

**COVER SHEET 2017 GRANTS - ORRVILLE AREA UNITED WAY**

AGENCY NAME: Wayne County Children's Advocacy Center

Mission Statement: Our mission is to maintain a children's advocacy center and a multi-disciplinary team so that abused children in Wayne County, Ohio may benefit from a coordinated community response to investigation, intervention, treatment and prosecution.

AGENCY DIRECTOR/PRESIDENT: Name Dawn Cazzolli

Telephone (330)262-1063 Fax NA E-Mail dcazzolli@waynecac.org

Board President: Name Gil Ning

Address P.O. Box 1424 City Wooster E-Mail gning@sssnet.com

<u>Compute your Agency's overhead using your most recent 990 using this formula</u>		
Add Management & General (Part IX, Line 25, Column C)		\$54,496.00
Fundraising (Column D)	+	\$754.00
	=	\$55,250.00
<b>TOTAL</b>		
Divide total by Part VIII, Line 12, Column A (Total Expenses)		40.86%

**Program Funding Requests:**

- 1) Case Management *New Request? No*  
*Funded 2016 \$13,000.00 2017 Requested \$5,105.00*
  
- 2) Dedicated Forensic Interviewer (previously Prevention) *New Request? No*  
*Funded 2016 \$3,500 2017 Requested \$11,207.00*
  
- 3) \_\_\_\_\_ *New Request? \_\_\_\_\_*  
*Funded 2016 \$ \_\_\_\_\_ 2017 Requested \$ \_\_\_\_\_*
  
- 4) \_\_\_\_\_ *New Request? \_\_\_\_\_*  
*Funded 2016 \$ \_\_\_\_\_ 2017 Requested \$ \_\_\_\_\_*

**\$16,312.00** Sum Total of all Dollars Requested for 2017

I affirm that I have reviewed this application for funding, and, to the best of my knowledge, confirm that the information presented here is a financially, statistically, and programmatically accurate representation of our agency.

Dawn Cazzolli  
 Chief Professional Officer Signature

8/31/16  
 Date

Gil Ning  
 Board President or Treasurer's Name (Please indicate which)

[Signature]  
 Board President or Treasurer's Signature

8/31/16  
 Date

**Wayne County Children's Advocacy Center  
Calculation of Overhead Ratio  
Year Ending December 31, 2015**

**Functional Expenses (Annual Review by JC&Company)**

Management & General Expense	\$54,496.00
Portion of Salary Related to Programs Include Above	-\$9,711.00
Fundraising Expense	\$754.00
<b>Total Functional Expenses</b>	<b><u>\$45,539.00</u></b>
<b>Total Revenue (Form 990 line 9)</b>	<b>\$135,204.00</b>
<b>Overhead Ratio - Functional Expenses/Total Revenue</b>	<b>33.68%</b>

**Wayne County Children's Advocacy Center  
Executive Director Salary Breakdown  
Basis to make Adjustment to Functional Expenses**

	<b>Total Hours</b>	<b>Program Hours</b>
<b>Jan-16</b>	<b>102.5</b>	<b>26</b>
<b>1-Feb</b>	<b>95</b>	<b>28</b>
<b>Mar-16</b>	<b>101.5</b>	<b>43</b>
<b>Apr-16</b>	<b>73.5</b>	<b>19.5</b>
<b>May-16</b>	<b>109</b>	<b>45</b>
<b>Jun-16</b>	<b>102</b>	<b>28</b>
<b>Jul-16</b>	<b>98</b>	<b>27</b>
<b>Aug-16</b>	<b>114</b>	<b>41</b>
	<b>795.5</b>	<b>257.5</b>
<b>% of Program Hours to Total</b>		<b>32.4%</b>
<b>Total Salary</b>		<b>30,000</b>
<b>Salary estimated for Programs</b>		<b>9,711</b>

# 2017 Program Information

## Please use a separate form for each program.

1. Agency: Wayne County Children's Advocacy Center

2. Program Name: Dedicated Forensic Interviewer

A. Based on the targeted outcomes of this program, from which of the following community impact areas are you requesting funding?

**Nurturing Children & Youth**

(Provides positive outcomes that help children and youth succeed in school and develop into successful adults)

**Helping In Hard Times**

(Provides emergency assistance: food, shelter, clothing, and legal help)

**Developing Life Skills**

(Provides positive outcomes with programs that enable individuals and families to become more emotionally, physically, and/or financially stable)

**Promoting Health & Wellness**

(Provides positive outcomes with programs that enable individuals and families to have access to prevention and/or treatment in the health arena, enabling them to become and/or stay healthier emotionally, physically, and/or financially)

**B. Is this Program**

New program

Expanded program

Continuation of a previously funded program

3. Please complete the following for each program:

\$11,207.00	+	\$34,790.78	=	\$45,997.78
Funds Requested From OAUW		Funds Requested/Received From Other Sources		Total Program Funds

4. If previously funded program, are you asking for increased dollars of support?

Yes  No

**NOTE:** The Case Management program had previously been supported at a higher amount. We have requested that higher amount be applied to our new request- a dedicated Forensic Interviewer.

5. If yes, why are you requesting more money?

**6. If your program was not funded for the full amount you requested for 2016, what impact did this have on your program? What adaptations did you have to make?**

**7. How will the agency adapt this program next year if your requested funding level cannot be met or if a decision is made that the program will not be funded at all next year?**

The Wayne County Children's Advocacy Center, Inc. Board of Director's and staff are committed to maintaining our program as it stands today to fulfill our mission. Our Mission is to maintain a children's advocacy center and multi-disciplinary team so that abused children in Wayne County, Ohio benefit from a coordinated community response to investigation, intervention, treatment and prosecution. The center will implement additional fundraising activities and/or pursue additional grant opportunities with the assistance of the Board of Director's Resource Development Committee to ensure the continuation of the services provided by the Coordinator of Case Management. The board of directors acknowledges the employee as an essential component of effective service implementation by the center.

**8. Please describe the fees and reimbursements associated with this program.**

**Fees:**

**Sliding Fee Schedule:**

This program is free to participants.

**Insurance Reimbursement:**

NA

**Government Subsidies:**

## **Community Impact**

**8. Describe the target population and eligibility requirements for the Program:**

We serve children birth to 18 years of age who are alleged victims of child sexual and physical abuse, witness to violence and human trafficking victims. Diverse communities are impacted by these services, in that children and families from a wide range of socioeconomic and ethnic groups are equally served. No group is denied

services because of an inability to pay, since there is no charge for services. All children who qualify for and need services receive them regardless of race, ethnicity, religious background, and socioeconomic status. The WCCAC works to reach underserved populations through partnerships with multidisciplinary team (MDT) members and community volunteers when identified. The MDT is a group of 35+ local professionals who represent various disciplines and work collaboratively from the point of report to ensure the most effective coordinated response for every child seen at the CAC. Agencies represented on the MDT include: child protective services investigators, law enforcement, prosecutors, medical professionals, mental health professionals, and victim advocates.

**9. What agencies or programs in the community provide similar services? Please be specific about how we can differentiate this program from others.**

The Wayne County Children's Advocacy Center, Inc. (WCCAC) opened its doors in June 2004 after a task force made up of local individuals with a passion for helping child victims of sexual and severe physical abuse in our community received a Program Development Grant from the National Children's Alliance (NCA). Like the other 800+ Child Advocacy Centers (CAC's) across the country, the WCCAC serves as a safe, centralized child-oriented location in which professionals can interview, assess, and medically examine a victim, helping alleviate the anxiety that the child experiences as s/he relives extremely traumatic events. The WCCAC exists to help child victims of abuse and their families begin the long, emotional healing process.

The national movement toward CAC's in the mid-1980's was a deliberate response specifically developed by professionals with the goal of reducing trauma to the child abuse victim by decreasing the number of interviews that s/he was forced to endure. Prior to this movement, a child reporting abuse was asked to divulge his/her most private traumatic secret to multiple professionals in multiple locations. The very system put in place to protect children was actually re-traumatizing them. The CAC model brings together law enforcement, criminal justice, child protective service, medical and mental health professionals onto one coordinated team to create a child-focused approach to handling child abuse cases.

Local CAC's operate under the umbrella of the NCA, which provides accreditation, training, technical assistance, and networking opportunities to its members. Accredited since 2006 by the NCA, the WCCAC is an independent non-profit 501(c) (3) organization governed by a local twelve-member Board of Directors and operated by three part-time employees and three part-time professional contractors. The employees include the Executive Director, the Coordinator of Case Management Services, and a Bookkeeper, and the contractors are comprised of the Medical Director and two Pediatric Sexual Assault Nurse Examiners. The WCCAC collaborates with a multi-disciplinary team (MDT) made up of over 35 representatives of the Wayne County Children Services Board, local law enforcement agencies, victim advocacy groups, the Wayne County Prosecutor's office, and medical and mental health providers.

There are no other agencies/organizations providing this coordinated response to child abuse allegations in our community.

## **Impact Analysis**

**10. Describe the targeted outcomes of this program. In other words, you ran this program, you gave clients certain skill sets, you increased their knowledge, and you treated their illness, which is all good. But how have you changed the lives of those people, and as a result, our community?**

**Please include the following information in your narrative *and limit this to 2 pages*:**

- **Description of the activities and resources you use to accomplish these outcomes**
- **Information about the tools you use to measure outcomes**
- **Dialogue about the challenges you face in measuring the success of the program**
- **Specific information about the recorded outcomes you achieved last year**
- **Discussion of whether or not your outcomes met, exceeded or fell short of your desired outcomes**

The Wayne County Children's Advocacy Center's primary goal is to provide a child-focused setting that is comfortable, private, and both physically and psychologically safe for diverse populations of children and families. The WCCAC is located in a small home within a quiet residential neighborhood near Wooster Community Hospital. We strive to reduce the level of trauma experienced by the child abuse victim and his/her family throughout the extremely difficult healing process by coordinating services that are normally provided by more than one agency. The CAC serves only child victims and their non-offending caregivers: **NO OFFENDERS ARE ALLOWED ON THE PREMISES.** Since opening, the WCCAC has worked with over 2,450 children in our community. In the past two years alone, almost 400 local children were referred to the WCCAC for care.

The WCCAC works with several diverse but committed groups of individuals to help it achieve its mission. The Board of Directors, made up of 12 local individuals from various backgrounds, helps to maintain the general direction of the WCCAC, assist the organization in achieving its mission, and ensure that it has ample financial resources to maintain operations. The WCCAC Advisory Committee is made up of partner agency heads, and their role is to provide advisement and strategic planning on program service components. WCCAC utilizes a small group of volunteers that assist with clerical duties, special projects and events. The WCCAC has also developed relationships with several local organizations including the Wooster Exchange Club, Nagy's Collision Center, Wooster Community Hospital, and Wooster Elks that provide financial and programmatic support to the Center. The WCCAC is grateful for the support of these extremely committed partners, without whom we could not meet our program's objectives.

Forensic interviews are the cornerstone of a child abuse investigation, effective child protection and subsequent prosecution, are a gateway to services for the child and family, and may be the beginning of the road toward healing for many children and families. While currently the Wayne County Children's Advocacy Center has an adequate forensic interviewing response- training multiple interviewers from Wayne County Children Services Board, as well as some law enforcement officers- in order to provide a more consistent, coordinated, effective

response to child sexual abuse and severe physical abuse victims we would like to employ a single interviewer. The manner in which a child is treated during the initial forensic interview may significantly impact the child's understanding of, and ability to respond to the intervention process and/or criminal justice system. The WCCAC needs a dedicated, trained professional who is able to interview children in a nonthreatening, nontraumatic way, while ensuring the information they gather will hold up in court.

The Wayne County Children's Advocacy Center Forensic Interviewer will:

- A. Schedule and conduct neutral fact finding interviews with children ages 2-17 who are involved in child abuse investigations and/or are witness to violent crime; usually during regular office hours but occasionally after-hours.
- B. Maintain case records/case tracking data base and team calendar;
- C. Provides appropriate documentation to partner agencies;
- D. Assist Case Management Coordinator with collecting and entering data into the case tracking system
- E. Work closely with children services agencies, law enforcement agencies, mental health professionals, victim advocates, medical professionals, and prosecutors;
- F. Facilitate pre/post interview multidisciplinary case staffing;
- G. Respond to subpoenas and testify when requested;
- H. Participate in case reviews and present cases when requested;
- I. Participate in supervision, peer review, professional development and on-going training activities including being trained in Forensic interview technique;

The Forensic Interviewer and Executive Director rely on three primary tools to measure program success/outcomes: initial and ongoing training, peer review and partner response.

The WCCAC Forensic interviewer will have successfully completed training that includes 32 hours of instruction and practice, and includes the following elements:

- a. Evidence supported interview protocol,
- b. Pre- and post- testing reflecting understanding of the principles of legally sound interviewing,
- c. Content includes at a minimum: Child development, question design, implementation of the protocol, dynamics of abuse, disclosure process, cultural competency, suggestibility,
- d. Practice component with a standardized review process,
- e. Required reading of current articles specific to the practice of forensic interviewing.

The WCCAC Forensic Interviewer must demonstrate participation in ongoing education in the field of child maltreatment and/or forensic interviewing consisting of a minimum of 8 contact hours every 2 years.

Peer review is a facilitated discussion with other interviewers or team members and is intended to both maintain and increase desirable practices in forensic interviewing (Stewart, Katz, and La Rooy, 2011). It is an opportunity for forensic interviewers to receive emotional and professional support and for other professionals to critique their work. The WCCAC peer review is a formalized process in a neutral environment with established group norms and a shared understanding of goals, processes, and purpose. Training in the use of tools for providing more effective feedback (e.g., guidelines for giving and receiving feedback), checklists to assist peer reviewers in defining practice aspects for review, and strong leadership assist interviewers in establishing a meaningful and productive process. Challenges in peer review can include power dynamics, a lack of cohesion, and differing expectations, which can easily derail peer review efforts, leading to a failure to achieve real improvements in practice.

Partner feedback is gained by surveying our Multidisciplinary team (MDT) members using our Outcome Measurement Survey. This survey includes various items regarding how well the CAC meets their professional needs for collaboration and efficiency on cases, in turn helping them to better assist the families they serve.



Overall, the MDT approach promotes better assessment of the physical and psychological needs of children and families, resulting in earlier and faster healing for the victim and family members through referral for specialized services. Nonetheless, forming and maintaining a multi-disciplinary team is a complex and challenging process. Teams frequently experience turnover, and it is often difficult to keep members active and engaged. Staff turnover at partner agencies also has a direct effect on the continuity of our service delivery. The challenges faced by the WCCAC's MDT are shared by many CAC's across the country and are regularly addressed at a local, state, and national level.

## Program Outputs

**11. Define a unit of service. If it is not possible to define one unit, please state why.**

Remember that whatever the method of measurement, you are consistent from year-to-year.

**One unit is defined as one child served.**

**12. Complete the following if the agency is seeking United Way funding for this program.**

Year	Number of Clients in zip codes 44667, 44618, 44645	Number of Clients in all of Wayne County	Clients on a Waiting List
<b>2015 Actual</b>	16	133	0
<b>2016 Projected</b>	23	186	0
<b>2017 Projected</b>	23	186	0

**13. Unit Cost: Please explain changes either up or down in your cost.**

Year	Individuals or Units of Service	Total Cost of Program	Unit Cost (Cost/Units)
<b>2015 Actual</b>	NA	NA	NA
<b>2016 Projected</b>	NA	NA	NA
<b>2017 Projected</b>	186	\$25,525.84	\$137.23

The number of children seen at the Wayne County Children's Advocacy Center spiked from approximately 150 in 2011 to 273 children seen in 2012. The number has declined and leveled off to an average of about 177 children seen per year.

We have assessed our services, and with partner and Board input have decided to add an additional employee who will be dedicated to interviewing children. This will decrease some of the responsibilities of the Case Manager, as those duties will be the responsibility for the Forensic Interviewer. Therefore, we are decreasing the hours of the CM position from 32 hours a week to 24 hours, and creating a position for a FI at 32 hours a week.

**14. Individuals served**

Last year (actual): 175

This year (projected): 186

**Client Demographics**

14.

	<b>NUMBER</b>
<b>Types of Clients: Individuals</b>	175
Information & Referral, Brochures	175
Organizations	

PLEASE COMPLETE THE INFORMATION FOR INDIVIDUAL CLIENTS ONLY		
<b>Age Group:</b>	Under 5	37
	6 thru 12	84
	13 thru 17	54
	18 thru 34	.
	35 thru 54	.
	55 thru 64	
	65 thru 74	
	75 thru 84	
	85 and over	
	Unknown	
<b>TOTAL INDIVIDUALS:</b>		<b>175</b>
<b>Gender:</b>	Male	45
	Female	130
	Unknown	
<b>TOTAL INDIVIDUALS:</b>		<b>175</b>

	NUMBER		NUMBER
<b>Household Income:</b>		<b>Ethnic/Racial Background:</b>	
\$0 thru \$11,999		White	149
\$12,000 thru \$14,999		Black or African American	10
\$15,000 thru \$24,999		Hispanic or Latino	0
\$25,000 thru \$49,999		American Indian or Alaska Native	2
\$50,000 thru \$74,999		Asian	0
More than \$75,000		Native Hawaiian or Pacific Islander	0
Unknown	175	Unknown	14
<b>TOTAL INDIVIDUALS:</b>		<b>TOTAL INDIVIDUALS:</b>	
		<b>175</b>	

\*NOTE: All TOTALS should be the same number

**Orrville Area United Way  
Supplemental Agency Questions**

Wayne County Children's Advocacy Center

08-04-2016

*Agency Name*

*Date*

*Please check the appropriate box in answer to each question.*

	Yes	No	Don't Know
Does the agency have checks/balances and distribution of responsibilities such that tasks such as opening mail, paying bills, signing checks, bookkeeping, producing internal financial reports do not rest in the hands of too few persons?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have the board and top administrative officers discussed/reviewed/agreed upon what is appropriate in terms of division of these responsibilities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does the agency have a board approved Fiscal Policy?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did the auditor meet with the board and top administrator to discuss audit results?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does the board conduct an annual evaluation of the top administrative officer?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are the evaluation results in written form?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does the agency have written by-laws to which they adhere?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does the board and/or a Financial Committee or Executive Committee review complete financial statements monthly including cash flow statements?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are the agency goals/objectives/plans in written form?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do the agency by-laws/guidelines specify a length of term for board members?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are board members required to rotate off the board for some minimum amount of time upon completion of some maximum time of service?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the agency currently compliant with guidelines for submitting an Audit including the management letter, 990, Agency Agreement, and Verification of Registration with the State of Ohio Attorney General's Office to United Way?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What percentage of your Board financially supports your agency?	100 %		

Governing board representative (name, title)

Administrative official (name, title)



## **Grants & Collaborations**

Orrville Area United Way - **Complete this form for each applicant program**

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Date: August 16, 2016

Agency: Wayne County Children's Advocacy Center

Program: Forensic Interviewer

Please respond in writing to the following questions:

1. What would happen if your program were to disappear?

The children of Wayne County would not receive the specialized services provided by the WCCAC. The children and their families would be referred to a CAC that is 45 minutes away from Wayne County and unfamiliar with the resources available in our county.

2. What would happen if you were not to receive the requested amount?

The WCCAC may not be able to expand its services to include a dedicated forensic interviewer. We would maintain our current arrangement with multiple partner agencies being trained to provide specialized interviews to child victims.

3. Specifically, how would decreases in your grant impact your programming:

- a. 25% decrease?

The WCCAC Board and employees are committed to maintaining our current level of service. It is difficult to calculate exactly how our program would suffer as we are committed to maintaining our services to the community. It should be noted that certainly our collaboration with our community partners, as well as possible gaps in services, would be a direct result of funding decreases.

- b. 50% decrease?

The WCCAC Board and employees are committed to maintaining our current level of service. It is difficult to calculate exactly how our program would suffer as we are committed to maintaining our services to the community. It should be noted that certainly our collaboration with our community partners, as well as possible gaps in services, would be a direct result of funding decreases.

- c. 75% decrease?

The WCCAC Board and employees are committed to maintaining our current level of service. It is difficult to calculate exactly how our program would suffer as we are committed to maintaining our services to the community. It should be noted that certainly our collaboration with our community partners, as well as possible gaps in services, would be a direct result of funding decreases.

4. What other organization/s provide/s the same or similar services/programs?

The WCCAC is the only agency that has this program service in Wayne County. The Wayne County Children's Advocacy Center, Inc. (WCCAC) is a child-oriented facility which serves as a centralized location for interviewing and examining children who are victims of sexual abuse. The WCCAC's main focus is the health and wellness of the child. Members of the team help the child and family cope with the abuse and begin the recovery process.

5. Specifically, how are you collaborating with other agencies/organizations?

The WCCAC partners with Akron Children's Hospital, Apple Creek Police Department, Catholic Charities Community Services of Wayne County, Creston Police Department (PD), Dalton PD, Doylestown PD, Liberty Center Connections, Marshallville PD, Mount Eaton PD, Orrville PD, Rittman PD, Shreve PD, Smithville PD, The Counseling Center of Wayne and Holmes Counties, Wayne County Children's Services Board, Wayne County Prosecutor's Office, Wayne County Sheriff's Office, Wayne County Victim Witness Assistance, West Salem PD, Wooster Community Hospital, Wooster PD, and Anazoa.

The WCCAC operates with three primary partnerships to complete the mission of the organization. The three partnerships are the Wayne County Memorandum of Understanding, WCCAC Interagency Agreement, and Mental Health Services Memorandum of Understanding.

The Wayne County Memorandum of Understanding pertains to all of the government entities response to child abuse, including child sexual and serious physical abuse. The WCCAC is included in this memorandum as a notifying partner. Therefore, the WCCAC should be notified by all Wayne County law enforcement entities and Wayne County Children Services Board when they receive a report of child sexual and serious physical abuse. It is the responsibility of the WCCAC to coordinate the investigative process of all partners involved in the case.

The WCCAC Interagency Agreement pertains to all of the agency partners the center interacts with in Wayne County. The partners agree to participate in the WCCAC MDT and service procedures.

The WCCAC also has a Mental Health Memorandum of Understanding with three partner agencies, who are Every Woman's House, The Counseling Center of Wayne and Holmes Counties, and Catholic Charities Services Wayne County. The agencies agree to provide ongoing, relevant counseling for child victims and their non-offending family members. The partner agencies agree to see WCCAC clients, regardless of the clients' ability to pay.

During this next year, the center will continue to provide services to victims, while maintaining positive and effective relationships with our partner agencies. The center will continue to facilitate the WCCAC multidisciplinary team, made up of community professionals, to review and evaluate service implementation on a county wide basis. The center believes that positive working relationships and communication with our partners will enhance the level of specialized services received by the victim and their family. Also, the WCCAC will continue to access free webinar training opportunities for our staff and MDT via the National Children's Alliance to heighten our service skills and techniques to achieve a higher level of care for our victims.

6. What services/programs for which you are requesting support are complementary services in collaboration with other entities?

The WCCAC Forensic Interview program collaborates with other agencies based on the foundation of being a child-focused, facility-based program in which representatives from many disciplines, including law enforcement, child protection, prosecution, mental health, medical and victim advocacy, work together to conduct interviews and make team decisions about investigation, treatment, management and prosecution of child sex abuse cases.

The primary goal of all National Children's Alliance (NCA) children's advocacy centers, which the WCCAC is a full accredited member, is to ensure that children disclosing abuse are not further victimized by the intervention systems design to protect them. National Children's Alliance strongly believes that the combined professional wisdom and skill of the multidisciplinary team approach results in a more complete understanding of case issues and the most effective child- and family-focused system response possible.

