

Mr. Bob Feikema
Family Services, Inc.
1200 S. Broad Street
Winston-Salem, North Carolina 27101

March 15, 2019

Dear Bob,

It was an honor for our Alliance for HOPE International (Alliance) Technical Assistance Team to participate in the two-day Forsyth County Study Tour on January 28-30, 2019. The support and warm welcome we received from the leadership team from Family Services exceeded our expectations and was immensely appreciated. The focus of the Study Tour was to identify the current strengths and gaps in Forsyth County's service delivery systems, understand your most valuable resources, identify processes that present challenges to survivors in accessing comprehensive support, and determine how the Alliance can best support your efforts toward starting a Family Justice Center. As part of our Study Tour, the Alliance gathered information about your community in pre-planning meetings, a site profile, anonymous partner surveys, online research, benchmarking, individual meetings, meetings with partners, focus group with survivors and court observation. It is a credit to the energy of your planning team that your community is poised to launch a successful FJC. This visit will be followed up by our Strategic Planning event with Forsyth County on August 27-28, 2019.

Background About the Alliance

The Alliance, for more than a decade, has been leading the effort, through the Family Justice/Multi-Agency (FJ/MA Centers) framework, to break down silos and integrate and coordinate services with a specific focus on creating collaborative models to work with victims of domestic violence, sexual assault, child abuse, elder abuse, and/or human trafficking. The Alliance is one of the leading systems and social change organizations in the country, creating innovative, collaborative, trauma-informed approaches to meeting the needs of survivors of domestic violence and sexual assault and their children. The Alliance and its allied FJ/MA Centers serve between 150,000 and 200,000 survivors of domestic violence and sexual assault and their children each year in the United States.

The mission of the Alliance is to create pathways to hope for women, children, and men who are victims of domestic violence and related sexual assault through collaborative, integrated multi-disciplinary centers, teams, and initiatives in order to break the generational cycle of violence and abuse in families across the United States and around the world. We were pleased to learn more about Forsyth County's alignment with that mission and its commitment to strengthening collaboration and implementation of effective strategies that better serve adult and child survivors of trauma, violence, and abuse.

Our Team

The Alliance team consisted of Casey Gwinn, Esq., President; Gael Strack, Esq., Chief Executive Officer; Michael Burke, Director of Community Engagement; and Brynne Spain, Administrative Assistant. During our two-day visit, we met with many key stakeholders to learn

more about the community's response to domestic violence, child abuse, elder abuse, sexual assault, and human trafficking. We met with members from the District Attorney's Office, the County Manager's office, members of law enforcement agencies, advocates, survivors, members of the business and faith communities, and many other allied agencies. The Alliance team observed an impressive level of commitment and resolve by community partners, community stakeholders, elected officials, and policy makers to improve and streamline the complex network of services survivors must navigate in Forsyth County. Survivors all shared a common desire to access all the services they need in one place.

The Community Forum



Our team was very impressed by all aspects of the Community Forum. The event reflected the thoughtful, organized, and thorough methodology of Forsyth Family Services and many allied agencies, and evidenced strong support for greater community engagement and collaboration. We truly appreciate Jamie Gadson for sharing her story and bringing a powerful, first-hand message from a survivor. For us, her voice reaffirmed the need for integrated, co-

located services in Forsyth County; for participants in the Community Forum, her voice undoubtedly illuminated the challenging realities for survivors of separate, siloed agencies and disciplines that most have never closely examined.

Forsyth Family Services generated more responses to the Community Survey than any other developing Family Justice Center site in the history of our national and international work (196). Your efforts over the past year to educate and engage your community in a discussion about the Family Justice Model were clearly evident. Participants arrived at the Community Forum with a more substantive understanding of the Family Justice Center model than we typically see. The efforts in soliciting survey responses, coordinating media coverage, and disseminating community-specific information via the Community Assessment materials resulted in a promising level of engagement that we hope to see replicated during the upcoming Strategic Planning process.

Casey Gwinn and Gael Strack gave an overview of the Family Justice Center model and outlined HOPE theory to the 150+ members in attendance. Casey and Gael, the founders of the movement, explained the development of the Family Justice Center framework, shared photos of Centers from around the world, and encouraged community members to create a Center that provides hope and healing to adult and child survivors. You can view a copy of their presentation [here](#).

The forum's multi-disciplinary panel which included: District Attorney Jim O'Neil; Winston-Salem PD Chief Catrina Thompson; Children's Law Center CEO Iris Sunshine; Family Services, Inc. MSW intern Michelle Kline; and Family Services, Inc. CEO Bob Feikema discussed the community need for a Family Justice Center, the lessons learned from Safe on Seven, and Forsyth County's place in North Carolina's statewide movement toward more Family Justice Centers. They also addressed the tough questions, including: **"Why now?"** The quotes below were all excellent examples of the need, the commitment of leaders to the model, and highlighted the way your strong history of collaboration has laid the groundwork for the creation of a Center.

QUOTES FROM THE COMMUNITY FORUM

“Seeing the progress we’ve made over the last two years has been beyond encouraging. There’s a strong commitment on part of all partners for this to come together. Now we just need to bring more people to the table.”

CEO of Forsyth Family Services, Inc. Bob Feikema



“What we’re seeing today is an extension of what we started 15 years ago: **collaborative** effort, more partners, and new ways to help the **whole family** in treating this problem.”

District Attorney Jim O’Neill

“The Family Justice Center will bring change for so many **young people** in our community who believe, because of their home lives, that violence is normal. We have got to **change** that belief.”

Winston-Salem PD Chief Catrina Thompson



“Every Family Justice Center needs to reflect the needs and circumstances of their community. That is what we’re doing and that is why we’re **planning**. We are going to learn what our strengths are, what our challenges are, and what survivors need. We learned a lot from Guilford but **the Forsyth FJC will be the Forsyth FJC.**”

Children’s Law Center CEO Iris Sunshine

“When I had to file charges, I was thinking, ‘Do I really want to do this? Do I want **to tell this story again?**’ That downtime in the middle of everything can be confusing as you’re wondering if you should even go through with it. If we could have a Family Justice Center here, that would make it easier for us.”



Survivor Jamie Gadson

HIGHLIGHTS OF THE STUDY TOUR

The Alliance team had the pleasure of meeting with members and leaders at various agencies, and the discussions in these meetings helped illuminate the current state of collaboration through insight from professionals handling cases with varying levels of inter-agency involvement. Our team met with law enforcement, prosecutors, judges and magistrates, and elected officials, in addition to direct service providers, including Forsyth Family Services, Department of Social Services, Sexual Assault Nurse Examiners, and child victim service advocates.

During our group and individual meetings, we found a great deal of interest in providing a more collaborative, integrated service delivery approach for adult and child survivors. The foundations for collaboration and co-location are apparent in various inter-agency relationships and Safe on Seven serves as a highly-regarded model of how a multi-agency framework can be developed in Forsyth County. The challenge facing the county is ensuring that partners and funders continue to prioritize co-location and paradigm shifts following the initial stages of this planning process. This process requires a long-term commitment to the framework in order to achieve success.



“The Family Justice Center is a framework that, if you invest in it, will change the way everyone does business over time. There are a lot of survivors depending on all of you to figure out how to do that.”

President of Alliance for HOPE International Casey Gwinn

The Alliance also met with community organizations, faith leaders, civic groups, elected officials, school officials, frontline staff, survivors, service providers, and non-profit board members. These discussions raised questions on how public and private organizations can play a greater role in violence prevention and trauma mitigation, while identifying additional partner agencies that are not yet part of the process.

“Public-private partnerships are key. The government needs the services that our non-profit partners bring, especially if we want to reach as many victims and families as possible.”

Forsyth County Commissioner Gloria D. Whisenhunt



We found that key stakeholders engaged in positive dialogue throughout the Study Tour about:

- ❑ Where agencies need to be located for this framework to function well, including proximity to the courthouse for prosecutors;
- ❑ The importance of picking the right leader for the Center and succession planning right from the outset; and
- ❑ Adequate funding for a sustainable countywide framework.

We were pleased to see the willingness of all involved to come up with solutions and ways to overcome any challenges toward a Family Justice Center. Leading us to believe that Forsyth County is ready to develop a dynamic, sustainable, Family Justice Center framework.

KEY THEMES FROM MEETINGS WITH PARTNERS

The meetings with potential partners resulted in input about the benefits and challenges of a Family Justice Center model in Forsyth County. Below are the themes expressed almost universally by those participating in meetings with the Alliance.

Current strengths

- ❑ Forsyth County has the buy-in and the community support necessary to create and implement a Family Justice Center framework.
- ❑ DV/SA professionals displayed significant interest and support for the FJC framework.
- ❑ Survivors from the focus groups unanimously agreed that the FJC framework would mitigate the stress of accessing services and increase access.
- ❑ Forsyth Family Services is organized, strategic, and committed: they have solicited community involvement in a timely and effective manner that will undoubtedly yield positive results during strategic planning process and beyond.
- ❑ Safe on Seven set a forward-thinking precedent as the first co-located facility in North Carolina and will add significant value to the operation of a Family Justice Center framework.
- ❑ The District Attorney’s Office understands the gravity of the need for co-located services and is willing to allocate significant time and resources towards this initiative.
- ❑ Forsyth County judges acknowledge and understand the need for greater offender accountability and more trauma-informed practices in their courtrooms.

- Courtroom video conferencing technology is already in place and would be readily available to use at a Center.
- Forsyth County has a variety of untapped community resources, including philanthropic individuals, organizations and foundations, and a variety of facility options that would work well for a Phase I start-up of a Family Justice Center.
- Kernersville Police Department currently uses protocols designed for strangulation assaults, including ALS lighting technology and most of the law enforcement agencies are striving to be on the leading edge of practices that will increase offender accountability and victim safety.
- Forsyth County has a number of human services organizations already working in the fields of crisis intervention, child development, and employment opportunities for survivors. The community can gather relevant, community-specific data and expertise to aid new initiatives in Forsyth County such as the creation of a Center.
- The Forsyth County FJC Planning Group has great leadership and structure, as well as the foresight necessary to implement a large-scale initiative such as this.
- Prosecutors have passion for offender accountability and a strong relationship with the Child Advocacy Center and Brenner's Children's Hospital.
- Partners shared thoughts on several viable FJC locations in Forsyth County. Although no consensus was reached, the discussion is in a good place to be advanced during Strategic Planning.
- The County expressed strong interest in targeting resources through the Family Justice Center to the most impacted communities in Forsyth County, but strong consensus from all allied agencies will be needed for this approach to work.

“So much of this is about relationships and working together. It is about the ‘Power of We’ and being accountable to survivors. You are at a really great time in your history.”

CEO of Alliance for HOPE International Gael Strack



Current challenges

- The questions of governance structure and facility type and location are currently unresolved (which is perfectly normal at this stage of the process).

- Forsyth County law enforcement currently lacks the structure and personnel necessary for a task force model:
 - Law enforcement does not have specialized DV detectives;
 - Most domestic violence (DV) on-scene and follow-up investigations (if any) are conducted by patrol officers.
- Forsyth County demonstrates the risks of heavily relying on grant funding. The County has developed specialized DV programs in the past, including two law enforcement DV units and Safe on Seven, but the capacity of these programs diminishes or disappears when the grant cycle ends:
 - Several agencies agreed that this is a hybrid problem, stemming from over-reliance on grants and unwillingness to prioritize victim services in the use of general fund resources.
- Co-locating prosecutors will be a challenge—the DA’s Office has one attorney assigned to DV cases. Between the current caseload and time required in court, prosecutors will have difficulty participating daily in a Center without staff restructuring and increases. Prosecutors also have concerns about admissibility of child testimony if they are co-located with law enforcement. This issue has been effectively addressed in other Centers across the country, but their concerns should be noted here.
- Comments made by survivors and various agency members, both direct and indirect, strongly indicate that Forsyth County suffers from historical racial and economic inequality.
- Funding dilemma: county funds are limited and while high levels of collaboration from community-based agencies can mitigate costs, these agencies themselves suffer from underfunding and some voiced reluctance to place staff at a Family Justice Center.
- Survivors need primary health care as well as forensic evaluations — most do not have acute injuries but many survivors currently access healthcare through the Emergency Department only.
- Mental health services have not yet been incorporated as a key component of Safe on Seven or other collaborative DV programs.
- Lack of transportation often impedes survivors’ ability to access services.

“This is a tale of two cities. We developed 34 measures of distress and performed density analysis to show areas where people are hurting. There is a 1.6 square mile area that had 28 of 34 measures.”

County Manager Dudley Watts



HIGHLIGHTS FROM THE FOCUS GROUP WITH SURVIVORS

The value of survivor feedback throughout this process cannot be overstated and we are very grateful to the survivors in Winston-Salem who were willing to tell their stories. Overall, survivors from the focus groups unanimously and enthusiastically supported the FJC model. Having one location to receive most of their services would increase access to services and promote justice and healing. They discussed the circular referral processes where agencies keep sending them back to each other, the disruption to their lives caused by navigating local systems and agencies, the pain of repeatedly reliving their traumas, the systemic barriers blocking their pathways to hope and healing, and the exacerbating dynamic of accessing services in a small-town where, as one survivor stated, “Wherever I was, I felt like there was someone who knew him. I felt like they were judging me and deciding if they believed me.” As a group, survivors emphasized the importance of a community that hears their voices, believes their stories, and is there for them long after the crisis.

The Legal System

Survivors described the benefit of having both civil attorneys and prosecutors advocating for them in court. Yet, they were concerned with limited civil legal representation currently available in the county. Survivors described frustration with filling out 50Bs without legal guidance. But were excited to hear about the Incubator Program now being utilized at various FJCs and hoped such a program would come to Forsythe.

They also described the need for trauma-informed court rooms as the court room can be a very intimidating place for victims especially in the middle of crisis and when their abusers’ pressure them to drop charges or protection orders. The close proximity between perpetrators and survivors in the court processes is a source of discomfort for victims. Survivors reported that abusers yell at, intimidate, and verbally abuse them in the courtroom without consequences – which was corroborated from our own court observations.

Multiple survivors disclosed instances of high-risk cases, including strangulation assaults and assaults with a deadly weapon, being dismissed by prosecutors and being unable to talk to attorneys before trial due to the volume of cases.

Law Enforcement

Multiple focus group survivors expressed gratitude for responding officers who were kind, calm, and compassionate. Other survivors reported being met with doubt and suspicion from law enforcement officers. Their feedback detailed incomplete police reports, refusals to file a report, and threats of arrest and loss of custody of their children in some cases if they called the police again. Several survivors said they became the assumed “instigator” the moment they displayed emotion or anger in front of officers or were unable to remain calm because of the trauma they had experienced. However, all survivors agreed that law enforcement interacts very well with children and helps to successfully de-escalate their fear.

Medical

Survivors who received services from forensic nurses reported attentive and life-saving care, particularly in cases involving strangulation. Those who were not seen by forensic nurses, however, experienced long wait times, incomplete exams, and large ER bills.

Post-Crisis Services

Survivors were straightforward about their need for holistic care and their sense that system support fades after the crisis has passed. They asked for affordable, accessible, and specialized mental health services; for employment and housing assistance; for childcare and non-punitive parental guidance from DSS; and for non-judgmental service providers throughout the system. The group also asked for improved batterer intervention programs and mental health services for incarcerated and out of custody offenders. One survivor said, **“Counseling isn’t for everyone but neither is jail.”**

HIGHLIGHTS FROM THE PARTNERS SURVEY

Prior to the Study Tour, our team invited Forsyth County community partners to participate in a survey. This data helps us to understand the current state of inter-disciplinary collaboration and identify potential hurdles agencies may face when co-locating. The survey is also designed to identify sources of apprehension, which helps our team work with a community during Strategic Planning process and follow-up with technical assistance. We received 196 responses from a large variety of professionals from different agencies with no substantial majority in any particular discipline, leading us to believe that the answers reflect distinct trends and county-wide patterns.

Collaboration

Respondents were asked if they worked closely with a number of named service providers:

- Most of the listed organizations received affirmative responses of “yes” at 50% or more.
- Law enforcement and government agencies had the highest percentage of “yes” responses.

These statistics not only reinforce the potential for each community partner’s involvement at a Center, but confirm that most service providers’ jobs will be streamlined by having easier access to the agencies they collaborate with already.

Training

The responses on cross-training with other organizations in the last 12 months received “yes” responses in the 30-40% range, indicating that training is available, but perhaps limited in availability or accessibility. More cross-training among agencies would be extremely beneficial even during the strategic planning process.

Hopes

- The strongest responses on anticipated benefits were for “Development of valuable relationships” and “Gain new knowledge about services, programs, or people in the community”.
- “Gain additional financial support” received the weakest response, which is very normal skepticism in communities developing a Center. Once Centers become operational, agencies begin to realize the benefits of pursuing funding together and the ability of the “pie” to get bigger in shared, sustained funding processes.

Fears

- “Diversion of time and resources away from other priorities or obligations” received the strongest response for the question addressing projected drawbacks. This is not uncommon early in the planning process.
- Despite this fear of capacity loss in a minority of respondents, 69% of respondents did not share this concern, with many responses being highly optimistic. Very few people anticipated inter-agency tension, insufficient influence, damage to reputation, or conflicts between current agency responsibilities and a Center’s responsibilities.



RECOMMENDATIONS

At the conclusion of our Study Tour, our team met with most of the Steering Committee to debrief our visit. Below is a list of our recommendations for your consideration as we move forward with the Family Justice Center planning process and host the community-wide Strategic Planning event on August 27-28, 2019.

1. **Safe on Seven:** Safe on Seven’s historic success can provide a critical foundation for the Family Justice Center, however, at present, Safe on Seven has limited advocacy services and civil legal assistance with filling out 50B paperwork. Dramatically re-building the Safe on Seven operation could be an excellent start to creating a dynamic Family Justice Center model in the future.
2. **County Commissioners:** Consider calendaring a report for the county commissioners about the progress and vision for the FJC model.
3. **Law Enforcement Structure:** Specialized follow-up detectives are an established best practice. Consider establishing DV Units of specialized detectives who have undergone strangulation assault and Lethality Assessment Program training, which will produce professionals that can co-locate in Safe on Seven or, in the future, in a dynamic Family Justice Center framework.
4. **Legal Services:** Consider bolstering civil legal services by creating a legal incubator model that has been adopted by several Family Justice Centers to provide more representation to victims in various civil hearings and legal matters by using new law school graduates operating their own private practices along with providing pro-bono and low-bono support to survivors. Consider assigning a prosecutor to co-locate onsite with Safe on Seven and

establish a full-time law enforcement presence at Safe on Seven for follow-up on DV/SA cases.

5. **Judges/Court System:** Continue e-filing onsite at Safe on Seven. Consider locating victim witness services near the courthouse, and having advocates in all appropriate courtrooms. Victims should wait in a safe and secure space in the courthouse for their protection orders and/or trials to avoid witness intimidation or waiting in the courtrooms with their offenders. Phone and/or video access can be utilized if the court needs information from the victim. Use the time in a safe, supportive location to educate victims about safety planning, conduct risk assessments and offer local resources. The Alliance also recommends gathering information about batterers' programs: How effective are the programs? How do they measure success? How are offenders signing up for treatment? Are treatment providers providing clear, accurate, timely feedback to the court? Are there swift consequences for offender that do not complete programs?
6. **Magistrates:** Engage the Magistrate's Office in the FJC planning process and consider co-locating magistrates at Safe on Seven or a new Center location with a separate entrance but with internal access to other services for survivors.
7. **Strangulation:** Most of the survivors in the focus group reported being strangled and/or suffocated by their abuser. If a victim is strangled one time, she is 750% more likely to be killed by her abuser. Gael Strack has agreed to conduct judicial training on strangulation during the Strategic Planning days. Schedule at least a lunch hour training for magistrates and judges in August. Encourage all relevant staff to attend this training and be sure to advertise well in advance. Consider challenging all Police Chiefs and the Sheriff, to mandate their personnel to complete our online strangulation course available at www.strangulationtraininginstitute.com, and/or hosting a one-hour strangulation training during the lunch hour for the community during our next visit.
8. **Co-Chairs for Strategic Planning:** Begin to identify community stakeholders to serve as co-chairs for the Work Groups during the upcoming planning process: 1) Governance and Facilities; 2) Funding and Sustainability; 3) Service Delivery and Operations; and 4) Community Engagement and Outreach. Once recruited, arrange for a webinar/phone call with the Alliance and the anticipated Work Group Chairs to discuss their roles and responsibilities, the purposes of the Work Groups, and their role in the Strategic Planning process.
9. **Coordinator:** Identify a full-time Project Coordinator to manage this effort at least on a short-term basis. A full-time Project Coordinator should have the authority to lead the effort, provide collaborative leadership to all the agencies in the planning process, make administrative decisions, facilitate community engagement and conduct outreach, recruit new partners, and assist in ongoing promotion of the vision and mission of the Center.
10. **Protocols:** Begin collecting all existing protocols for child abuse, domestic violence, sexual assault, elder abuse and human trafficking to assess how to begin developing a unified, integrated protocol for a Center and/or determine which protocols will need to be updated to describe how cases and victims will be handled when the Family Justice Center is operational.
11. **Advertise the Strategic Planning Event:** Advertise our upcoming event and coordinate all details with the Alliance team as soon as possible. Consider expanding the invitation list and focusing on partners absent from the Study Tour, particularly health care agencies. We

recommend a target of 100-150 participants for the two-day Strategic Planning event. This could include:

- ❑ Leaders of agencies and direct service providers (including front-line workers)
- ❑ Representatives from all law enforcement agencies (including the Sheriff's Department)
- ❑ Criminal and civil justice system agencies (including prosecutors, judges, magistrates, and clerks)
- ❑ Faith and business community leaders
- ❑ County and city leaders from throughout Forsyth County
- ❑ Educators (K-12 and college level)
- ❑ Civil legal service providers
- ❑ Social services, mental health, and medical service providers
- ❑ Professionals from the affordable housing sector
- ❑ Law schools and local Bar Association leadership
- ❑ Potential Funders such as the Winston-Salem Foundation and other potential supporters
- ❑ Survivors
- ❑ Local architects
- ❑ Leaders from underrepresented community groups such tribal councils, the African-America and Latino communities, etc.



12. **Communication:** Continue to update your website on a regular basis to keep the public and community informed on the progress of your Center on a regular basis. Post Strategic Planning information to your website as early as possible.
13. **Data Collection and Benchmarking:** All participating agencies should begin identifying and documenting local domestic violence, child abuse, and sexual assault statistics to benchmark the progress of your collaboration, including 911 calls, police reports, charged, negotiated and/or dismissed criminal cases, and temporary and permanent 50B orders, recidivism rates, and family violence-related homicides. Consider conducting a mini-safety audit of your system by gathering, randomly, and then de-identifying (prior to analysis) 10 police reports, 10 protection order cases, 10 cases from DV Court, 10 private warrant cases, and 10 - 911 tapes. The Alliance often assists in analyzing this type of information for communities, but members of your local planning team are likely the best people to conduct this both before and after the Strategic Planning event.
14. **Survivors:** Consider adopting the Alliance Protocol on Survivor Focus Groups and engage all potential Family Justice Center partner agencies in conducting additional focus groups with survivors. The Alliance has a [Focus Group Toolkit](#) for your use. More survivors should provide their input regarding their experience with current systems and agencies and their ideas for a countywide Family Justice Center framework. Survivors should also be asked about the types of services they want co-located in the Family Justice Center during the start-up phase and at later stages in development of the larger Center framework.
15. **Quotes:** Collect quotes from stakeholders, including video interviews and letters of support to be used in various venues, grants, and promotion materials.
16. **Case for Support:** Consider developing a Case for Support for your Family Justice Center in preparation for writing grants and/or seeking funding from donors. Consider building upon this short Study Tour consultation to create a business plan. [Sample business plans](#) are available on our website or by request.
17. **Guiding Principles:** Review, share, and consider formally adopting the [Alliance's Guiding Principles](#) at the Strategic Planning event in August.
18. **Shared Sustained Funding Policy:** Review and share the Alliance's [Shared Sustained Funding Policy](#) with all potential partners during the planning process for feedback and potential adoption after the Strategic Planning event.
19. **Training:** Identify additional training needed for core team members during the development process of the Center including: privacy issues, confidentiality, and information sharing procedures; identification of or creation of clear dominant aggressor policies; handling of forfeiture hearings (Crawford v. Washington); handling of high-risk victims including a High-Risk Team protocol; and multi-disciplinary team approaches to address near-fatal strangulation cases. The Community Survey revealed that most professionals have not received recent cross-training in any of the specified areas.
20. **Volunteers:** Consider recruiting a base of volunteers to attend the planning event and potentially to mitigate the staffing concerns which will arise as the Center planning process proceeds. Consult with faith community leaders, universities, and local hotlines.

21. **Site Visits:** Continue to take stakeholders to visit existing Family Justice Centers in North Carolina and nearby states to see diverse models.
22. **Camp HOPE America:** Explore the possibility of joining Camp HOPE America – North Carolina, the state’s year-round camping and mentoring program for trauma-exposed youth. Contact Camp HOPE America Director John Hamilton and Guilford County Family Justice Center Director Catherine Johnson.

CONCLUSION

We look forward to being with you August 27-28, 2019 to conduct the formal visioning process. Winston-Salem is poised to move forward with an exciting community collaborative in the coming months, building on the current and collective work of government and community-based agencies and the clear presence of committed leaders in Forsyth County.

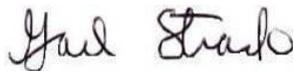
We are committed to doing all we can to support your planning and development process and we look forward to the day that we can celebrate a Grand Opening and see a Family Justice Center framework emerge to serve victims and their children in Forsyth County. The state of North Carolina has forged one of the fastest-growing networks of Family Justice Centers in the country and Forsyth County can play a key leadership role as the state moves forward.

We encourage you to DREAM BIG! But cautiously remind you to start small because survivors in your community need all of you working together to create pathways to hope and healing.

With Great HOPE,



Casey Gwinn, J.D.
President



Gael Strack, J.D.
CEO



Michael Burke
Director of
Community
Engagement



Brynne Spain
Administrative
Assistant



