectives, performance measures, and data identified by Cuyahoga County in year 1 in the planning and assessment phase are included in the chart below.

Objectives	Performance Measures	Data Grantee Provide
1. To develop & implement family & community activities that prevents children's initial and repeated exposure to violence. To increase knowledge & awareness on the causes & characteristics of childhood exposure to violence through education & outreach.	6 Governing Board meetings held	# of Governing Board meetings held
	36 Sub-Committee meetings held	# of Sub-Committee meetings held
	75% attendance at Board & Sub-Committee meetings by membership	% of membership of Board and Sub-Committees attending meetings
	25 partnerships established through an MOU	# of MOU partnership agreements established
	1 community forum conducted with attendance of at least 250	# of community forums held with # attending
2. To improve systems & services that identify and assist youth & families who have been impacted by violence by reducing trauma, building resilience, and improving coping.	1 research & community assessment report	# research & community assessment reports
	1 report on strategic plan priorities, assignments, and processes	# of reports on strategic plan priorities, assignments, and processes
	1 comprehensive strategic plan addressing background data, new system of service, and implementation plan	# of comprehensive strategic plans addressing background data, new system of service, and implementation plan
	6 documents detailing	# of documents detailing

	requirements in critical areas of service system	requirements in critical areas of service
3. To obtain local resources and be selected as a full demonstration site by DOJ to implement all aspects of the strategic plan	80% of funding for first year of implementation committed by end of phase 1 strategic planning	% of total funding committed for implementation after phase 1 strategic planning

PROJECT/PROGRAM DESIGN AND IMPLEMENTATION

Local Community: Cuyahoga County, with emphasis on its largest city Cleveland, Ohio, is the target area for a comprehensive data-driven collaborative strategic plan designed to prevent and respond to the needs of children exposed to violence. Based on the analysis of data and the results of the strategic planning process, specific geographic areas in the City of Cleveland with children at highest risk of exposure to violence will be identified and be the focus for the implementation phase. Over the last ten years, community partners in Cuyahoga County have joined together to change policies and procedures, implement evidence-based practices, train professionals on trauma-informed care, educate the community about the effects of violence on children and families, and study and evaluate outcomes. Despite these significant accomplishments, there are still children exposed to violence that do not receive services. The Attorney General's initiative offers Cuyahoga County the opportunity to build on its strong foundation and take the next logical step by developing and implementing a comprehensive approach that enhances all aspects of the continuum of prevention, intervention, and treatment related to exposure to violence for children from birth through seventeen years of age.

Collaborative Partners: Community stakeholders, from the public and private sectors and the general community will be convened to develop and implement best practice approaches that both prevent and reduce the impact of children's exposure to violence. The Cuyahoga County

Children Exposed to Violence Governing Board will include representatives from education, health, behavioral health, social services, early childhood intervention and education, domestic violence advocacy, crisis intervention, child welfare, law enforcement, legal services, courts, corrections, community and faith-based organizations, and private foundations. A complete list of individuals that have been invited is included in Attachment A. A number of individuals have already expressed their commitment to participate as evidenced by their letters included in Attachment F.

Lead Agency: The government of Cuyahoga County will serve as the applicant and lead agency due to its long standing commitment to addressing children's exposure to violence; authority over major stakeholders such as the Department of Children & Family Services (child welfare agency), Witness/Victim Service Center, and Invest in Children (pre-natal to early childhood initiative); and its role as a major appropriating authority to the Alcohol, Drug Addiction, and Mental Health Services Board of Cuyahoga County (ADAMHS), Metro Health System, and the Common Pleas Court system.

Collaborative Body & Chairperson: The Cuyahoga County Children Exposed to Violence Governing Board (Governing Board), including representation from stakeholders identified in Attachment A, will be chaired by Steven M. Dettelbach, U.S. Attorney for the Northern District of Ohio. Mr. Dettelbach, a highly respected professional locally and nationally, will ensure the Governing Board members are mobilized to achieve the goals and objectives of this initiative. To further solidify the commitment of necessary stakeholders, six Vice Chairpersons will be incorporated including Heidi Gartland, Vice President of Government Affairs at Rainbow Babies & Children's Hospital; William Denihan, Chief Executive Officer of the ADAMHS; Rick Werner, Deputy Administrator of Cuyahoga County; Michael McGrath, Chief of Cleveland

Division of Police; Billie Osborne Fears, Executive Director of Starting Point; and Cassandra Bledsoe, Minister of Abyssinia Baptist Church. In addition to participating on the Governing Board, these Vice-Chairpersons will participate in one of six Sub-Committees. The six subcommittees will be:

- Services, Chairperson Rosemary Creeden, Associate Director of Mental Health Services, Inc.
- Policies & Procedures, Chairperson Robert Triozzi, Law Director of the City of Cleveland
- Training, Chairperson Senior Manager from the Cuyahoga County Department of Children & Family Services (DC&FS) to be determined
- Evaluation, Chairperson Dr. Mark Singer, Leonard Mayo Professor of Family & Child Welfare of Case Western Reserve University
- Community Engagement & Awareness, Chairperson Scott Osiecki, Director of External Affairs of ADAMHS
- Funding & Sustainability, Chairperson Craig Tame, Law Enforcement Coordination Manager of the U.S. Attorney's Office of the Northern District of Ohio.

Many of these individuals have already agreed to join the Governing Board as evidenced by letters included in Attachment F. Resumes are included on some of these individuals in Attachment D.

Project Coordination: Cuyahoga County is in the process of hiring a full-time staff person who will oversee existing CWWV programming. This person should be selected by summer 2010 and will serve as the Coordinator of the Attorney General's program in Cuyahoga County. In

addition, Janet Kronenberg, Manager of Witness/Victim Service Center and a part-time strategic planning consultant Elsie Day, and Kent State University's Institute for the Study and Prevention of Violence's (ISPV) Dr. Daniel Flannery and Dr. Jeff Kretschmar will join the Coordinator and comprise the expert team of professionals facilitating the planning, implementation, and evaluation processes. Resumes of all staff and consultants are included in Attachment D. A part-time Administrative Assistant will also provide supportive services to staff and consultants. The salaries of all County staff will be covered by funding other than that provided by the Department of Justice Children Exposed to Violence Program.

Process to Work Together: Cuyahoga County has an extensive and successful history of public and private community collaborative planning and service delivery, as well as experience integrating national support and expertise in its work. The Cuyahoga County Children Exposed to Violence Initiative's leadership welcomes the guidance and assistance provided by the Department of Justice through the national strategic planning coordinator and evaluator. In addition, Cuyahoga County looks forward to learning and sharing with the other sites selected to participate in the Attorney General's demonstration program. The local committees and staffing described above will ensure a focused, inclusive, and transparent planning and implementation structure. Not only do the participating individuals possess the knowledge, expertise, commitment, and authority to design and implement a new, improved system; they have long standing relationships based on mutual respect that allow them to overcome any challenges or systemic barriers. Though the strategic planning process and resulting plan will define the specifics, Cuyahoga County envisions a new response to children exposed to violence that includes the following:

- System-wide screening, assessment, and referral procedures that identify children exposed to or at risk of exposure to violence
- Agency staff trained to offer trauma informed care
- Integrated information systems that identify multiple-system involvement and history of exposure to violence and service provision
- An array of evidence-based and quality programming that is culturally and developmentally appropriate
- Policies and procedures that minimize bureaucratic barriers and offer full access to and utilization of service
- Reporting and evaluation protocols that document progress on achieving goals and objectives
- An informed community that rejects the inevitability of violence as a way of life.

Cuyahoga County will capitalize on the existing human and technological coordinating mechanisms to oversee the operation of the new system. An example of an existing mechanism that will offer on-going oversight beyond the responsibilities of individual agencies is the Cuyahoga County Family & Children First Council (FCFC). This division of Cuyahoga County government promotes a collaborative system of care emphasizing coordination across a continuum of family-centered, neighborhood based, and culturally competent services to ensure the well-being of every child, and to preserve and strengthen families in their communities. This body, with representation from the leading child-serving agencies, offers an existing, on-going mechanism to ensure the newly designed system of service operates in an effective and efficient manner. With the established eight areas of focus in FCFC (Service Coordination, Community

Assistance, High Fidelity Wraparound, Child Well-Being Plan, Early Childhood-Invest In Children, School-Age & Adolescent-MyCom, Children's Trust Fund, and Other Community Initiatives & Partnerships), it is anticipated that the implementation of the new operating system for children exposed to violence can be monitored and adjusted as needed. One aspect of FCFC, Service Coordination, will be particularly helpful in identifying individual cases that are not proceeding through the system and receiving services as originally defined in the strategic plan on Children Exposed to Violence. Service Coordination is a navigation process designed to direct parents to a full scale of quality services prenatal through graduation for their children. The process uses a coordinated and cooperative public system infrastructure that promotes cross system collaboration—at the policy, programmatic, and case levels. Representatives from all systems meet monthly to address individual cases and systemic issues and devise solutions that address the needs of children and their families while eliminating bureaucratic barriers.

Cuyahoga County is confident that its existing coordinating mechanisms will support the wide ranging changes and improvements required to serve children exposed to violence through the multitude of crimes and abuse experiences in homes, schools and the community such as child maltreatment, domestic violence, sexual assault, dating violence, and stalking.

Safety & Security: Agencies currently serving children exposed to violence and non-abusing parents operate with specific protocols on safety planning for victims. These protocols require establishment of safety plans when initial contact is made, along with on-going review and updating when necessary. In addition, security measures related to agency buildings ensure victims are safe when accessing services. For instance, the County's Witness/Victim Service Center/Children Who Witness Violence Project is soon to move to new office facilities. That facility will require screening of all visitors, including their possessions, entering the building;

building elevators are being equipped with well-marked cameras to augment the building's existing hallway camera security system; access to the specific suite will require visual identification; the reception area will have bullet-proof glass and a locked door to the interior offices; cameras will monitor the interior of the suite; and a "panic button" system will be mounted all over the space to call security if needed. Staff safety and security protocols also exist. This is particularly important for agency staff who provides services in homes and the community. Finally, emergency contact procedures, consultation, and training are provided by law enforcement to staff of local agencies to promote safety and security. Examples of some of existing policies are included in Attachment C. Through this initiative, existing and best practice safety and security policies will be reviewed and improved policies and procedures will be developed and implemented by partner agencies.

Linguistically, Culturally, & Community Relevant: Local agencies employ hiring and training requirements that support service delivery that is accessible and responsive to the needs of children exposed to violence. In order to deliver the most effective services for these families, it is critical to remove any barriers related to language, culture, ethnicity, and neighborhood. Trust must be established before acceptance of and full engagement in services and this is not possible without a recognition of and sensitivity to the uniqueness in individuals, families, and communities. Training and service delivery included in the new system for children exposed to violence will address the language, cultural, ethnic, and neighborhood diversity of the population served.

Information Management: Cuyahoga County recognizes the importance of a strong information system that supports both effective and efficient service delivery, as well as process and outcome evaluation. Staff of the Kent State University's Institute for the Study &

Prevention of Violence (ISPV) will provide guidance from the inception of the project to ensure a realistic, structured approach to data collection, reporting and evaluation is established. Cuyahoga County has the usual array of public and private agencies that identify and address children exposed to violence represented by child welfare, social services, schools, courts, law enforcement, health, behavioral health, etc. Though there currently is not a comprehensive mechanism for identification, screening, and referral of children at risk of or actual exposure to violence, Cuyahoga County has implemented best practice approaches through the Children Who Witness Violence Program, Homicide Initiative, and Child Trauma Project of Mental Health Services Inc. (MHS), a local private social service agency. Examples of current policies and instruments used to identify, screen, and refer are included in Attachment C. Existing policies and issues associated with confidentiality will be considered to develop a system protocol for identification, screening, and referral. Development of that system protocol will be sensitive to the varying confidentiality obligations of different partners. For instance, an agency like Witness/Victim Service Center enjoys none of the confidentiality protections enjoyed by social workers, attorneys or advocates employed in shelter-based domestic violence agencies in Ohio. Nonetheless, staff is trained in the protection afforded by the Violence Against Women Act.

It is expected that a more accessible and comprehensive management information system, that responds to all confidentiality requirements, will allow for more accurate data regarding the prevalence of children exposed to violence and enhanced program evaluation capabilities, which would benefit program effectiveness.

Services & programs: In 1999, Cuyahoga County became one of the first areas in the country to implement specialized programming for children who witness violence. Cleveland, Euclid, Lakewood, and Maple Heights police officers were trained to identify and refer children exposed

to violence when responding to calls. Mental Health Services, Inc. provides these children and their family members immediate, crisis response as well as on-going treatment. In addition, MHS refers to a range of other agencies for treatment services. Training was offered to all involved in the program, a community awareness campaign was conducted, other jurisdictions in Ohio were assisted in the development of similar programming, and ISPV evaluated the program. Mental Health Services, Inc. continues to operate this program and has expanded service provision through an Office on Victims of Crime supported homicide project with Cleveland Police Department and SAMSHA supported child trauma project with DC&FS. In addition, MHS is active in the National Child Traumatic Stress Network, offering trainings and support to other areas around the country. Domestic Violence Center of Greater Cleveland also provides services focused on children exposed to violence. They operate free weekly facilitated groups for youth who have experienced or witnessed abusive relationships and provide counseling, art therapy sessions, and classroom presentations. The Latina Domestic Violence and Ujima Projects offer a range of services to children and adults that incorporate Latino and African American cultural diversity and values. Finally, a VAWA funded supervised visitation center provides a safe, nurturing environment where children can spend quality time with a non-residential parent when supervision is required. In an effort to better coordinate the many agencies providing services and make them more accessible, planning is underway to establish a Family Justice Center by the middle of 2011 that addresses child and elder abuse, domestic violence, and sexual assault in a single location. Family Justice Center planning also enjoys support from the Office on Violence Against Women. Despite the significant progress in Cuyahoga County in implementing a range of programming designed to address childhood exposure to violence, the needs exceed the capacity of the current system of service.

Plan & Timeline: Months 1 – 3: Upon selection as a demonstration site, the full-time Cuyahoga County Children Exposed to Violence Program Coordinator, who will be hired by summer 2010, will inform members of the Governing Board of the successful proposal and begin processing contracts with the strategic planning consultant and ISPV. Immediately after receipt of the award, the staff and consultant team will inform the Governing Board of their first organizational meeting and begin the scanning and analysis of data related to childhood exposure to violence, community mapping and assessment, and gathering and reviewing of best practices. In addition to gathering baseline data on exposure to violence and reviewing current policies, procedures, fiscal resources, and services; focus groups will be held with both members of families affected by violence and agency staff that provide services. The first meeting of the Governing Board will occur six weeks after the award and will provide information on the impact and needs of children exposed to violence, an overview of the demonstration program, the Cuyahoga County implementation plan, and meeting dates for the first year of the project. In addition, the membership of the Governing Board and Sub-Committees will be reviewed and modifications and additions will be made as needed. The first phase of the research will be completed within three months, just prior to the national kick-off meeting. **Months 4 – 9:** A team of at least four will attend the national kickoff meeting including staff, consultants, and volunteer leadership. Within one month thereafter, a day-long meeting will be held with members of the Governing Board and Sub-Committees. Half of the day will be devoted to presenting the results of the research and the expectations and directions provided at the national kick-off session. The later part of the day will be guided discussion, facilitated by the consultants and staff on critical issues that need to be addressed in the planning process. Information gathered will be documented and included in a report that will identify priorities of

the strategic plan, the primary assignments for each of the sub-committees, and additional research that is required. Sub-Committees will meet as needed to review additional information, develop recommendations, and prepare for reporting at the Governing Board meetings. The staff and consultants will facilitate and support the work of the Board and Sub-Committees by establishing agendas in conjunction with the Chairpersons, conducting research, preparing written documents, and presenting information as needed. The final strategic plan will be completed, approved by the Governing Board, and submitted to the Department of Justice. Sections to be included in the strategic plan are 1) the prevalence and effect of child exposure to violence in Cleveland and nationally; 2) current local and best practices; 3) Cuyahoga County strategic planning process; 4) comprehensive, integrated service delivery with subsections on logic model, case flow chart, policies & procedures, services, training, data collection & evaluation, community engagement & awareness, funding & sustainability; and 5) implementation plan. **Months 10 – 12:** Cuyahoga County and the Governing Board will sponsor a two-day community forum on Children Exposed to Violence. National and local experts will present critical information and the Cuyahoga Community Plan will be shared. The Governing Board and Sub-Committees will continue to meet to begin implementation of the strategic plan focusing on resource development, finalizing policies and protocols, planning and scheduling trainings designed to ensure efficient and effective operations, establishing new or expanded services, and changing the community perspective. Reports detailing requirements in these critical areas will be prepared based on the work of the Sub-Committees. Cuyahoga County staff, consultants, and volunteer leadership will also make themselves available to the national team to evaluate the strength and diversity of the partnership, quality of the strategic plan, and readiness for implementation.

CAPABILITIES AND COMPETENCIES

A. Community readiness

Cuyahoga County has successfully conducted community-wide strategic planning processes, produced strategic plans with the support of all stakeholders, and obtained and maximized resources to implement these plans. One example starting in 1999 was the Early Childhood Initiative (ECI), inspired by new research showing the importance of the first five years of life. Twenty-three private foundations and corporations joined with County government to redesign the face of human services for young children and their families throughout Cuyahoga County. Working together, the founders of ECI launched a plan to make sure that all children in the County received the best possible start in life, one that allows them to grow and develop to their full potential.

Through this new network of services, providers reached out to families at birth, offering home visits, enrollment in health insurance, quality child care, and information about the importance of those early years. Families who received services from one element of the ECI would be linked to other relevant services, so that they would never face a "wrong door" if they were seeking services. More than 80 public and private agencies came together to deliver these services.

An evaluation of the first three years of the ECI found that more children in the County received services, at younger ages and with greater continuity of care than ever before. Almost 75% of the children born since the start of the Initiative had received one or more of its services, and fully 98% of children under the age of 6 now have health insurance. Nationally recognized as a model for other communities, the ECI has received numerous awards for innovation, but like any new public-service initiative, the ECI recognized the need to change and evolve. In October 2003, the Board of County Commissioners, the philanthropic community, parents, and hundreds of

representatives of the community's public and private sectors began planning the Initiative's second phase. Eager to tackle the challenges from Phase I, program planners revitalized vision and mission statements for the ECI and proposed expanded goals and services. The initiative continues to grow and change today through the Cuyahoga County Invest Office on Early Childhood.

The Children Who Witness Violence Program (CWWV) is another example of Cuyahoga County's readiness to successfully fulfill the goals of the Attorney General's initiative. Multiple county systems and the community at large joined together to address the cognitive, social and emotional impairments that result from childhood exposure to violence. These children presented for care in child serving agencies, particularly, the DC&FS, Juvenile Court, mental health agencies, and the local school system. Cuyahoga County lacked an integrated system to identify, assess and treat children who were exposed to violence. A solution was needed.

In 1997, the Cuyahoga County Board of Commissioners contracted with Rainbow Babies and Children's Hospital (RB&C) to conduct the initial planning and development for an initiative to address the issue. Based on the prevalence of children who witness violence, a thorough literature review, consideration of successful national program models and a survey of relevant resources in Cuyahoga County, RB&C recommended that Cuyahoga County implement a program with the following components: 1) pilot programs in Cleveland (1st and 4th Districts), Euclid, Lakewood, and Maple Heights; 2) training for pilot site participants and other professionals encountering children who witness violence; 3) a community awareness campaign; and 4) a program evaluation. Funding for the initiative was provided by the Board of County Commissioners (BOCC), the Cleveland Foundation, the Ohio Attorney General, the Cuyahoga

County Wellness Block Grant, the Byrne Memorial Fund, Sisters of Charity Foundation, and the Sihler Foundation.

In 1999, MHS was awarded the contract to operate the CWWV, which currently offers immediate home-based trauma assessment and crisis intervention services and support services for children, newborn to 17 years of age and their families, who have witnessed violence in their homes. CWWV services are designed and implemented to support the recovery of children who have witnessed violence through the provision of immediate interventions. These intensive interventions are provided to enhance the quality of the child's and family's life by reducing the impact and symptoms of witnessing trauma. Multiple service modalities are utilized to address the client and family's personalized needs, improve the function of the family unit, and ultimately, re-integrate the family into the community.

Currently, services are available in the communities of Cleveland's First, Fourth and Fifth Police Districts, Euclid, Lakewood, Maple Heights, Beachwood, and Glenwillow. If called to an immediate crisis situation, CWWV staff is responsible for stabilizing the crisis, providing immediate mental health intervention, and offering safety planning for the family. During subsequent visits, staff works with the families to develop a comprehensive assessment and individual service plan, provides individual and/or family counseling and, with the consent of the child's parent/guardian, secures other community resources appropriate to the child's and family needs. CWWV Crisis Intervention Specialists refer children in need of additional services to one of eleven community mental health centers participating in the CWWV initiative. Ongoing behavioral health counseling and therapy is provided by Applewood, Bellefaire, Bellflower, Berca Children's Home, Bridgeway, Cleveland Christian Home, Domestic Violence Center,

New Visions, Parmadale (Catholic Social Services) West Side Ecumenical Ministry, and West Haven (Lutheran Metropolitan Ministry).

The partnerships that grew out of the original CWWV program have continued and new and expanded programming has been implemented. Cuyahoga County and MHS obtained funding for "Intensive Case Management for Families of Homicide Victims," that brought many healthcare and public safety providers together to develop a network of accessible, diverse, and well-coordinated services for families of homicide victims, and, specifically, for the children of these families. In 2007, MHS received its second major grant award from the Substance Abuse and Mental Health Services Administration (SAMHSA) to serve traumatized children. The purpose of this award is to help transform Cuyahoga County's child welfare system by training all of DC&FS direct-service workers in trauma informed practice, and to conduct trauma screening for all the children they encounter face to face. This project established a new, collaborative relationship between MHS and DC&FS. In addition, the Trauma Collaborative was established by the City of Cleveland's Public Health Department which is designed to increase awareness among community providers about trauma informed services. Finally, through the Executive Director of MHS, Cuyahoga County took a leadership role in the formation and work of the Ohio Department of Mental Health (ODMH) Task Force on Childhood Trauma. This task force was one of nine "content working groups" organized by ODMH "to transform the infrastructure of mental health services and supports to achieve the six goals and the recommendations of the President's New Freedom Commission on Mental Health."

Cuyahoga County has made great advances in preventing and serving children exposed to violence; but a comprehensive community-wide system of service for those in need is still not in

place that incorporates the prevention, intervention, and response systems for all children and their families across the full age range of 0 through 17. If selected as one of the demonstration sites, Cuyahoga County is poised to be an active contributor to the Attorney General's program and take full advantage of the support of the national team to move forward in implementing a strategically designed and improved system of services that prevent and reduce the impact of children's exposure to violence.

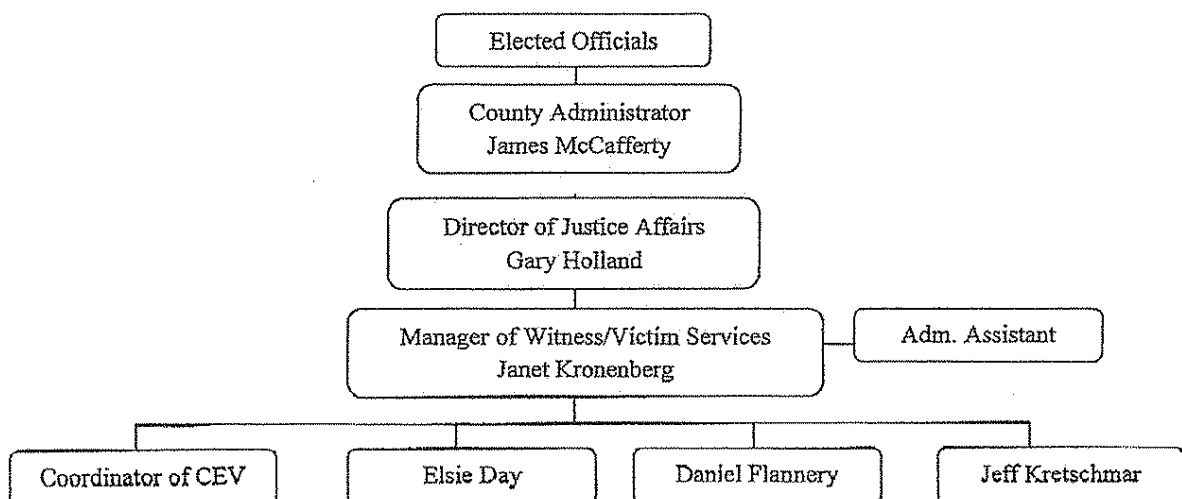
B. Management

Cuyahoga County Department of Justice Affairs will be responsible for implementation of this initiative. Janet Kronenberg, Manager of Witness/Victim Services, will devote 20% of her time and serve as the leader of the core management team. A full-time Children Exposed to Violence Coordinator will be assigned, along with a part-time Administrative Assistant. All staff salaries will be covered with other resources so that grant funding can be utilized to support community education and planning activities and to hire consultants that possess content knowledge, as well as research, planning, and evaluation expertise. Elsie Day, a strategic planning and project management consultant and Dr. Daniel Flannery and Dr. Jeff Kretschmar of Kent State University's ISPV will comprise the consultant team. This management team brings a wealth of experience in relation to children exposed to violence and the systems that will be predominant in the strategic plan. Janet Kronenberg has been a practicing attorney for 31 years, focusing on domestic relations; she also has an MPA, concentrating in Urban Public Policy Studies. Among her many community activities and board memberships, she was President of the Board of the Domestic Violence Center for 2 years and of the Board of North East Ohio Health Services, a mental health agency, for 2 years. She currently oversees the County's Children Who Witness Violence Program, Court Advocates, Violence Against Women Act programming, and the

community-wide planning for a Family Justice Center in Cuyahoga County. The County is in the process of hiring an experienced, capable, and full-time Children Exposed to Violence Coordinator to start the summer of 2010. Elsie Day is also an attorney and independent consultant assisting public and private justice and social service agencies respond to their internal and community-wide challenges and opportunities utilizing the most effective and efficient policies and practices. Prior to consulting, she managed larger operating units of more than 150 staff in the public and private nonprofit sectors as reflected in her positions at the Juvenile Court and YMCA. In addition, she established new, innovative projects such as the Children Who Witness Violence Project, the Guardian Ad Litem Program, and the Mentally Retarded Offender Project that required motivating diverse groups to commit to a common goal and utilizing their human and financial resources to achieve that goal. She utilizes consensus-building leadership, creativity, and strong organizational skills to achieve success for the organizations she serves. The Institute for the Study and Prevention of Violence (ISPV) at Kent State University was founded in 1998 with a focus on police training, systematic evaluations of community and school-based violence and behavioral health prevention programs, and research on the impact of domestic violence on children and families. The ISPV brings together local and national expertise to develop multidisciplinary research strategies that inform the development and implementation of best practices and policy. Activities occur in collaboration with law enforcement agencies, schools, community-based organizations, social service providers, and government entities so that the long-term goal of a significant reduction in crime and violence will be achieved in a systematic, practicable manner. The ISPV has a history of translating research into practice, conducting applied evaluation studies of school and community programs, and of disseminating information to non-researchers about how to conduct their own evaluations

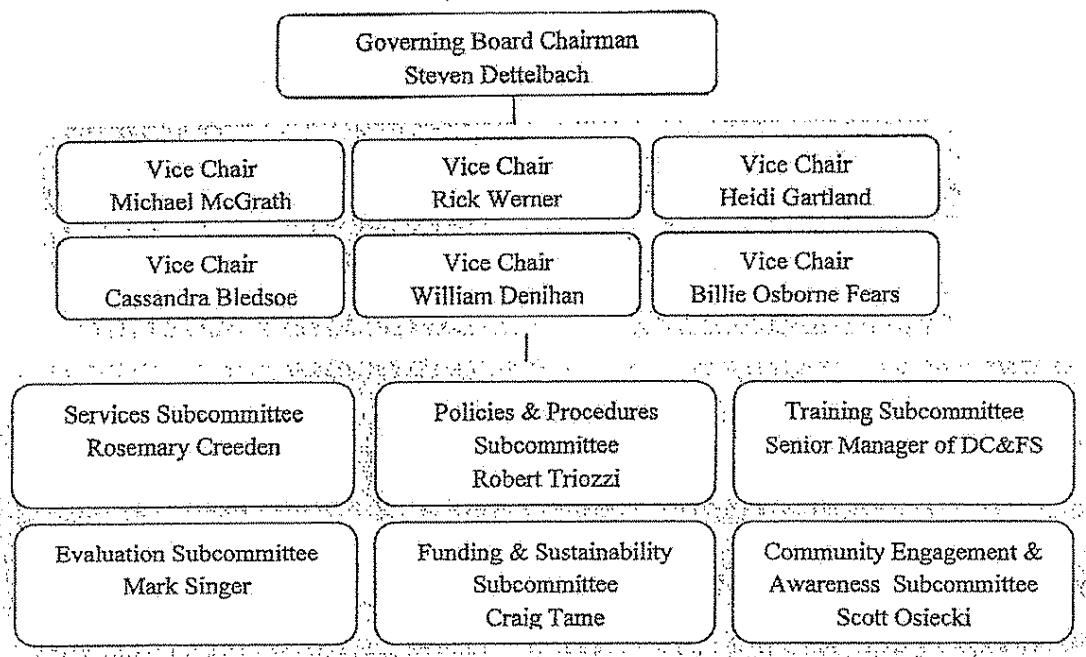
of program effectiveness. Past and current collaborations include providing consultive and evaluative services to the following initiatives: the Cuyahoga County Children Who Witness Violence Project; Substance Abuse and Mental Health Services Agency Project Tapestry (\$18.5 million demonstration and research project funded by SAMHSA); Comprehensive Anti-Gang Initiative (CAGI); Safe Schools/Healthy Students (funded by U.S. Dept. of Education); and Project Safe Neighborhoods (funded by U.S. Dept. of Justice). The founder and Director of ISPV, Daniel J. Flannery, Ph.D., is currently a professor in the College of Public Health at KSU. Before coming to KSU, Dr. Flannery was Associate Professor of Child Psychiatry at University Hospitals in Cleveland. His research has appeared in *Developmental Psychology*, the *New England Journal of Medicine* and numerous other journals. Jeff Kretschmar, Ph.D., is currently a Project Director at ISPV, where he provides both consultation and evaluation services around violence and mental and behavioral health programs. Prior to his work at KSU, Dr. Kretschmar was an Assistant Professor of Psychology at Wesley College in Dover, DE. Resumes of the management team are included in Attachment D.

This organizational structure is as follows:



The core management team will work in a collaborative manner. Responsibilities will be assigned to utilize the varied strengths as follows: scanning & analysis – Kretschmar; community mapping & assessment – Coordinator of CEV; action planning – Day; performance measures & DOJ funded evaluation – Flannery. Kronenberg will convene monthly meetings to ensure all activities are coordinated. Job descriptions and consultant responsibilities are included in Attachment E.

The Cuyahoga Children Exposed to Violence Governance Board and Sub-Committees are organized as follows:



The Governing Board will meet six times in the first year with two day-long meetings. The Governing Board will develop and implement a comprehensive community plan on children exposed to violence. Six sub-committees will each meet on average six times within the first year to gather and review information and develop recommendations that will support final decision making on the strategic plan. Elsie Day will have primary responsibility for organizing

and supporting the Board and sub-committees in the strategic planning process, but all core management team members will be assigned to specific sub-committees to assist with their assignments and be actively engaged in Governing Board meetings making presentations and facilitating planning activities.

C. Organizational capacity

The Cuyahoga County Board of Commissioners (BOCC) is the administrative body overseeing the County's programming and multi-billion dollar budget. BOCC oversees various agencies to implement its policies. Among those is its Department of Justice Affairs which, over the years, has spearheaded numerous initiatives in child, youth, and family issues and violence issues. It was the home of Youth Development Center, a youth corrections facility; it administers the County's VAWA STOP Block funds (and numerous other funding initiatives) as a Regional Planning Unit of the State of Ohio. Other divisions of Justice Affairs have provided treatment and assessment services to youth referred by the Juvenile Court and court-ordered custody mediation. Yet another division, Witness/Victim Service Center (W/VSC) provides justice system advocacy and allied services to victims of crime. W/VSC is home to the Children Who Witness Violence Program, providing administration of its local public funding and some of its grant funding. W/VSC was instrumental in planning an OVC-funded project providing wrap-around services to families of homicide victims modeled on the Children Who Witness Violence service model. Additionally, W/VSC staffs the local Domestic Violence Coordinating Council and a committee managing funds raised from marriage license and divorce and dissolution filing fees that support domestic violence shelter services. It was W/VSC that generated the VAWA grant application supporting supervised visitation and safe exchange services provided by the local Domestic Violence Center. Recently, W/VSC has secured resources, both local and major

VAWA funding, to support planning for a Family Justice Center modeled on the best practice San Diego model. This planning is managed both internally and with consultation by Elsie Day and the National Family Justice Center Alliance. W/VSC freely shares its information and cooperates however and whenever asked in evaluation of projects whether it is a direct participant or not. Although W/VSC is the agency applying for this support, BOCC also includes the county's Department of Children and Family Services, Department of Senior and Adult Services and Department of Jobs and Family Services. The County has also initiated the planning processes leading to successful implementation and sustenance of its Family and Children First Council and Office on Early Childhood, each of which involved the community at large in planning and implementation and each of which has raised significant non-county dollars to continue successful operation for periods of years. Collaboration among numerous public and private agencies also led to establishment of Tapestry-System of Care addressing at risk children and families in a comprehensive system of treatment and intervention. The County, with its partners, has maintained this broad response even in the face of recent national economic challenges which have been potentiated by shrinking population, the area's being one of the epicenters of the sub-prime mortgage crisis and also struggling as an aging, rustbelt community still seeking a post-industrial identity.

BUDGET DETAIL WORKSHEET

A. PERSONNEL

Personnel Total (\$52,208.00)

The Program Officer 2 will have responsibility for all internal operations of the project on a full-time basis. He or she will process contracts, plan and notify team members of meetings, oversee required reporting, organize and facilitate environmental scan and associated duties as assigned. The Manager will devote 20% of her time to serve as leader of the core management team. **N.B: These positions will be funded with local funds; no federal support for them is sought and they are not, therefore, included in the budget summary or request for federal funds.**

Program Officer 2	\$19.29/hour x 2,080 hrs x 1 years
Manager	\$29.05/hour x 416 hrs x 1 years

C. TRAVEL

Travel Total (\$5,000.00)

Include out-of-town trip for required Technical Assistance Travel for key team personnel to Washington, D.C. Expenses are estimates and are budgeted at an amount dictated by the grant solicitation. Actual figures, when determined, will reflect the agency's use of federal reimbursement rates.

Location: Washington, D.C.
Persons (2)

Airplane Transportation Expenses:	\$1,750.00
\$875.00 x 2 people x 1 trip	
Car & Public Transportation Expenses:	\$550.00
\$275.00 x 2 people x 1 trip	
Meal Expenses	\$450.00
\$45.00 x 2 people x 1 trip x 5 days (D.C. per diem)	
Hotel Expenses	
\$225.00 x 2 people x 1 trip x 5 nights	\$2,250.00

E. SUPPLIES

Supplies Total (\$3,000.00)

Office supplies and postage are necessary for overall operations. Supplies include pens, paper and miscellaneous office requirements based upon historic rates of consumption in like projects. Postage based on partner and program mailings based upon historical experience.

Office Supplies 12 x \$125.00 per month	\$1,500.00
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Postage 12 x \$125.00 per month \$1,500.00

G. CONSULTANTS/CONTRACTS

Consultants/Contracts Fees Total (\$136,871.00)

1. CASE WESTERN RESERVE UNIVERSITY, THE DR. SEMI J. AND RUTH W. BEGUN CENTER FOR VIOLENCE PREVENTION RESEARCH AND EDUCATION (\$66,721.00)

Personnel:

Daniel Flannery, Ph.D., and Jeff Kretschmar, Ph.D., will attend core team meetings, scan and analyze data, collect and report performance measures in collaboration with DOJ-funded evaluation, assist with Community Forum and be available as necessary for other services

<u>Position</u>	<u>Computation</u>	<u>Cost</u>
Dr. Flannery	\$94.436 per hour x 312 hrs/year (annual salary/fringes \$196,426.88)	\$ 29,464.00
Dr. Kretschmar	\$40.926 per hour x 312 hrs/year (annual salary/fringes \$85,126.08)	\$ 12,769.00

Research Supplies

12 mos. x \$25.00/month	\$ 300.00
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Travel:

In town mileage for program staff to attend meetings as required. Additionally, Includes out-of-town trip for required Technical Assistance Travel for key team personnel to Washington, D.C. Expenses are estimates and are budgeted at an amount dictated by the grant solicitation. Actual figures, when determined, will reflect the agency's use of federal reimbursement rates.

<u>Item</u>	<u>Computation</u>	<u>Cost</u>
Staff mileage	2,879 miles x \$.505	\$ 1,454.00
Mandatory T.A.	Location: Washington, D.C. One person	\$ 2,500.00

Airplane Transportation Expenses:	\$875.00
\$875.00 x 1 person x 1 trip	
Car & Public Transportation Expenses:	\$275.00
\$275.00 x 1 person x 1 trip	
Meal Expenses	\$225.00
\$45.00 x 1 person x 1 trip x 5 days (D.C. per diem)	
Hotel Expenses	

\$225.00 x 1 person x 1 trip x 5 nights \$1,125.00

Indirect Overhead Cost \$ 20,234.00

Per Federal Allowance attached (rate based on Federal approved rate of 46% on campus Research and Instruction administrative rate)

2. CONSULTANT (\$67,750.00) Elsie Day

Elsie Day will attend core team meetings, conduct action planning and prepare a comprehensive strategic plan, attend all meetings providing direction and assistance as required to ensure completion of all assignments, plan and attend community forum, attend national kick-off meeting, and be available as necessary. This consultant has broad experience in process planning and implementation of projects similar to the one envisioned here

145 Days x \$450.00/Day \$ 65,250.00

Travel:

Includes out-of-town trip for required Technical Assistance Travel for key team personnel to Washington, D.C. Expenses are estimates and are budgeted at an amount dictated by the grant solicitation. Actual figures, when determined, will reflect the agency's use of federal reimbursement rates.

<u>Item</u>	<u>Computation</u>	<u>Cost</u>
Mandatory T.A.	Location: Washington, D.C.	
	One person	\$2,500.00
Airplane Transportation Expenses:	\$875.00	
\$875.00 x 1 person x 1 trip		
Car & Public Transportation Expenses:	\$275.00	
\$275.00 x 1 person x 1 trip		
Meal Expenses	\$225.00	
\$45.00 x 1 person x 1 trip x 5 days (D.C. per diem)		
Hotel Expenses		
\$225.00 x 1 person x 1 trip x 5 nights	\$1,125.00	

3. CONSULTANT (\$5,400.00)

A Community Conference on Children Exposed to Violence is planned for two days during months 10-12 of the project period. Nationally recognized speakers will be secured to facilitate and key-note this event.

3 speakers x 4 days x \$450.00/day

\$ 5,400.00

H. OTHER (\$10,000.00)

Outside Room Rental , refreshments and printing costs

These funds will provide rent for meeting rooms for events that exceed the capacity of existing facilities. Refreshments will be served at community-wide events on a quarterly basis only to participants in project connected events and at the most reasonable cost available in the community. Printing costs will include copies of strategic plan and forum announcements.

Room Rental: 4 full days x \$1,000.00/day \$4,000.00
Refreshments: \$10.00 per person x 350 people (total events) \$3,500.00
Printing costs: announcements/strategic plan 3,500 units x .714 \$2,500.00

GRAND TOTAL \$157,871.00

BUDGET SUMMARY		
A.	Personnel	0.00
B.	Fringe Benefits	0.00
C.	Travel	5,000.00
D.	Equipment	0.00
E.	Supplies	3,000.00
F.	Construction	0.00
G.	Consultants/Contracts	136,871.00
H.	Other	10,000.00
I.	Indirect Costs	0.00
TOTAL		154,871.00


 US DEPARTMENT OF JUSTICE
 OFFICE OF JUSTICE PROGRAMS
GRANT ADJUSTMENT NOTICE

Grantee Information			
Grantee Name:	Cuyahoga County Board of Commissioners	Project Period:	10/01/2010 - 09/30/2012
Grantee Address:	1219 ONTARIO STREET CLEVELAND, 44113	Program Office:	OJJDP
Grantee DUNS Number:	60-614-7189	Grant Manager:	Stephanie Rapp
Grantee EIN:	34-6000817	Application Number(s):	2010-51515-OH-JW
Vendor #:	346000816	Award Number:	2010-MU-MU-K001
Project Title:	Children Exposed to Violence Demonstration Project	Award Amount:	\$157,873 00

Program Office Approvals			
*Approval Types			
<input type="checkbox"/> Changes in Consultant rates (in excess of \$450/day)	<input type="checkbox"/> Publication Plan Submissions		
<input type="checkbox"/> Purchase of Automatic Data Processing (ADP) Equipment and Software	<input type="checkbox"/> Funding for Criminal Justice Information and Communication Systems		
<input type="checkbox"/> Foreign Travel Costs	<input checked="" type="checkbox"/> Other (Please enter type of Program Office Approval below) Move of consultant from:		
*Required Justification for Program Office Approvals:			
Dr. Flannery and Dr. Kretschmar are moving their faculty appointments from Kent State University to Case Western Reserve University which has offered to host the grant as a result of this transition.			
Attachments:			
Filename:	User:		
Letter from Dr. Gilmore.doc	THagan2		
Timestamp:			
01/05/2011 11:05 AM			
<input type="button" value="Print"/>			
Audit Trail:			
Description:	Role:	User:	Timestamp:
Approved-Final	PO - GAN 1st Line Supervisor	dresslerk	01/10/2011 9:32 PM
Approved-GM	PO - GAN 1st Line Supervisor	rappst	01/05/2011 11:09 AM
Submitted	PO - Grant Manager	THagan2	01/05/2011 11:05 AM