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- The presentation will begin promptly at 9 a.m. Pacific Time
- If you are experiencing technical difficulties, email [Brenda@nfjca.org](mailto:Brenda@nfjca.org)
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- There will be a Q & A session at the end of the presentation.
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*"Local Services, Global Reach"*

**Thank you to the US Department of Justice,  
Office on Violence Against Women  
for making this training possible!**

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# Your host today:



**Jim Barker (Lieutenant Ret.)  
Training Director  
FJC Alliance**



# The FJC Alliance Team



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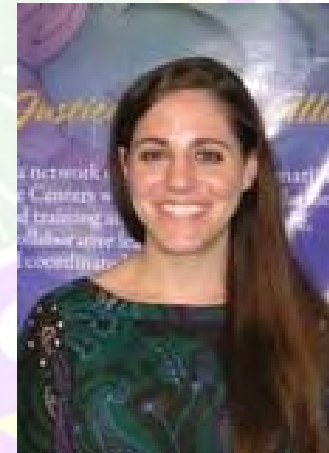
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LCSW



# Your host today:



**Judith Adams, MSEd, LMFT**  
**ADAMS & ADAMS CONSULTING AND TRAINING, INC.**



# Participatory Strategic Planning



**Adams & Adams  
Consulting and Training, Inc**

# Participatory Strategic Planning

## Warning – Strategic Planning is not for the faint of heart!

### Discussion Questions...

- We know what we want to do; why bother with a strategic planning process to develop our Center?
- Who needs to be involved?
- What does a typical planning process consist of - what works best?
- When should we NOT engage in strategic planning?
- Where do I get a good planner?
- What other tips do you have for successful planning
- What can the FJC Alliance do for us as we go forward with planning our center?



# Oh the Places We've Been and the Things that We've Seen...





# New Orleans LA, Amman Jordan, Anaheim CA



# Northridge CA, Montgomery County MD, Georgetown SC



# Milwaukee WI, Monroe LA



# Why Bother with Strategic Planning?

- “We know what we want to do already”
- “If we involve lots of people, they won’t agree with what we think”
- “I’ve already decided who should be on board”
- “Planning just wastes time – everybody talks too much and nothing gets done!”



## Why do we use a participatory strategic planning process to develop a Family Justice Center?

- Successfully designing and implementing a comprehensive wrap-around service delivery center requires uniting a multidisciplinary collaboration of all stakeholders who, experience has shown, have varying viewpoints, differing philosophies, and competing priorities.
- Strategic planning for a Family Justice Center must be done at the beginning of the process and it must be inclusive of all these viewpoints, philosophies, and competing priorities.
- Everything must be out in the open so that consensus can emerge as a plan develops.



# Why Bother? Because Strategic Planning ...

- Creates a shared vision of what's possible
- Helps people to Dream BIG!
- Develops a practical road map
- Creates a framework for decision making
- Generates new ideas and buy-in
- Folks are more likely to become invested if they can help create it...



- Encourages Conceptual Thinking
- Provides Direction for the Entire Coalition of Participating Agencies
- Is Critical for Successful Organizational Development
- A well thought-out strategic plan will lay the foundation for subsequent topics: Designing the model, safety and security, health services, client services, volunteers, and getting buy-in.



Creating an FJC is a BIG JOB...  
it brings together people, agencies and philosophies that  
historically haven't always worked so well together...





# ...and says “Let’s Move In Together!”

- The Strategic Planning Session is similar to the dress rehearsal for a wedding;
- it’s our chance to create a shared vision for our future together
- Work out the details
- Get to know each other’s relatives,
- Figure out how to get along
- Know what is expected from each party
- We do it because Victims have told us that’s what works best for them! “What took you so long?”



# Who Should Participate in Strategic Planning?

- Key Stakeholders
- Tall Trees
- Service Providers
- Funding Sources
- Survivors
- And always ask... "Who's missing?"



# What Can Participants Expect?

- The initial planning process typically consists of two days. During that time, participants can expect to work in large and small groups.
- There will be opportunities to brainstorm ideas and to explore issues at a deep level.
- Participants are asked to stay engaged for the entire two day planning process. There are exceptions of course, but the product and process is most effective when participants can commit to two full days.
- Participants will be given the opportunity to join and lead specific workgroups based on their interest and expertise such as: Finding a Location; Safety and Security; Partnership Development, etc.
- Even though not all participants will want to serve on a workgroup, they will continue to be part of the planning team, invited to attend scheduled progress review meetings, informed of all major decisions, and called upon for their advice, assistance and expertise as the planning process goes forward.



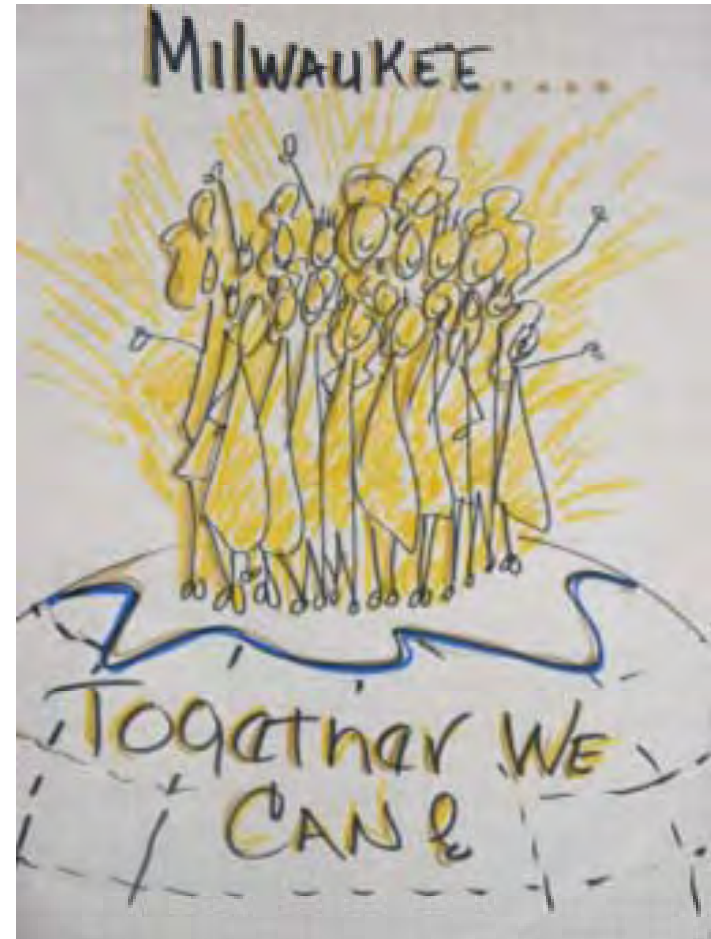
# What Kind of Products will be Generated During the Planning Process?

The participatory strategic planning process will create a customized plan to guide the development of a Family Justice Center.

- This will include a shared vision for a fully operational center;
- mission/values clarification;
- a description of blocks and barriers standing in the way and strategies to overcome those barriers;
- short-term priorities and actions to move toward achieving the vision;
- a one year work plan that spells out tasks, assignments and timelines; indicators of success;
- a plan for managing, implementing, reviewing and updating the strategic plan.

# Milwaukee's Vision

- Restoring, healing, and creating healthy families
- Environment that promotes victim and family safety
- Empowering survivors by providing independence, stability, and security
- Streamlining legal process to promote victims' rights and safety
- Removed barriers by providing culturally competent services
- Plan for growth and change to better serve victims
- Meeting the basic needs of victims and families
- Developed partnerships to support and sustain the center
- More victims are choosing to participate in legal process
- Community collaborative to meet all the needs of the victim
- Children look forward to coming to FJC
- Promoting diverse community support



# Typical Blocks and Barrier

**This is a new way to do business,  
what concerns, worries or  
doubts do we have?**

- We might fail
- If partners disagree – who wins?
- Worried about competition over funds
- Will there be enough funding to go around in these tough economic times
- How will we sustain enthusiasm?
- How do we keep the victims needs at the forefront of all this?
- There are some people-agencies who do not support this



# Example of Broad Strategic Directions

- Creating Financial Stability
- Educating the Community About Family Violence
- Developing the Location
- Developing Community Partnerships



Georgetown SC



Montgomery County MD

The Vision	B O R D E R  C R O S S I N G	Doubts and Uncertainties About doing things a new way	E M E R G I N G  S T R A T E G I E S	What Broad Strategies are Called for to move us forward?	P L A N N E D  A C C O M P L I S H M E N T S  Year One	What Do We Actually Plan to do over the next 12 months?
<p>Specialized Victim Assistance</p> <p>Effective Organizational Structure</p> <p>Personal growth &amp; empowerment services for survivors</p> <p>A One Stop Shop</p> <p>Building Community Buy-In</p> <p>Community-wide victim access</p> <p>Care and Healing Services for Children</p> <p>Meeting the Immediate and Ongoing Needs of Victims</p> <p>Comprehensive Criminal Justice and Civil Legal Services</p> <p>Services for perpetrators-not at FJC)</p>		<p>Can we (agencies) actually be able to work together?</p> <p>Who will be in charge?</p> <p>How can we be sure that we really know what victims need – how do we find out?</p> <p>Where will the money come from?</p> <p>Will there be capacity issues?</p> <p>Are their jurisdictional issues between parishes?</p> <p>Should we have multiple locations – what would be the best locations?</p> <p>How will we prevent duplication and gaps in services?</p> <p>How will we make sure that we keep the big picture – the vision – in mind?</p>		<ul style="list-style-type: none"> <li>•Ongoing Identification of Victim’s Needs</li> <li>•Community Steering Committee guides the development of the FJC System</li> <li>•Ensuring Community Buy In</li> <li>•Involving Survivors in all Aspects of Planning and Development</li> </ul>		<p>Develop an Inclusive Steering Committee</p> <ul style="list-style-type: none"> <li>•Review and Expand existing client needs survey – bring forward for this group to discuss</li> <li>•Develop and implement community engagement plan: Include victim outreach and focus groups.</li> <li>•Develop a Partnership/services plan for phase I &amp; II: to include MOUs, address jurisdictional issues, regional partnerships</li> <li>•Develop, clarify operational structure: to include coordination of operations</li> </ul>



# How Do We Know If We Are Ready?

*Some communities get it, see the vision; are ready to jump right in and start the planning process.*

- Key partners are engaged*
- History of Partnerships and Collaboration*
- Have a DV Council – coalition*
- Leadership has been identified*
- Focus groups have been conducted with survivors and providers*



Focus Question  
What do we want  
Our FJC to  
look like in 2010  
When it is fully  
operational?

East County  
San Diego FJC

# Listening to Survivors

- Do you support the idea of having all the services that someone needs in one place?
- Why? Why not?
- What difference would it have made to you to have more services in one place?
- What kinds of services did you need?
- Was it hard to get to all the places you needed to go?

# Listening to Survivors

- If different agencies could have their services all in one place, using the model of a “Family Justice Center”, who would you like to see at that location to provide help?
- Would you want to choose who you talk to or would you want to be told who others think you should see?

# Listening to Survivors

- What kinds of services would you like to have available for your children at the same place where you are getting help?
- What would you recommend for the design of the Family Justice Center? How should it feel when you come with your children to get help?

# What if We're Not Ready Yet?

- Some communities may never be ready
- One person can start the revolution – but you can't do it all alone - Texas!
- The Alliance can help!
- Read Hope For Hurting Families I & II
- Find like minded people - Northridge
- Find out how many places a victim has to go to get services – San Diego
- Survey survivors that went through the system – They will tell you what works
- You could be ready in the future! The Alliance is here to help you today!



Omaha Strategic Planning

# *The Foundational Elements of a Good Participatory Strategic Planning Process...*

***Inclusiveness*** – all ideas are solicited and welcomed

***Consensus building*** – participants all agree upon and take responsibility for what and how things will be done.

***Action oriented*** – implementation steps align resources, personnel and time lines

***Produces a plan*** – that can be followed



San Diego FJC 2008

# Once the Plan is Developed, Use it!

The resulting strategic plan is more than a document.

It is a container filled with the planning team's combined hopes, dreams and commitments for creating a center that will change the lives of women, children and families who are victims of violence.



New relationships result from the planning process, trust issues are addressed, and new commitments are made; to each other and to the process. It is critical to follow the plan.

Stay the course. Honor the team's contributions; revisit the vision, reconvene the team for progress reviews, updates, trouble shooting, and shared learning.



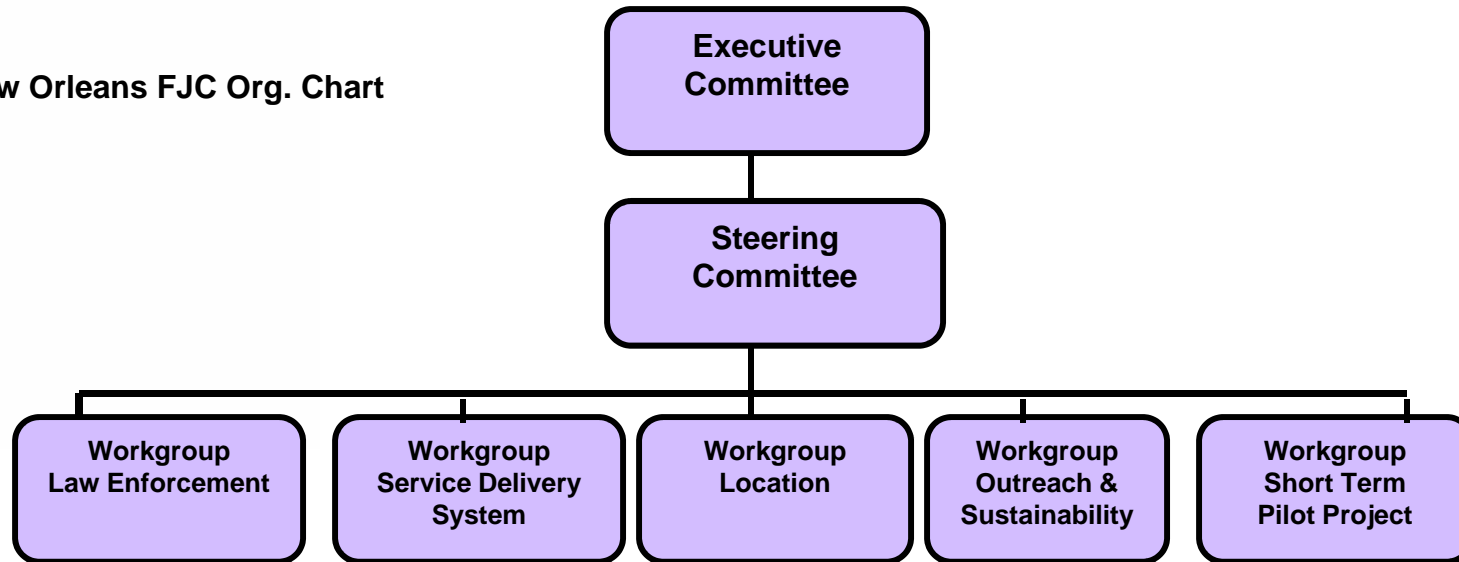
New Orleans Strategic Planning

# Managing The Strategic Planning Process – One Option

- **Executive Committee:** *Decision Makers from key stakeholders provides assistance, oversight, and to the steering committee serves as co-chairs of workgroups*
- **Steering Committee:** *25 – 50 community partners and stakeholders participate in planning and staff the workgroups*
- **Project Coordinator:** *Meeting and workgroup coordination*
- **Workgroups:** *Brings the expertise to develops/implements the plan*
- **The Alliance:** *Brings in the experience, technical assistance, resources and processes as needed*



New Orleans FJC Org. Chart



**Executive Committee** will provide assistance, helps secure resources, and provides trouble shooting. Meets once a month to monitor planning progress.

**Members:** Mary Claire Landry (Catholic Charities), Robert (LA Commission), Mernie Carter (DV Coalition), Sgt. Ernie Joseph (NOPD), Julie Harris (Mayor’s Office), Melanie, Tania (Tulane), Bernadette

**Steering Committee** will be made up of participants in this strategic planning process. Steering Committee is the decision making body for this process. Will schedule monthly meetings at Children’s Hospital. Will listen to reports from workgroups and is responsible for implementation of the strategic Plan. First Steering Committee meeting will be April 23, 12:00 – 2:30 PM. (Crime Victims Week)

**Members:** See master list at end of this report

**Workgroups** will meet as needed to complete work and will report out in steering committee meetings.

**Members:** Law Enforcement – Melanie, Chair; Service Delivery System – Bernadette, Chair; Location – Mary Claire, Chair; Outreach & Sustainability – Tania, Chair; Short Term Pilot Project – Pam, Chair

**Who is in charge of this entire plan?** *Mary Claire Landry*

**Missing members** - Work group chairs will invite missing members for a one on one approach. In addition we will hold a **Leadership Breakfast on 4/24** (National Crime Victims Week)

# Strategic Planning - The Perfect Kick Off Event... Stakeholders see new possibilities and dare to dream BIG



East County SD Strategic Planning



Tacoma WA Strategic Planning

# Here are A Few Final TIPS on Strategic Planning

- Remember! Projects that use strategic planning do best!
- Invest in strategic planning-it will save you time and money
- Follow your strategic plan
- Transparency and participation changes communities and builds long-lasting trusting partnerships
- Walk With Tall Trees!
- Expect Resistance!
- Stay in Motion
- Create a Little Stash
- Who's on First?
- Make Merry



# Need more information about Strategic Planning?

Contact

The National Family Justice Center Alliance

[www.familyjusticecenter.org](http://www.familyjusticecenter.org)



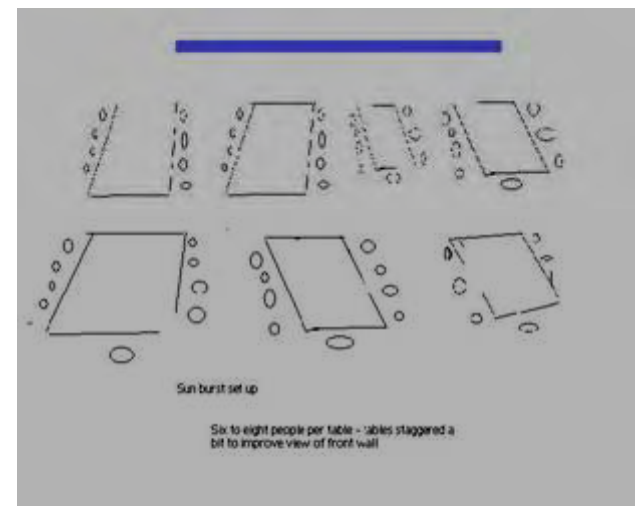
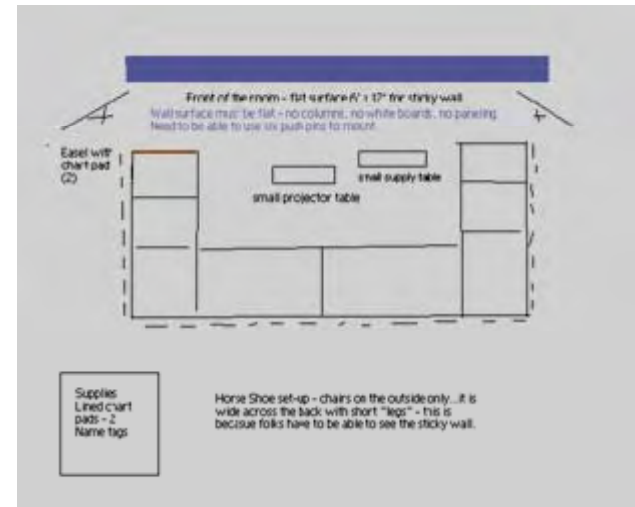
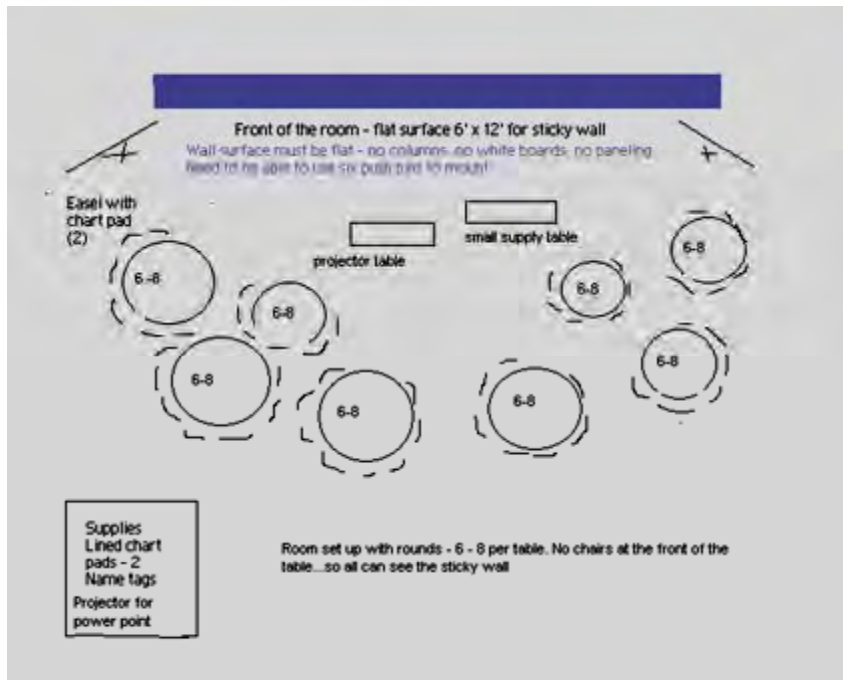
# **Dream Big**

*Start Small*

**!!! Make A Plan !!!**



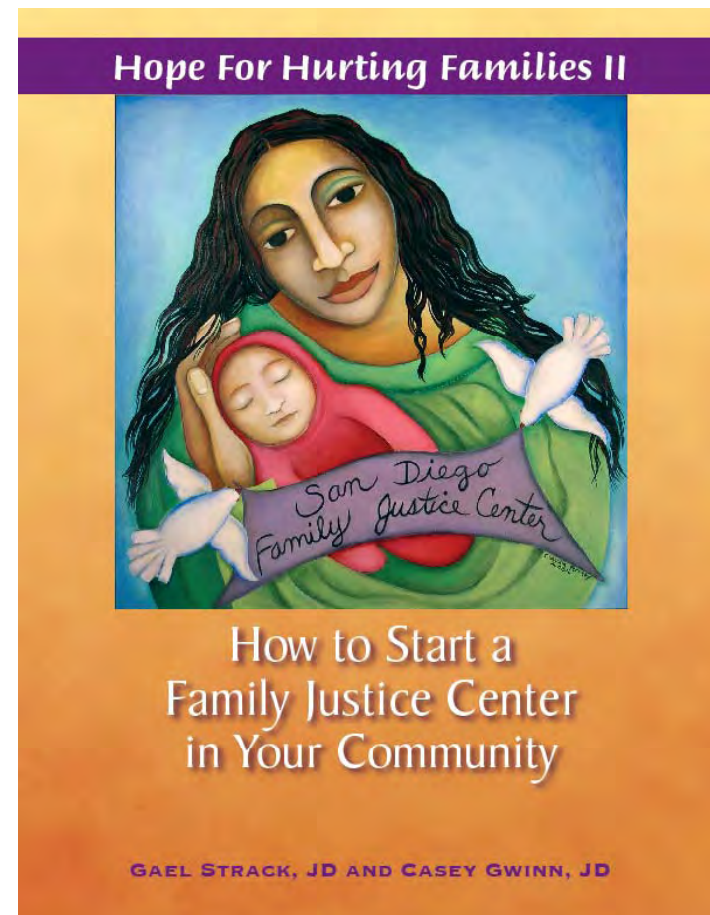
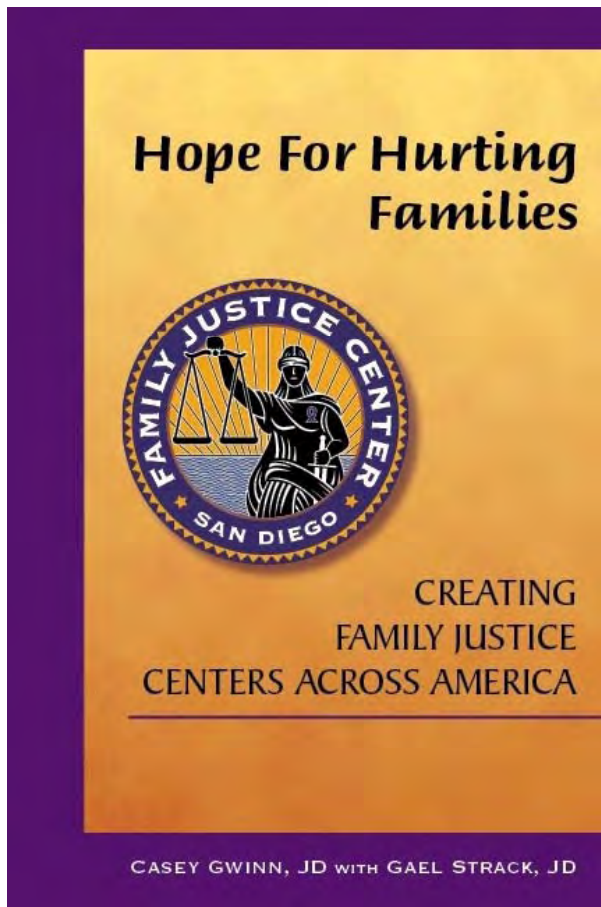
# Good Set Up Counts



# QUESTIONS & ANSWERS



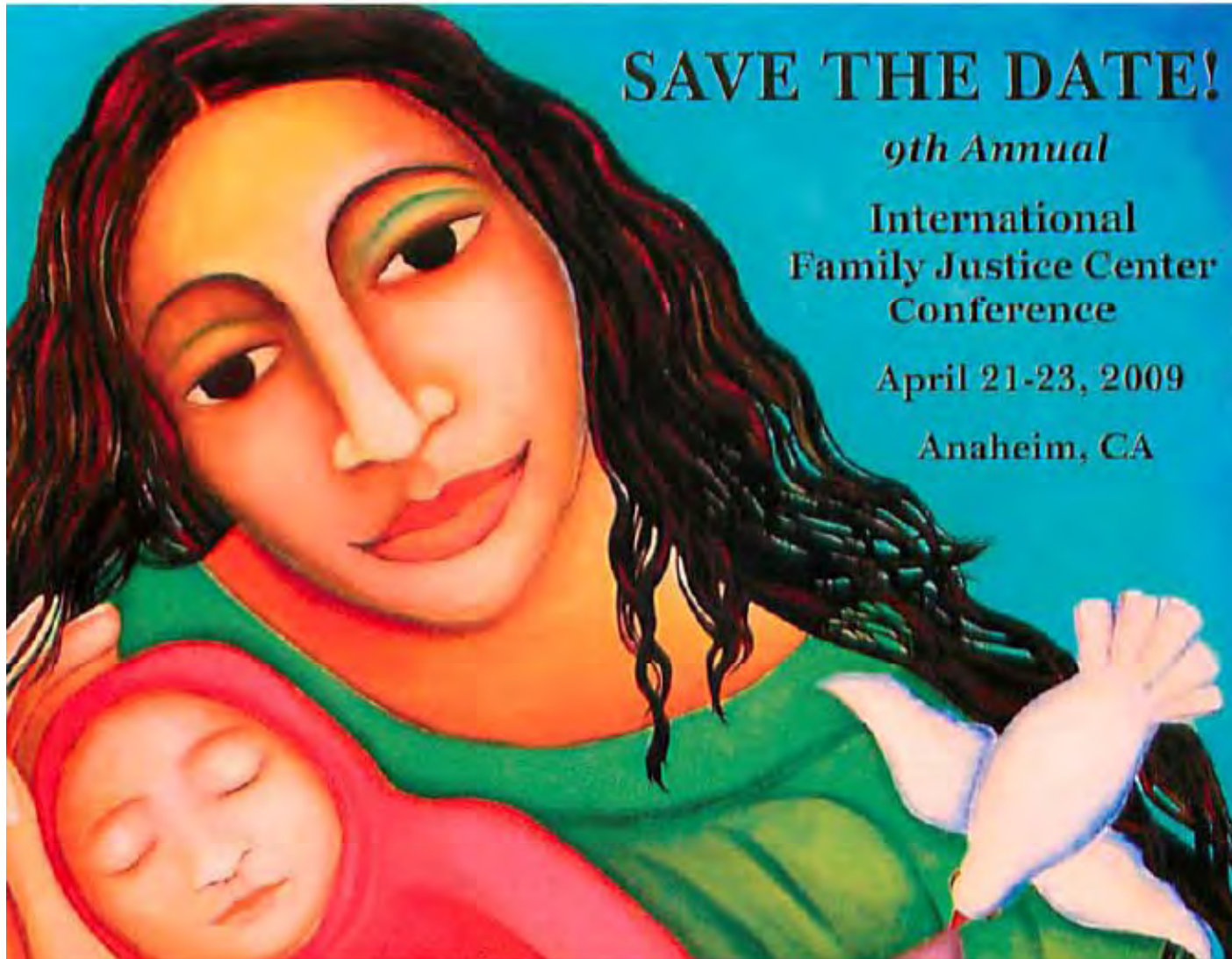
# Read the Books



Available at [www.familyjusticecenter.org](http://www.familyjusticecenter.org)



# Attend the FJC Conference



*Thank you for joining today's  
presentation*



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