

**Nampa Family Justice Center  
Process and Outcome Evaluation**

**Report 1 of 2**

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# **Nampa Family Justice Center Process and Outcome Evaluation**

## **EXECUTIVE SUMMARY**

Multiple methods of data collection were used to assess the process and short-term effects of the Nampa Family Justice Center (NFJC), which provides enhanced services to victims of domestic and dating violence, child abuse, and sexual violence. These methods included (1) the collection of telephone interview data with a sample of agency directors and line-staff from NFJC partner agencies; (2) the utilization of NFJC intake forms to create a baseline client profile; and (3) the creation of a NFJC client exit survey to gauge client satisfaction levels with regard to NFJC staff and services.

The following results of the evaluation are delineated below and discussed in some detail within the report.

### **Findings from Telephone Interviews with Agency Directors and Line Staff**

#### *Collaboration*

- All interviewees were of the mindset that collaborative relationships offer the best hope in the pursuit of effectively addressing victims' needs.
- Given the relatively short time that the NFJC has been in operation, it was surprising to see that so many co-located service providers perceived themselves as part of a collaborative, team effort to assist victims, and especially domestic violence victims, given the difficulties of true collaborative behavior. However, from what was gleaned from several line staff, it appeared that more work needs to be done in an effort to effectively address some issues related to child abuse and sexual violence victims—namely, the implementation of the medical unit.
- Data from interviews with agency directors and line staff suggested that the NFJC is experiencing a high level of collaboration and problem-solving that other, similar centers tend not to initially experience.

#### *NFJC Mission*

- Respondents were able to clearly articulate at least a portion of the NFJC mission; however, a couple of the directors articulated a mission that went beyond the stated mission of the NFJC (prevention and protection of rights).

#### *Communication*

- Most agency directors felt that there had not been real conflict among agencies in the past, but that the NFJC has led to better communication and team work among partnering agencies. Conversely, five of the 6 line staff respondents, perceived there to be a history of conflict—at least among some agencies—and

that the collaborative process within the NFJC has resulted in more positive interactions among those agencies.

#### *NFJC Services*

- Similar to what was found with agency directors, the majority of line staff reported that the NFJC has resulted in improvements to the quality of services for victims of domestic and dating violence (100 percent), child abuse (67 percent), and sexual violence (67 percent).
- Interviewees felt that the NFJC provides enhanced services to victims of domestic and dating violence, child abuse, and sexual violence at a higher level as compared to available services prior to the creation of the NFJC. Many of the telephone interview respondents indicated that the co-location of services truly benefits victims.
- By all accounts, it appeared that agency directors, as well as the great majority of line staff agreed that access to services centering on the needs of victims of domestic and dating violence, child abuse, and sexual violence greatly has increased since the inception of the NFJC.

#### **Findings from the Baseline Client Profile**

In collaboration with the NFJC, we made the decision to create a baseline client profile from all clients seen at NFJC during October and November of 2006. We pulled initial intake forms for all clients seen during this two-month time period and determined that there were 116 clients seen for initial complaints. What was found is described below.

- The average age of clients was 33 years, with a range from 11 to 84 years. The majority of the clients were female (104 out of 116) (90%). Another 7 (6%) were male and 5 (4%) were unidentified.
- 74 clients (64%) had at least one child. The average number of children was 2 per household, with a range from 0 to 5 children in the home.
- The total number of individuals living in the household ranged from 1 to 7, and the average number of persons per household was 3. However, only 55% of the clients answered the question about the number of individuals living in their household.
- The income level of the clients ranged from \$0 to \$74,760 per year and the average income was \$23,116. However, only 55% of the clients indicated their income level. The average income level of the individuals who asked for Legal Aid service at NFJC was \$15,213 per year with a range from \$0 to \$28,800.
- Eight clients (7%) needed an interpreter at NFJC. For those who spoke a second language, all were identified as Hispanic or Latino. The ethnicity of 42 out

of 116 (36%) clients was Hispanic or Latino. 52 clients (45%) answered that their ethnicity was not Hispanic or Latino. 22 clients (19%) did not identify their ethnicity.

- 5 clients (4%) self-reported having a disability. All were female. Two clients indicated a mental disability, two indicated a physical disability, and one indicated both a mental and physical disability.
- Of the 9 clients who asked for a Child Protection Order at NFJC, 4 asked for Protective Order Assistance as well. Seven of these clients reported that they were not married, with the marital status of the other two not completed.
- 13 clients requested a referral to Valley Crisis Center. All were female and 10 (80%) reported having at least one child. Six of the clients were married, three were divorced, two were separated, one was single, and one had an unidentified marital status.

### **Findings from the NFJC Client Exit Survey**

We created a brief client survey in an effort to provide some short-term outcomes regarding NFJC client satisfaction regarding staff and services. A total of 69 completed surveys were returned for analysis.

- Clients were very positive in their comments about their experiences at the NFJC.
- In all, based on data gleaned from client exit surveys, the NFJC enjoys a high level of client satisfaction when it comes to front desk personnel, intake staff, and specific services offered by co-located/partner agencies.

### **Summary Recommendations**

- Given the variation of responses from both agency directors and line staff, continuing discussion among key stakeholders within the NFJC should be a priority in an effort to develop a plan concerning the ability of the NFJC to affect longer-term, positive changes in the areas of domestic and dating violence, child abuse, and sexual violence. For example, several respondents reported that more education and training is necessary for the prevention of domestic and dating violence, child abuse, and sexual violence. However, is “prevention” within the mission of the NFJC? Continued dialogue is necessary here.
- The NFJC is experiencing a high level of coordination and collaboration, considering the amount of time it has been in operation. If any gaps exist, they appear to be issues related to victim tracking and information flow to and from partners who are not regularly co-located at the NFJC site. Hence, NFJC

decision-makers along with agency partners should make it a priority to shore-up any gaps that may exist here.

- At the time of this evaluation, no formal management information system had been implemented at the NFJC, although based on an interview with the NFJC Director, one was being tested. We note the benefits of such a coordinated system, which can assist NFJC decision-makers with regard to processes, as well as the ability of such a system to ultimately enhance victim services.
- The NFJC can do more to increase community awareness of the center's services to victims and potential victims. The website material certainly conveys the mission of the NFJC, but victims—especially those in crisis—are left wondering whether the NFJC caters to non-city residents, and precisely what services it has to offer. In order to ultimately realize the full potential of benefits to victims, we suggest that NFJC decision-makers closely scrutinize the content of its electronic material, and make necessary additions where appropriate. Additions should come in the form of material found in its most recently revised brochure.



# **Nampa Family Justice Center Process and Outcome Evaluation**

## **INTRODUCTION**

In an era where collaborative problem-solving appears to offer great hope to affect positive change for those most in need of effective solutions, the co-location of services for victims of domestic violence has gained momentum. Direct federal support for such services came from the President's Family Justice Center Initiative (PFJCI) in 1993, which provided \$20 million in funding to 15 pilot sites (Abt Associates, 2005). The pilot sites that received funding, as well as other similar efforts across the nation, attempt to build community awareness about domestic violence, and to enhance services provided to victims.

The co-location of victim services attempts to achieve a "one-stop shopping" concept for victims by bringing together a variety of agencies under one roof, agencies that previously only were loosely affiliated with one another. Family justice centers typically co-locate public, private and non-profit entities, including domestic violence advocates, counseling services, law enforcement, prosecution, courts, clergy, and medical professionals, among others (Abt Associates, 2005).

Given the promised benefits of such an integrated center to victims of domestic and dating violence, child abuse, and sexual violence—but also understanding that a number of processes within a center must fall into place prior to any expected, positive, long-term outcomes—we report here on a process and short-term outcome evaluation that was undertaken at the Nampa Family Justice Center (NFJC). Our questions focused on the following areas: (1) the extent of collaboration among co-located

agency partners in the center; (2) the extent to which the services provided by the NFJC can be considered comprehensive; (3) efforts to increase victim access to NFJC services; (4) the extent of formal coordination and co-location of victim services; and (5) efforts to increase community awareness of the NFJC.

Additionally, we created a baseline population from all clients seen at the NFJC during October and November, 2006. Here, we provide a description of the clients in terms of (1) household characteristics, (2) race and ethnicity, (3) disabilities, and (4) services utilized. Finally, we undertook a NFJC Client Exit Survey, which allowed us to determine client satisfaction levels with NFJC staff, services, and overall NFJC experiences.

After a description of the NFJC, we discuss our methodology from which our process and short-term outcome data are derived, followed by a presentation and discussion of the results of the evaluation.

### **NAMPA FAMILY JUSTICE CENTER**

In 2002, the Nampa Police Department recorded 354 incidents of domestic violence and 154 incidents of child abuse. During 2002, the local shelter reported serving 198 adults and 327 children, including assisting victims in obtaining 405 orders for protection. In a state where 50 percent of the homicides in 2002 were domestic violence-related, the issue of violence against women was seen as paramount (NFJC Grant Application 2006:3).

In 2004, the City of Nampa, along with a local domestic violence shelter and legal aid organization, submitted a grant application under the President's Family Justice Center Initiative. According to the grant application, the following areas were to be

addressed by the Nampa Family Justice Center: (1) expand current projects involving police, prosecutors, and non-profit victim advocacy groups regarding the investigation and prosecution of domestic violence; (2) “centralize and coordinate” criminal justice system response to domestic violence; (3) increase communication between criminal justice and family agencies through coordination of multiple computer tracking systems; (4) offer treatment, counseling, and other assistive services to domestic violence, dating violence, and child abuse victims; and (5) establish and/or expand legal assistance for domestic and dating violence, stalking, and sexual violence victims (NFJC Grant Application 2006:1).

At the time of the grant application, the partnerships had already been established, a building had already been purchased (due to a Community Development Block Grant from the city), and funding had been secured for remodeling to fit the needs of a justice center. Funds were requested from the President’s Family Justice Center Initiative to support “communication infrastructure, furnishings, data integration between the partners” and appropriate development of the project (NFJC Grant Application 2006:3). In 2006, the NFJC was awarded a President’s Family Justice Center Initiative grant part of which was used to fund the director’s and intake person’s salaries. A part-time volunteer coordinator was also hired using monies from a state grant.

The full-time on-site partners include the Nampa Police Department (five detectives and a victim/witness coordinator), Nampa City Prosecutor (and victim witness coordinator), Health & Welfare workers (for child protection services), legal aid employees, shelter staff, and representatives from the local migrant council. Part-time on-site partners include Easter Seals/Goodwill, Catholic Charities Immigration Services,

county prosecutor's office, non-denominational clergy, a forensic interviewer for child abuse, self-reliance workers (Health & Welfare food stamp program), and assistance with orders for protection. Partnerships also exist with two of the local medical centers/hospitals for CARES and SART examinations (NFJC Director, personal communication). Representatives from many of these partner agencies also comprise the Board of Directors, in addition to survivor and community representation.

The NFJC opened its doors to clients in November 2005. Statistics were available for 2006 and indicated that 1104 total intakes occurred during the year. A majority of these intakes (n=992) involved adult victims. In addition, approximately 596 children received indirect services (e.g., shelter, food stamps) via their parent who was victimized. Of the nineteen services offered during 2006, the most frequently requested service was counseling (30 percent) followed by the city prosecutor's victim/witness services (18 percent), legal aid services (14 percent), police victim/witness services (12 percent), and orders for protection (10 percent). Center staff answered 269 crisis and 3426 non-crisis calls during the year with 18 police reports being filed during a NFJC visit. Seventy-six percent of clients were seen by appointment compared to 24 percent who were walk-ins. Seventy-nine percent of the clients were residents of Nampa, while 13 percent were residents of other parts of the county and the remainder resided in other counties within this region of the state or from miscellaneous counties around the state (NFJC 2007).

These statistics may not accurately portray the work of the NFJC during their first year of operation as the director stated it took approximately four to six months to cement their practices and procedures. The intake form changed numerous times

during their first year and, at the beginning of this evaluation, the NFJC still could not accurately differentiate between clients returning for additional services based on a prior incident or clients returning for services based on a new incident of violence. In addition, at the beginning of this evaluation, no mutual agreements existed for the sharing of data across partner agencies. And, no outcome data had been provided to the NFJC Director by the police department or prosecutor's office regarding arrests, prosecutions, convictions, or sentences (NFJC Director, personal communication).

## **METHODOLOGY**

The process and short-term outcome evaluation of the NFJC sought to provide data that could be used by NFJC decision-makers and those from other such centers to highlight processes that may help or hinder the desired outcome of enhancing victim services. Here, we utilized, in part, outputs and short-term outcomes suggested by Abt Associates (2005), who undertook an evaluability assessment of the 15 pilot sites that were awarded federal start-up funding for their centers. As such, we engaged in three main methods of data collection: (1) interviews with co-located/partner agency directors and line staff; (2) utilization of NFJC intake forms to develop a baseline client profile; and (3) the creation of a NFJC client exit survey to determine client satisfaction levels with regard to NFJC staff and services.

### ***Interviews With Co-Located/Partner Agency Directors and Line Staff***

Interviews with agency directors and line staff were conducted to address the following: (1) the extent of collaboration among co-located agency partners in the center; (2) the extent to which the services provided by the NFJC can be considered comprehensive; (3) efforts to increase victim access to NFJC services; (4) the extent of

formal coordination and co-location of victim services; and (5) efforts to increase community awareness of the NFJC.

Our main method of data collection to address these research questions was the use of key informant telephone interviews with a minimum of two representatives from each co-located agency and service provider.<sup>1</sup> One of these interviews was to be with the head of each agency or service provider and the other was to be with a randomly selected front-line staff member with the agency or service provider.

A standardized data collection tool was developed in a collaborative effort between Boise State University and the NFJC. The telephone interviews took place between March 7, 2007 and March 23, 2007 and were conducted by undergraduate research assistants in the Department of Criminal Justice at Boise State University.

In all, six interviews were conducted with line staff from the following agencies: Department of Health and Welfare, Nampa Police Department, Casey Family Program, Catholic Charities of Idaho, Valley Crisis Center, and the City of Nampa, Community Development Department. Likewise, seven interviews were conducted with agency directors from the following agencies: Nampa Police Department, Legal Aid (two co-directors interviewed), Catholic Charities of Idaho, Valley Crisis Center, City of Nampa, Mayor's Office, and the Department of Health and Welfare. While the twelve interviews conducted do not represent an exhaustive list of all co-located agencies within the Nampa Family Justice Center, it certainly equates to a representative list of agency partners.

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<sup>1</sup> We also examined archival information in the form of NFJC documents, brochures, and electronic media in an effort to determine the extent to which the NFJC was promoting community awareness of its activities.

### ***Intake Forms to Develop a Baseline Profile of NFJC Clients***

We also sought to create a snapshot of NFJC clients during a two-month period encompassing October and November, 2006. We created this snapshot by pulling initial intake forms for all clients seen during this two-month time period and determined that there were 116 clients seen for initial complaints. The intake form allowed us to create a profile of NFJC clients during this period, including: (1) household characteristics, (2) race and ethnicity, (3) disabilities, and (4) services utilized.

### ***NFJC Client Exit Survey***

One of the foundations of the family justice centers is that by centralizing services and providing coordination between agencies, gaps in communication can be bridged and victims can feel less overwhelmed. Here, we developed a brief exit survey, administered to clients to assess their perceptions of these issues. Surveys were collected at the end of each visit to the NFJC. The survey tool is included as Appendix B.

The exit survey was developed in collaboration with NFJC staff between April 1 and April 6, 2007. Exit surveys were collected over a 16 week period from April 12 to July 30, 2007. Student workers traveled to NFJC to collect surveys and remind staff of the importance of completing the surveys with all clients. Finally, a database was developed and the surveys were entered and analyzed.

## **DIRECTOR AND LINE STAFF INTERVIEW RESULTS**

### ***Collaboration***

Line staff and directors were in agreement that collaboration is the most effective way to deal with the problems of domestic and dating violence, child abuse, and sexual

violence because of the collocation of services for the victims' sake and for resource sake regarding facilities and funding. Here, it is important to note that all interviewees were of the mindset that collaborative relationships offer the best hope in the pursuit of effectively addressing victims' needs. Representative responses included the following:

"We are all under one roof, which is better for communication. I can reduce budgets by not having multiple agencies doing the same things. It's a one-stop place for the victims to go. Also, for children, it's a safe, secure, and soothing environment." (Line staff)

"It's effective. I am not sure of 'most effective,' because there may be other ideas that no one has thought of." (Line staff)

"Collaboration is effective because of the group of professionals understand the same mission and have like goals." (Director)

"It is an effective way, one of many ways. Others do education in the first place, where as we have already failed and now are restoring the victim. If we do have to respond, this is the best way." (Director)

### ***Collaboration and Working Together as a Team***

We also were interested in whether individuals within the NFJC were working well together as a team. In other words, it is one thing to say that collaboration is an effective way to deal with the needs of victims, but quite another to actually realize this practice, especially given the relatively short amount of time the NFJC has been in operation. As would be expected, one-half of the agency directors felt that they did not have enough information to answer questions dealing with "working together as a team." This was expected, given that line staff is most "in the know" about such issues.



Of those directors who felt they had enough information to answer the questions, responses ranged from “superior” to “very well.” Representative responses included the following:

“There is a strong sense of support with the same mission with all partners and commitment.” (Director)

“I think they work very well together. They communicate what they can while keeping confidentiality.” (Director)

Line staff responses to the questions dealing with how individuals within the NFJC work together as a team were generally positive. However, as expected, line staff was able to offer more detailed comments about the ability of individuals to collaborate in practice. While all line staff respondents reported that they work well together in dealing with solutions to domestic and dating violence (responses ranged from “pretty well” to “very well”), others had differing opinions when it came to the NFJC’s mission in dealing with solutions specifically to child abuse and sexual violence. Representative responses included the following:

“They are seen more as a domestic violence facility than for sexual violence. Victims of sexual violence are never discussed openly enough for the public to see it as a domestic violence issue.” (Line staff)

“There aren’t a lot of agencies that are serving to help with child abuse.” (Line staff)

“We need the medical piece to be more effective.” (Line staff) [In response to the question dealing with working together as a team to deal with solutions to child abuse and sexual violence.]

In all, given the relatively short time that the NFJC has been in operation, it is surprising to see that so many co-located service providers perceive themselves as part of a collaborative, team effort to assist victims, and especially domestic violence victims, given the difficulties of true collaborative behavior. From what has been gleaned from several line staff, it appears that more work needs to be done in an effort to effectively address some issues related to child abuse and sexual violence victims—namely, the implementation of the medical unit.

### ***Collaboration and the NFJC Mission***

In an effort to validate the findings above, we were interested in line staff and directors’ understanding of the mission of the NFJC. Our thinking here was that a common understanding of the NFJC mission would be a first step in working in a collaborative fashion. The mission of the NFJC is “to co-locate professionals serving victims of family violence under one roof, enhancing agency coordination and collaboration which ultimately will improve victim services, increase victim safety and abuser accountability” (Nampa Family Justice Center).

All 12 respondents felt they had enough information to answer the question concerning their understanding of the mission of the NFJC. And all 12 respondents provided a description on the NFJC mission that covered at least one part of the mission. Representative responses are presented below:

“To provide one-stop shopping for victims of domestic violence.” (Line staff)

“To provide all the services in one place—starts the healing process faster.”

(Line staff)

“We are the partners to reduce the amount of domestic violence and sexual assaults with one-stop shopping for victims.” (Line staff)

“The mission is to bring partners together to address issues related to domestic violence and child abuse, that it be community based, and that families feel supported as they navigate the system.” (Director)

“The mission is to bring organizations together to work together to prevent domestic violence and child abuse in the community.” (Director)

Aside from the fact that respondents were able to clearly articulate at least a portion of the NFJC mission, a couple of the directors articulated a mission that went beyond the stated mission of the NFJC. (See last director comment, above, dealing with a prevention mission.) Another director stated that the NFJC mission, in part, was to “protect the rights of victims.”

### ***Collaboration Resolving Conflict***

One of the espoused benefits of inter-agency collaboration is the positive effect it might bring for agencies that have had a history of conflict. Here, we asked agency directors and line staff, “Do you feel that the NFJC has led to more positive interaction among agencies that have had a history of conflict?” For most of the directors, they felt that there had not been real conflict among agencies in the past, but that the NFJC has led to better communication and team work among partnering agencies. And one

director felt as though the collaborative process through the NFJC had helped agencies that had a history of conflict work together better.

Five of the 6 line staff respondents, on the other hand, perceived there to be a history of conflict—at least among some agencies—and that the collaborative process within the NFJC has resulted in more positive interactions among those agencies. One line staff respondent felt he/she did not have enough information to answer the question. Representative responses are delineated below:

“Yes. There has always been a conflict with some of the other agencies and now it’s better with the creation of the NFJC.” (Line staff)

“There hasn’t really been any real conflict in the past between agencies, but it has helped get along and work together better.” (Director)

“I wouldn’t say that there had been any conflict, but there is a lot more cooperating. They have a closer relationship because of NFJC.” (Director)

### ***Collaboration Within Participating Agencies***

Given that collaboration/teamwork appears to already exist at the NFJC, we were interested in whether this approach to problem-solving is simply a way of “doing business” within each of the respondents’ own agencies. Not surprisingly, all 12 respondents indicated that their own agency takes a collaborative approach to problem-solving in most cases. We then asked whether respondents knew of any internal procedures or policies within their own agencies that either help or hinder collaboration. Here, only one director reported that his/her agency had processes at one point that hindered collaboration, but that the problem was now resolved through a memorandum of understanding. The five other directors reported that their agencies had procedures

in place that assist—rather than hinder—collaboration. Representative responses are presented below:

“We have a process that helps (collaboration). We have requirements regarding assessing the need and quality of the partners.” (Director)

“We have some that ensure collaboration. For example, a staff member at NFJC full-time to ensure good services and communication.” (Director)

Line staff respondents pointed out practices that both assist and hinder collaboration. For example, one respondent reported that the bureaucracy can sometimes be a hindrance to effective collaboration, but at the same time, bureaucracy helps keep individuals informed about what’s going on. Another respondent reported that his/her agency procedures mostly help with collaborative partnerships, but because of confidentiality rules, sometimes collaboration is hindered. Finally, another respondent spoke directly of his/her agency’s collaborative partnership with the NFJC: “We help with collaboration. We refer clients, funders, providers, and other agencies to the NFJC.”

In all, data from intensive telephone interviews with a representative sample of agency directors and line staff who comprise most of the agency partners within the NFJC, suggest that the NFJC is experiencing a high level of collaboration and problem-solving that other, similar centers tend not to initially experience. Interview data suggest that teamwork is standard operating practice at the NFJC, facilitated by a common understanding among respondents of the NFJC mission and collaborative problem-solving initiatives practiced in the respondents’ respective agencies.

### ***Increased Provision of Comprehensive Services***

Telephone interview data from agency directors and line staff assisted us in determining the extent to which services available to victims of domestic and dating violence, child abuse, and sexual violence have increased with the creation of the NFJC.

*Improvement in the Quality of Services Available.* Telephone interview respondents were asked a series of questions concerning their perceptions about whether the NFJC has resulted in improvements in the quality of services available to victims—in comparison to before the creation of the NFJC. Very little variation was found in the responses to these questions. For example, all agency directors (100 percent) reported that the NFJC has resulted in improvements to the quality of services for victims of domestic and dating violence, and sexual violence. All but one director (who reported he/she did not know) felt the same with regard to services for child abuse victims.

Similar to what was found with agency directors, the majority of line staff reported that the NFJC has resulted in improvements to the quality of services for victims of domestic and dating violence (100 percent), child abuse (67 percent), and sexual violence (67 percent). For the minority of line staff who reported that improvements to the quality of services had not occurred for victims of child abuse and sexual violence, they did not elaborate on the reasons why they felt this way.

*Affecting Positive Changes.* We next asked respondents to think about what it might take for the NFJC to affect positive changes in the occurrence domestic and dating violence, child abuse, and sexual assault in the Treasure Valley. These

questions asked respondents to gauge the potential future impact of the NFJC on the actual occurrences of violence through its services to victims and other outreach missions. In all, the great majority of agency directors reported that the NFJC should continue on the path it currently is taking—that it already is making a difference.

Representative comments are highlighted below:

“Doing it now with team work and allow time to see the benefits that it will bring because it’s learned behavior. We are hoping for changes that we will see in the future, in the next generation.” (Director)

“They’re already doing it and as long as they receive the funding, they’ll affect positive change.” (Director)

Other agency directors were more cautious about the ability of the NFJC to affect positive changes in the occurrence of domestic and dating violence, child abuse, and sexual violence:

“More publicity, support and funding is needed.” (Director)

“This is the developmental stage so time will show effectiveness. More service options are needed onsite. It’s hard to find qualified people to employ in this area.” (Director)

Line staff echoed some of the concerns of agency directors and also went beyond what directors reported. In order to affect positive changes in the occurrence of domestic and dating violence, line staff suggested that (1) more needs to be done in the community; (2) more education and training is needed for prevention; (3) better communication with the media is required; and (4) a greater focus on co-habitation

violence needs to be considered. Two respondents reported that the NFJC just needs to continue what it is doing.

In terms of the ability of the NFJC to affect positive changes in the area of child abuse, line staff suggested the following: (1) education and training for prevention needs to be enhanced; (2) the NFJC needs to market itself as a child abuse facility; (3) more support needs to be offered for parents; and (4) get more counselors for children. Two respondents reported that the NFJC just needs to continue what it is doing.

With regard to the ability of the NFJC to affect positive changes in the occurrence of sexual violence in the Treasure Valley, line staff respondents reported the following: (1) the NFJC needs to be a safe haven for victims; (2) more education needed for prevention; (3) more awareness is needed in colleges and high schools; (4) better communication with the media is necessary to remove women as sexual objects; (5) the NFJC needs to market itself as a facility serving the needs of sexual violence. One respondent reported that the NFJC just needs to continue what it is doing.

Clearly, there are a variety of opinions concerning the ability of the NFJC to affect positive changes in the occurrence of domestic and dating violence, child abuse, and sexual violence. Given the variation of responses from both agency directors and line staff, continuing discussion among key stakeholders within the NFJC should be a priority in an effort to develop a plan concerning the ability of the NFJC to affect longer-term, positive changes in these areas in the Treasure Valley. For example, several respondents reported that more education and training is necessary for the prevention of domestic and dating violence, child abuse, and sexual violence.



However, is “prevention” within the mission of the NFJC? Continued dialogue is necessary here.

*Comprehensiveness of the NFJC.* In addition, we were interested to know the perceptions of agency directors and line staff when it came to the comprehensiveness of the NFJC in serving the needs of victims. Here, we asked, “Do you feel that any important agencies have been left out of the NFJC? If so, which ones?” In all, six respondents (4 agency directors and 2 line staff) felt that there were no important agencies left out. In fact, one agency director summed it up this way, “Other centers aren’t as comprehensive as ours. We are constantly looking, but we have done a very good job on this.”

Six other respondents (2 agency directors and 4 line staff) reported that the NFJC should work on getting additional agencies/services/groups involved with the center for the benefit of victims. Responses here included the following: (1) bilingual services, including bilingual counseling, (2) child protection staff, (3) a staffed medical unit, (4) healing services, including chiropractors, (5) the foster care system, and (6) a constituent group representing victims of violence.

In all, based on the interview data presented here, it appears that the NFJC provides enhanced services to victims of domestic and dating violence, child abuse, and sexual violence at a higher level as compared to available services prior to the creation of the NFJC. Many of the telephone interview respondents indicated that the co-location of services, if nothing else, truly benefits victims. However, NFJC decision-makers may want to consider enhancing the services it provides to victims by considering the recommendations made by respondents above.

### ***Increased Access to Services***

In addition to the findings presented above, which speak both to the comprehensive nature of the NFJC and increased access to services, we asked agency directors and line staff to assess the extent to which the NFJC has increased access to services available for victims of domestic and dating violence, child abuse, and sexual violence.

All six agency directors reported that they felt access to services for victims of domestic and dating violence, child abuse, and sexual violence had increased.

Representative comments included the following:

“There is definitely more access than before, but I would still like to see more.”

(Director)

“Absolutely. It has increased access to services of domestic, child abuse, and sexual violence in the western treasure valley. This has been its main effect.”

(Director)

The overwhelming majority of line staff also felt that access to services available to victims had increased with the creation of the NFJC. One respondent, however, indicated that access had not increased for any of victim types to which the NFJC provides services, and another respondent indicated that the NFJC had increased access to services for victims of domestic and dating violence only. Representative comments from line staff included the following:

“One-stop shopping helps.” (Line staff)

“Once we get the medical part, that will help.” (Line staff)

By all accounts, then, it appears that agency directors, as well as the great majority of line staff agree that access to services centering on the needs of victims of domestic and dating violence, child abuse, and sexual violence greatly has increased since the inception of the NFJC.

### ***Formal Coordination and Co-Location of Services***

As reported above in the section on collaboration, data from intensive telephone interviews with a representative sample of agency directors and line staff who comprise most of the agency partners within the NFJC, suggest that the NFJC is experiencing a high level of collaboration and problem-solving. Interview data also suggest that teamwork is standard operating practice at the NFJC, facilitated by a common understanding among respondents of the NFJC mission and collaborative problem-solving initiatives practiced in the respondents' respective agencies.

Respondents also reported (delineated above) that the co-location of services that the NFJC brings has increased both the quality of services and access to services for victims of domestic and dating violence, child abuse, and sexual violence. As indicated above, many respondents characterized the services as “one-stop shopping.”

Beyond what already has been reported, we were interested in tapping into the extent of “coordination of information” among the NFJC partners. Here, we asked agency directors and line staff to describe the information flow within the NFJC and discuss any—if any—gaps in the flow.

As expected, four of the six agency directors felt that they did not have enough information to answer questions on information flow—questions that they felt could best be answered by line staff. Two agency directors, however, noted that there were no problems with information flow, and that the NFJC has periodic meetings, when necessary, to problem-solve any emerging issues with regard to this problem.

Line staff respondents characterized the information flow at the NFJC as mostly “good.” Most respondents described the process of when a victim first seeks the services of the NFJC. Beyond this, several line staff reported gaps in the information flow. For example, one respondent felt that a better tracking system for demographic information of victims was needed, which could help pursue additional funding. The respondent lamented the fact that there was not a computer network set-up that could help track cases (see next section below). Two other respondents indicated that information flow is difficult for partners who are “off site.” One of these respondents characterized it this way: “If someone representing an agency is not at the NFJC, we have to refer (the victim) to their main agency, and that can present a kink in the information flow.” However, yet another respondent, who works off site, reported, “I work off site, but I have heard the information flow is very positive. There’s constant communication among the different partners.”

In all, the NFJC is experiencing a high level of coordination and collaboration, considering the amount of time it has been in operation. If any gaps exist, they appear to be issues related to victim tracking and information flow to and from partners who are not regularly co-located at the NFJC site. Hence, NFJC decision-makers along

with agency partners should make it a priority to shore-up any gaps that may exist here.

### ***Implementation of Management Information System***

At the time of this evaluation, no formal management information system had been implemented at the NFJC, although based on an interview with the NFJC Director, one was being tested. We note the benefits of such a coordinated system, which can assist NFJC decision-makers with regard to processes, as well as the ability of such a system to ultimately enhance victim services.

One benefit of a functioning management information system is that important intake data, which are routinely collected from victims who use NFJC services, can be sorted and analyzed. Data concerning clientele characteristics as well as services requested can be documented and scrutinized.

### ***Increased Community Awareness of both the NFJC and DV Issues***

Due to the limited nature of the evaluation methodology, we focus here on efforts that have been undertaken to increase community awareness of the services offered by the NFJC. Our assessment is based on interviews with agency directors and line staff, as well as an examination of published material that the NFJC has produced (brochures, other documents, web content, etc...).

Several line staff indicated that there may be issues regarding the ability of the NFJC to reach-out to some victims with its current advertising/marketing practices. Representative comments from line staff in this area included the following:

“Child abuse services and sexual violence services for victims are not advertised well enough for the Spanish speaking families.” (Line staff)

“There is a lack of resources and it’s hard to get in contact with people.” (Line staff)

With regard to services available for victims of child abuse, one line staff respondent indicated that the NFJC needs to market itself better as a facility that serves the needs of these victims.

Our assessment of the printed and electronic material offered by the NFJC is mixed. On the one hand, the NFJC should be commended for providing written and electronic material in a way that is welcoming and sensitive to victims. On the other hand, however, information about the NFJC and its services certainly can be enhanced and clarified. For example, the NFJC website describes the general nature of the center and provides facts about domestic violence, it does not provide a comprehensive list of services available to victims, nor a description of such services. Additionally, while the website allows individuals to “ask a question” and “request assistance” by using an electronic form, visitors to the site can get the distinct impression that NFJC services are available only to Northwest city residents, which is contrary to information gleaned in an interview with the NFJC director.

Finally, it is unclear from the NFJC website material exactly to what type of victims the center offers services. While the website makes mention of victims of domestic violence and child abuse, it makes no mention of victims of dating violence or sexual violence that is not “domestic” in nature. The newly revised brochure, on the other hand, provides a comprehensive list of services/agency partners, what to do if someone is fleeing an abuse situation, and a map of the center’s location.

In all, we find that the NFJC can do more to increase community awareness of the center's services to victims and potential victims. The website material certainly conveys the mission of the NFJC, but victims—especially those in crisis—are left wondering whether the NFJC caters to non-city residents, and precisely what services it has to offer. In order to ultimately realize the full potential of benefits to victims, we suggest that NFJC decision-makers closely scrutinize the content of its electronic material, and make necessary additions where appropriate. Additions should come in the form of material found in its most recently revised brochure.

In the next step toward further understanding the views of agency directors and line staff, we had originally intended to hold two facilitated meetings. One meeting was to be with the agency and service provider heads and the other with front-line staff. The purpose of these meetings was two-fold. First, to validate the findings from and seek clarification on the key informant interviews and second, to brainstorm solutions to the problems and weaknesses identified. Unfortunately, after several attempts, we were unable to secure adequate participation at the front-line staff meeting because of conflicts with travel and vacation schedules. We did, however, hold a facilitated meeting with the agency and service provider heads. However, only two agency directors were present at the meeting, making it impossible to generalize these findings to all of the partner agency leaders. The final report for the facilitated meeting is included as Appendix A.

## **BASELINE CLIENT POPULATION**

To develop a baseline population for assessment of outcomes, we looked at when NFJC opened and when the staff felt like the center was fully functional. We

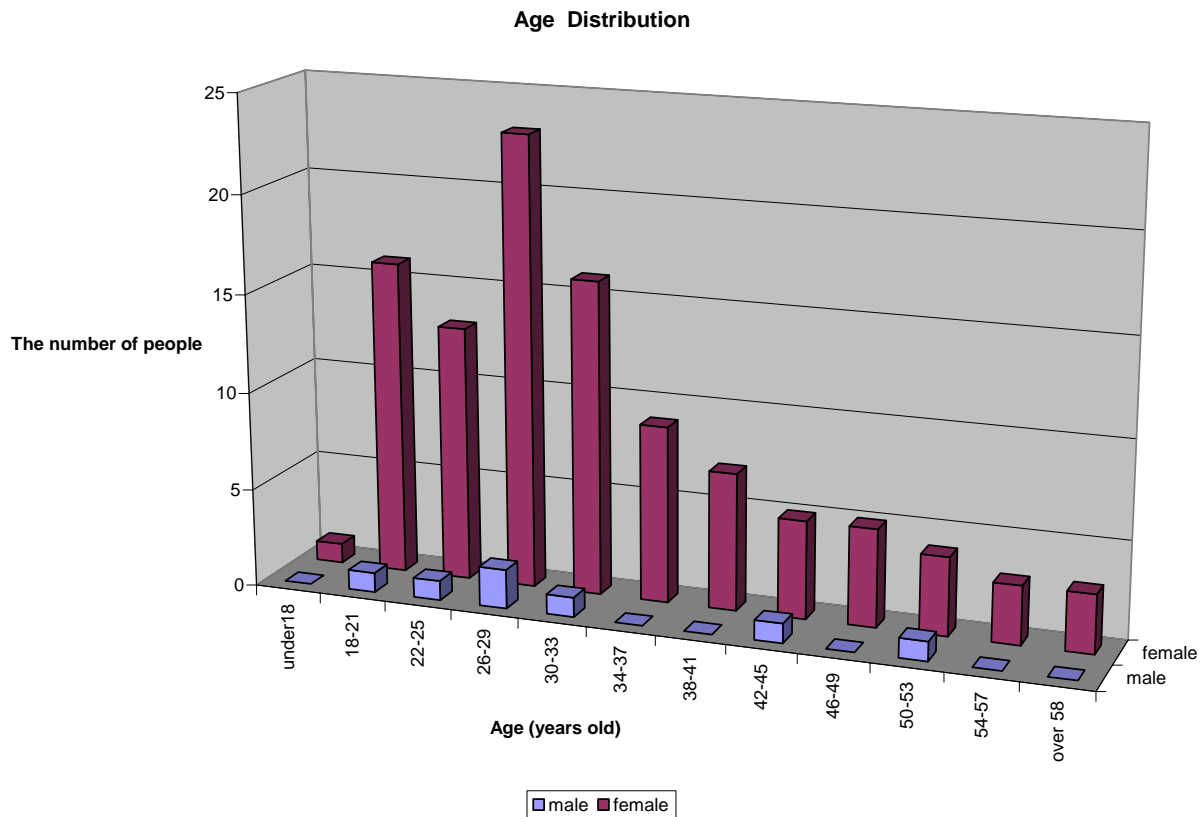
wanted to select clients from the earliest possible time period to increase the chance that we would have completed outcomes to track. We also wanted to get the best glimpse at what outcomes were occurring, given that the NFJC needed to have the organizations and staff in place to provide optimal service to clients. The center opened in June of 2006 and staff felt that they were fully operational in late September of 2006.

Based on this information, we decided to create a baseline population from all clients seen at NFJC during October and November of 2006. We pulled initial intake forms for all clients seen during this two-month time period and determined that there were 116 clients seen for initial complaints. A description of these clients is shown below. These clients will be followed to the present time and the outcome of each case will be ascertained. These outcomes will be reported in the next section of the report.

### ***Overall Population***

A total of 116 clients make up the study population. The average age was 33 years, with a range from 11 to 84 years. The majority of the clients were female, with 104 out of 116 female clients (89.7%). Another 7 (6.0%) were male and 5 (4.3%) were unidentified.





### ***Household Characteristics***

Overall, 74 (63.8%) clients included in this study had at least one child. The average number of children was 2.14 per household, with a range from 0 to 5 children in the home. Nine clients (7.8%) were pregnant at the time of their initial visit. Five out of nine individuals were pregnant with her first child. Six out of the seven male clients (85.7%) indicated having at least one child. Table 1 below displays the marital status of clients in this study and Table 2 displays city of residence of clients.

**Table 1**  
**Marital Status of Baseline Clients (N=116)**

Status	Number	Percent
Single	37	32%
Married	33	29%
Separated	22	19%

Divorced	14	12%
N/A	10	8%
<b>Total</b>	<b>116</b>	<b>100%</b>

**Table 2**  
**City of Residence for Baseline Clients (N=116)**

<b>City</b>	<b>Number</b>	<b>Percent of Total</b>
Boise	1	1%
Caldwell	7	5%
Emmett	1	1%
Grandview	1	1%
Greenleaf	1	1%
Kuna	1	1%
Lucedale (MS)	1	1%
Marsing	1	1%
Meridian	1	1%
Middleton	2	2%
Nampa	93	80%
N/A	6	5%
<b>Total</b>	<b>116</b>	<b>100%</b>

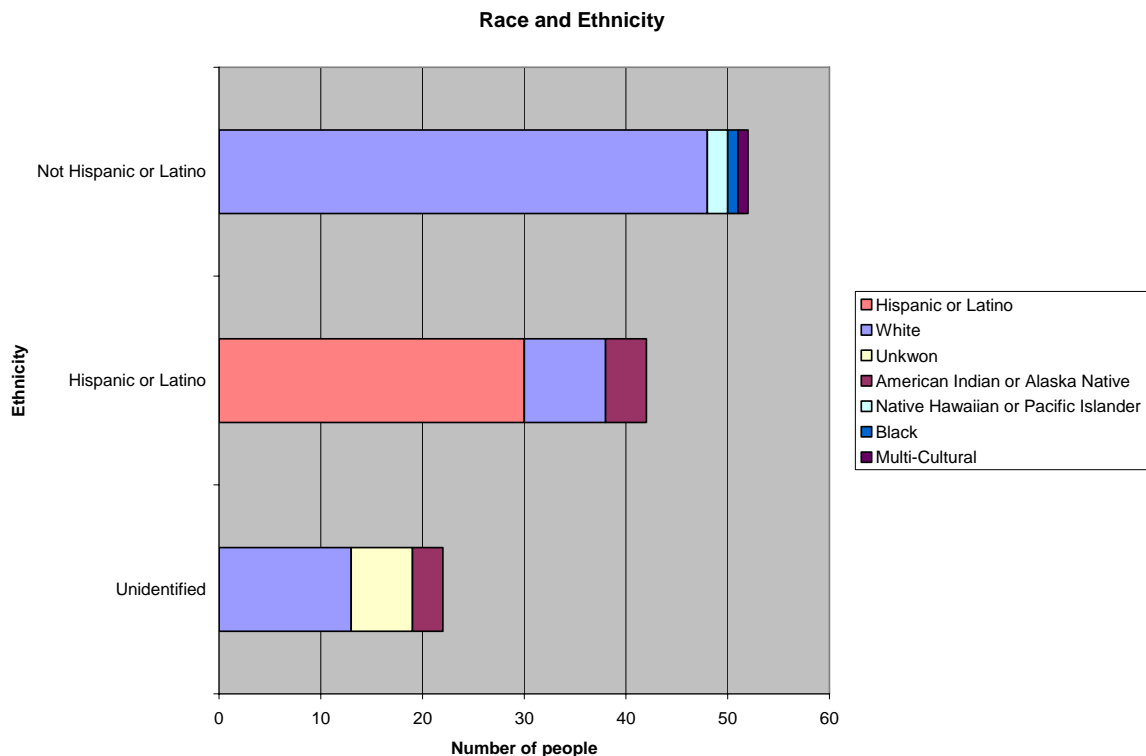
The total number of individuals living in the household ranged from 1 to 7, and the average number of persons per household was 3. However, only 55% of the clients answered the question about the number of individuals living in their household. The income level of the clients ranged from \$0 to \$74,760 per year and the average income was \$23,116. Again, only 55% of the clients indicated their income level. The average income level of the individuals who asked for Legal Aid service at NFJC was \$15,213 per year with a range from \$0 to \$28,800.

### ***Race and Ethnicity***

Eight clients (6.9%) needed an interpreter at NFJC. For those who spoke a second language, all were identified as Hispanic or Latino. The ethnicity of 42 out of 116 (36%) clients was Hispanic or Latino. 52 clients (45%) answered that their ethnicity was

not Hispanic or Latino. 22 clients (19%) did not identify their ethnicity. The graph below shows the relationship between race and ethnicity for the 116 baseline clients.

Thirty-eight (58%) out of 65 clients who indicated their income level also indicated that they were white. Their average income level was \$23,040 per year with a range from \$0 to \$74,760. An additional 17 (26%) individuals indicated that they were Hispanic or Latino, and their average income level was \$22,191 per year with a range from \$12,100 to \$49,800. The remaining minorities (a total of 7 clients) who listed their income level reported an average income of \$28,733 per year with a range from \$15,500 to \$46,100. Three individuals reported their income level but not their race or ethnicity.



### ***Disabilities***

None of the clients indicated a military affiliation. Overall, 5 clients (4.3%) self-reported having a disability. All were female. Two clients indicated a mental disability, two indicated a physical disability, and one indicated both a mental and physical disability.

### ***Services Utilized***

The services utilized by the baseline client population are found on Table 3 below:

**Table 3**  
**Specific Services Requested During Initial Intake**  
**(Number and Percent of Clients)**

<b>Service Name</b>	<b>Number requesting service</b>	<b>Percent</b>
Counselor	40	34%
Idaho Legal Aid	39	34%
Nampa Prosecuting Attorney/Victim Witness Coordinator	39	34%
Civil Protection Order/Modification	32	28%
Nampa Police Department/Victim Witness Coordinator	24	21%
Health & Welfare Self Reliance	15	13%
Valley Crisis Center / Shelter Referral	13	11%
Child Protective Services	9	8%
Working Solutions	9	8%
Health & Welfare Substance Abuse	4	3%
Canyon County Prosecutor	1	1%
Safety Planning	1	1%

Of the 9 clients who asked for a Child Protection Order at NFJC, 4 asked for Protective Order Assistance as well. Seven of these clients reported that they were not married, with the marital status of the other two not completed. Overall, 13 clients requested a referral to Valley Crisis Center. All were female and 10 (80%) reported

having at least one child. Six of the clients were married, three were divorced, two were separated, one was single, and one was unidentified.

### NFJC CLIENT EXIT SURVEYS

We created a brief client survey in an effort to provide some short-term outcomes regarding NFJC client satisfaction regarding staff and services. A total of 69 completed surveys were returned for analysis. Overall, the NFJC clients were very positive in their comments about their experiences. Table 4 below displays the results for the client satisfaction with the front desk and intake staff. Front desk and intake staff did not receive a rating below a 2 (with a 1 indicating excellent service). No service received a rating below a 3 and most services received only ratings of 1. Three respondents listed every service and gave them a rating of 1.

In al, based on data gleaned from client exit surveys, the NFJC enjoys a high level of client satisfaction when it comes to front desk personnel, intake staff, and specific services offered by co-located/partner agencies (See Tables 4 and 5).

**Table 4**  
**Experience Ratings of NFJC Clients (N=69)**

	<b>Excellent 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Poor 5</b>	<b>Overall rating</b>
<b>How would you rate your experience at the front desk?</b>						
Wait time?	58	9	0	0	0	1.13
Politeness of staff?	61	4	0	0	0	1.06
<b>How would you rate your experience with the intake staff?</b>						
Respectful?	66	1	0	0	0	1.01
Helpful?	66	1	0	0	0	1.01
Obtained needed information?	63	3	0	0	0	1.05
<b>Overall, how would you rate your experience?</b>						
	58	2	0	0	0	1.03

**Table 5**  
**Experience Ratings for Specific Services Received by NFJC Clients (N=69)**

<b>Service Name</b>	<b>Number indicating service</b>	<b>Overall rating</b>
Counselor	38	1.0
Idaho Legal Aid	11	1.4
Nampa Prosecuting Attorney/Victim Witness Coordinator	11	1.0
Nampa Police Department/Victim Witness Coordinator	9	1.0
Civil Protection Order/Modification	8	1.0
Health & Welfare Self Reliance	4	1.0
Working Solutions	3	1.0
Health & Welfare Substance Abuse	4	1.0
Valley Crisis Center / Shelter Referral	5	1.0
Clergy	4	1.0
Child Protective Services	3	1.0
Online Legal Aid	4	1.0
Healthy Families Nampa	4	1.0
Rental Assistance Funds	4	1.0
Community Council of Idaho	3	1.0
Immigration Assistance	4	1.0
Safety Planning	4	1.3
MHAFB Family Advocacy Program	3	1.0
Canyon County PA/Victim Witness Coordinator	3	1.0
Relative Caregiver / Kinship	3	1.0
Case Management	4	1.0

### **CONCLUSIONS/RECOMMENDATIONS**

Process and short-term outcome data collected from a representative sample of NFJC key informants (partner agency directors and line staff) generally suggest that the NFJC is well on its way to providing enhanced services to victims of domestic and dating violence, child abuse, and sexual violence. Interview data suggest that agency partners are collaborating and that teamwork is standard operating practice at the NFJC, facilitated by a common understanding among respondents of the NFJC mission

and collaborative problem-solving initiatives practiced in the respondents' respective agencies.

Not only are agency partners collaborating with one another, but they have a general positive outlook concerning the benefits of such collaboration and co-location of services. Here, the great majority of agency directors and line staff report that the NFJC has resulted in improvements to the quality of services for victims of domestic and dating violence, child abuse, and sexual violence. Similarly, agency directors, as well as the great majority of line staff agree that access to services centering on the needs of victims of domestic and dating violence, child abuse, and sexual violence greatly has increased since the inception of the NFJC.

We conclude by suggesting that the time is right for NFJC decision-makers to examine a number of process issues that were raised by our key informants, which ultimately might lead to more long-term benefits for victims who access NFJC services. These process issues include the following:

(1) Does the overt—or even implied—mission of the NFJC include “prevention”? If so, key informants had a number of good ideas that NFJC decision-makers should consider. These ideas included education and training initiatives.

(2) NFJC decision-makers may want to consider enhancing the services it provides to victims by considering the recommendations made by respondents. These recommendations included the adding of bilingual services, including bilingual counseling; child protection staff; a staffed medical unit; healing services, including chiropractors; greater foster care system involvement; and a constituent group representing victims of violence.

(3) If any gaps in communication among agency partners exist, they appear to be issues related to victim tracking and information flow to and from partners who are not regularly co-located at the NFJC site. Hence, NFJC decision-makers along with agency partners should make it a priority to shore-up and gaps that may exist here.

(4) In order to ultimately realize the full potential of benefits to victims, we suggest that NFJC decision-makers closely scrutinize the content of its electronic material, and make necessary additions where appropriate.

What we have learned from our analysis of intake data from October and November 2006 is that the NFJC primarily provides services to female residents of Nampa, most of who have at least one child. Roughly two-thirds of the clients are single, separated or divorced, with an average yearly income of about \$23,000. We also found that the NFJC services a sizable Hispanic/Latino population. Intake data for the two month study period revealed that 36% of NFJC clients were Hispanic/Latino, and that approximately 7% needed an interpreter at the NFJC. Finally, our analysis indicated that clients requested a number of NFJC services, including a counselor (34%), Idaho Legal Aid (34%), Nampa Prosecuting Attorney/Victim Witness Coordinator (34%), Civil Protection Order/Modification (28%), and Nampa Police Department/Victim Witness Coordinator (21%), among others.

Exit survey findings indicate high praise from NFJC clients when it comes to their satisfaction with front desk personnel and other staff. Clients view staff as polite, respectful and helpful. In addition, wait times in the office appear to be minimal, with clients feeling as though they have obtained all needed information. Lastly, exit surveys



revealed uniformly positive ratings for individual services offered through the NFJC, including those most frequently requested services noted above.

While none of the data on which we report speaks directly to the longer-term, potential benefit of the NFJC of enhanced services to victims of domestic and dating violence, child abuse, and sexual violence—from a victim’s perspective—we believe that this is the logical next step in evaluating the NFJC and other such centers that have first undergone a process and short-term outcome evaluation. In the meantime, in our next report (forthcoming in 2008), we will focus on additional outcomes dealing with how cases are processed through the criminal justice system.

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## **Appendix A: Report on Partner Directors' Meeting**

**June 20, 2007**

Report prepared by Suzanne Janzen, MHS

Background: Boise State University is conducting an evaluation for the Nampa Family Justice Center (NFJC) as required by their grant from the U.S. Department of Justice to initiate services. For one part of the evaluation, line staff and directors of the various agencies who are partners in the NFJC were invited to participate in individual confidential telephone interviews. These interviews were conducted during the last part of May and early June. Following the interviews, directors were invited to participate in a meeting to review interview findings, identify critical issues, and brainstorm solutions to those issues. The meeting was held June 20, 2007, from 1-3 p.m. at NFJC, and the agenda is attached to this report. Suzanne Janzen facilitated the meeting. BSU staff members presented findings and also took the notes which are the basis of this report. BSU staff in attendance were Drs. Giacomazzi, Bostaph, and Hannah and BSU student Ayaka Nukui.

Attendance: Directors of two partner agencies attended the meeting. While this is a concern in that all perspectives were not represented, the conversation was rich and covered a variety of areas.

Findings: After Dr. Giacomazzi presented the results of the individual telephone interviews, participants were asked what stood out to them from the results. The following comments were made:

- We've gotten so far in such a short time. It's reaffirming. We worked hard in the beginning to get the level of collaboration we have now. People, agencies, community were all on board before we opened the door. Partners deserve the credit for doing the work to get where we are now.
- During interview I thought "you won't get any negative feedback" on the concept of the center. Maybe on the day-to-day stuff.
- Only negative feedback is that legal aid is not staffed well enough for the flow of clients.
- Same for counseling—there is a 2-week wait for a counselor. If you need a bilingual counselor you are out of luck (up to a month wait).

- No agency has been left out. Rebecca did an excellent job seeing the holes and continues to add new partners, is getting qualified for Medicaid, etc.
- Nice to know that all directors are worried about funding
- I'm worried about funding for this place. It would be a huge setback for the community to lose this center once funding ends this fall.
- Hope the city sees long-term benefit. Mayor is on-board, Nampa P.D. very willing to do right thing (one of best I've ever seen), prosecuting attorney office too.

Participants proceeded to identify what they consider to be the most critical issues facing NFJC. Four areas were identified. Top on the list was funding for the long-term sustainability of the organization. The next issue is whether or not partners can come up with the resources to serve clients (long wait lists for clients to be seen are common). The third issue mentioned was partner-specific funding and the need to be careful about competing with NFJC for funding. The last one mentioned was the need for more staff at NFJC.

Participants then brainstormed potential solutions for each of these areas and highlighted those they believe are most likely to be successful or are most important. The solutions are listed below, and those that were prioritized are highlighted in bold type.

#### 1. Funding for long-term sustainability

##### **a. Grant writing**

b. Board that will fundraise. Perhaps implies need different composition (for example, business owners, lawyer, marketing professionals, Chamber of Commerce). Currently each partner has one seat on Board plus one community member and one medical member.

c. Corporate sponsors

**d. Fundraising plan (coherent strategy outlining different approaches including existing Valentines Day Ball)**

**e. Strategic plan that addresses sustainability of funding**

f. Need to layout steps to get strategic plan (e above) happening. Board members are strapped for time to do this and also are doing this for their own organizations.

g. City takes over NFJC funding , making it possible to share additional funds from grants with partners on formula system or need-based system.

2. Partner resources to serve clients (no one solution was considered better than others)

a. Commitment of partners (grants written to support staff at NFJC)

b. Possible efficiency improvements on-site? Seems like they are busy all the time, but perhaps some partner agencies see room for fitting in more clients.

c. More counselors that can be funded through client insurance, other non-grant funding sources

d. If city takes over, possibly piggyback on their accounting system for billing for insurance (c above)

e. NFJC newsletter or even just brief email paragraph to keep NFJC on radar screen of directors, who may be assuming everything works so smoothly that almost forget about it while they focus on problem areas of their own organizations.

3. Partner-specific funding overlap with NFJC

**a. Common courtesy—unwritten assumption that we talk and try not to compete on smaller grants. That is not happening 100% other than on federal grants, which require partnering.**

b. Pick and choose which agency goes after which funders (outside of federal grants)

4. Increase staff at NFJC

**a. Dedicate one staff member to grant writing and other fundraising. Start with little or no funding for salary but offer to give a % of what they are able to raise.**

b. Interns—could expand use of social work/counseling students needing practicum opportunities. Same for law school or paralegal students who could perhaps at least do paperwork, to relieve that aspect of job in order to see more clients.

Throughout the meeting there were additional insights shared by participants. Highlights are listed below.

- A. The medical examination room is fully stocked and ready to go but no staff on board. It's frustrating, and clients suffer because must go to ER at Mercy or Boise.
- B. 30% of cases seen at CARES in Boise are referred from NFJC. This requires additional work to plan the referral and transportation and it is not meeting the mission of the NFJC.
- C. NFJC is a victim-driven organization and partners worked hard to get that established and understood across all agencies.
- D. Pessimistic about city covering funding, although more likely they will cover partial funding. New grant writer for city is available for all city agencies, including NFJC. She has ability to prioritize different agencies, and right now since funding is running out it is likely she will prioritize NFJC.
- E. Rebecca does a good job in the area of education. She has been very mindful of education and we have done a number of trainings here.
- F. I am not worried about marketing the NFJC or publicizing it more because we've got more than we can handle as it is. Perhaps it's line staff of other partner agencies, newer ones to NFJC, who see the need for this.
- G. I have never felt that collaboration was an issue because I always felt like we could always pick up the phone and talk.
- H. I think what did not come out of this report is the lack of personnel for NFJC. They have 2.5 staff and that includes Rebecca. More staff could increase services they provide but would also make funding all that more difficult.
- I. None of these ideas will be a surprise to Rebecca. It's about finding how to do this and when (the time) to do it.
- J. We choose to put staff here even though other locations need staff too because we believe in this program.

- K. Both full-time partner staff are funded through this grant, so when funding ends they will be gone. Both agencies are writing grants to keep their people at NFJC.
- L. We need to be prepared for life without city funding.



## **Appendix B: Exit Survey**



## HOW ARE WE DOING?

Name (optional) \_\_\_\_\_

Date \_\_\_\_\_

<b>How would you rate your experience at the front desk?</b>	Excellent				Poor
Wait time?	1	2	3	4	5
Politeness of staff?	1	2	3	4	5
<b>How would you rate your experience with the intake staff?</b>	Excellent				Poor
Respectful?	1	2	3	4	5
Helpful?	1	2	3	4	5
Obtained needed information?	1	2	3	4	5
<b>Overall, how would you rate your experience?</b>	1	2	3	4	5
<b>Please check all of the services you received today and rate your satisfaction with the service provided.</b>	Excellent				Poor
<input type="checkbox"/> Counselor	1	2	3	4	5
<input type="checkbox"/> Idaho Legal Aid	1	2	3	4	5
<input type="checkbox"/> Nampa Prosecuting Attorney/Victim Witness Coordinator	1	2	3	4	5
<input type="checkbox"/> Nampa Police Department/Victim Witness Coordinator	1	2	3	4	5
<input type="checkbox"/> Civil Protection Order/Modification	1	2	3	4	5
<input type="checkbox"/> Health & Welfare Self Reliance	1	2	3	4	5
<input type="checkbox"/> Working Solutions	1	2	3	4	5
<input type="checkbox"/> Health & Welfare Substance Abuse	1	2	3	4	5
<input type="checkbox"/> Valley Crisis Center / Shelter Referral	1	2	3	4	5
<input type="checkbox"/> Clergy	1	2	3	4	5
<input type="checkbox"/> Child Protective Services	1	2	3	4	5
<input type="checkbox"/> Online Legal Aid	1	2	3	4	5
<input type="checkbox"/> Healthy Families Nampa	1	2	3	4	5
<input type="checkbox"/> Rental Assistance Funds	1	2	3	4	5
<input type="checkbox"/> Community Council of Idaho	1	2	3	4	5
<input type="checkbox"/> Immigration Assistance	1	2	3	4	5
<input type="checkbox"/> Safety Planning	1	2	3	4	5
<input type="checkbox"/> MHA FB Family Advocacy Program	1	2	3	4	5
<input type="checkbox"/> Canyon County PA/Victim Witness Coordinator	1	2	3	4	5
<input type="checkbox"/> Relative Caregiver / Kinship	1	2	3	4	5
<input type="checkbox"/> Case Management	1	2	3	4	5

Is there anything else you would like us to know?

Is there additional information you would like to receive?

## **Appendix C: Questionnaire for Key Stakeholder interviews**

**Key Stakeholder Interviews**  
**Nampa Family Justice Center**

How did you become aware of the NFJC?

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Approximately how many NFJC meetings--including subcommittee meetings, if any, did you attend in 2006?

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What one word or phrase would you use to describe the activities of the NFJC thus far?

The NFJC represents an inter-agency, collaborative approach to serve victims of family violence and sexual assault in the Treasure Valley. Is this the most effective way to deal with the problem? Why or why not?

Thinking about your own experiences with the NFJC—or the experiences you have heard from others—what obstacles, if any, exist that might preclude the NFJC from effectively dealing with the problem of family violence and sexual assault in the Treasure Valley?

Given that your agency is involved—at least at some level—with the NFJC, what do you believe is the motivation underlying your agency’s involvement with the NFJC?

In your opinion, how well are individuals within the NFJC working together as a team in dealing with solutions to family violence and sexual assault?

How supportive are your superiors with your involvement in the NFJC?

Why are YOU involved with the activities of the NFJC?

What is your understanding of the MISSION of the NFJC?

What would it take for the NFJC to affect positive changes in the occurrence of family violence and sexual assault in the Treasure Valley?

Thinking about the agency you work for, would you say that it takes a collaborative approach to problem solving in most cases?

What do you think should be done to lessen the occurrence of family violence and sexual assault in the Treasure Valley?

What do you think is the underlying cause of family violence and sexual assault in the Treasure Valley?

Are there any incentives for you to be a member of the NFJC? What about for your agency?

Does your agency have internal procedures or policies that help or hinder collaboration? If so, what are they?

Do you feel that any important agencies have been left out of the NFJC? Which ones? Why do you think they were left out?

Do you feel that the NFJC has led to more positive interaction among any agencies that have had a history of conflict?

Describe the information flow within the NFJC and among the subcommittees.