

# FJC Governance

Family Justice Center Alliance  
Monthly Call with Developing FJCs  
January 2011



# Agenda

- FJC Governance – Initial Steps
- FJC Governance – Options
- Advantages and Disadvantages for Each Option
- Questions and Answers
- Available Resources



# FJC Governance – Initial Steps

- A collaborative model is all about trust and relationships
- A process must be developed where leadership and management can be shared among your key stakeholders but will not hold up progress
- A use of a strategic planner or facilitator in this evaluation process will be extremely helpful
- Develop a steering committee made up of key stakeholders in your community



# Steering Committee

- Who's on it?
  - Chair of PS&NS
  - District Attorney and/or City Attorney
  - Police Chief or Sheriff
  - FJC Director
  - Fire Chief
  - Key Social Service Leaders
  - Community Business Leaders
- Meet quarterly
- What is the scope?
  - Advisory Committee
  - Recommendations to City Manager & Council
    - Long term planning
    - Programs
    - Priorities
    - Staffing/Budget
- What are we doing?

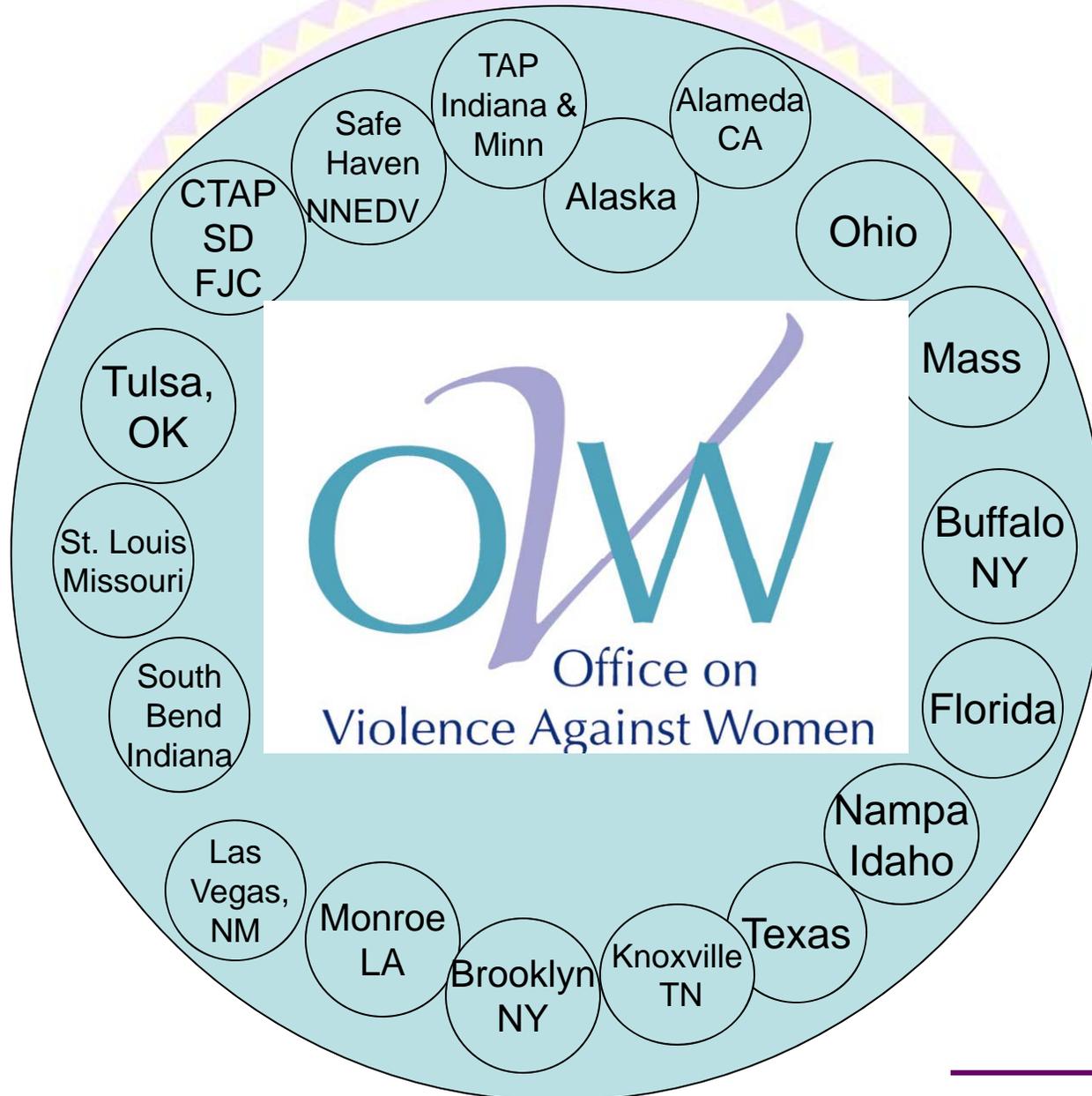


# FJC Governance - Options

1. Public Agency Driven – Leadership by Existing DA/CA/Mayor
    - No formal, new legal entity created
    - All employees work for government
    - Partnership Agreements with all community partners
    - May include Foundation 501c3 for Financial support/fundraising
  2. Create New City or County Department
    - Create new Dept./Organize as new entity in local government
    - All new employees work for City/County
    - Partnership Agreements with all community partners
    - May include Foundation for Financial support/fundraising
  3. Independent City/County Agency/Non-profit – 501c3
    - Existing or New
    - Used in some Child Advocacy Center approaches
  4. Independent, Private 501c3
    - Contractual Relationship with City/County
    - Community-based DV agency
    - Existing or New
- EACH ALTERNATIVE ABOVE CAN HAVE MANY VARIATIONS
  - FJC'S GOVERNANCE MAY EVOLVE INTO ANOTHER APPROACH OVER TIME

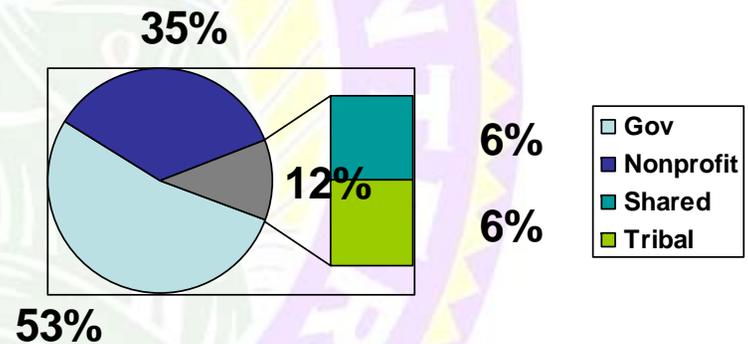


# President's FJC Initiative

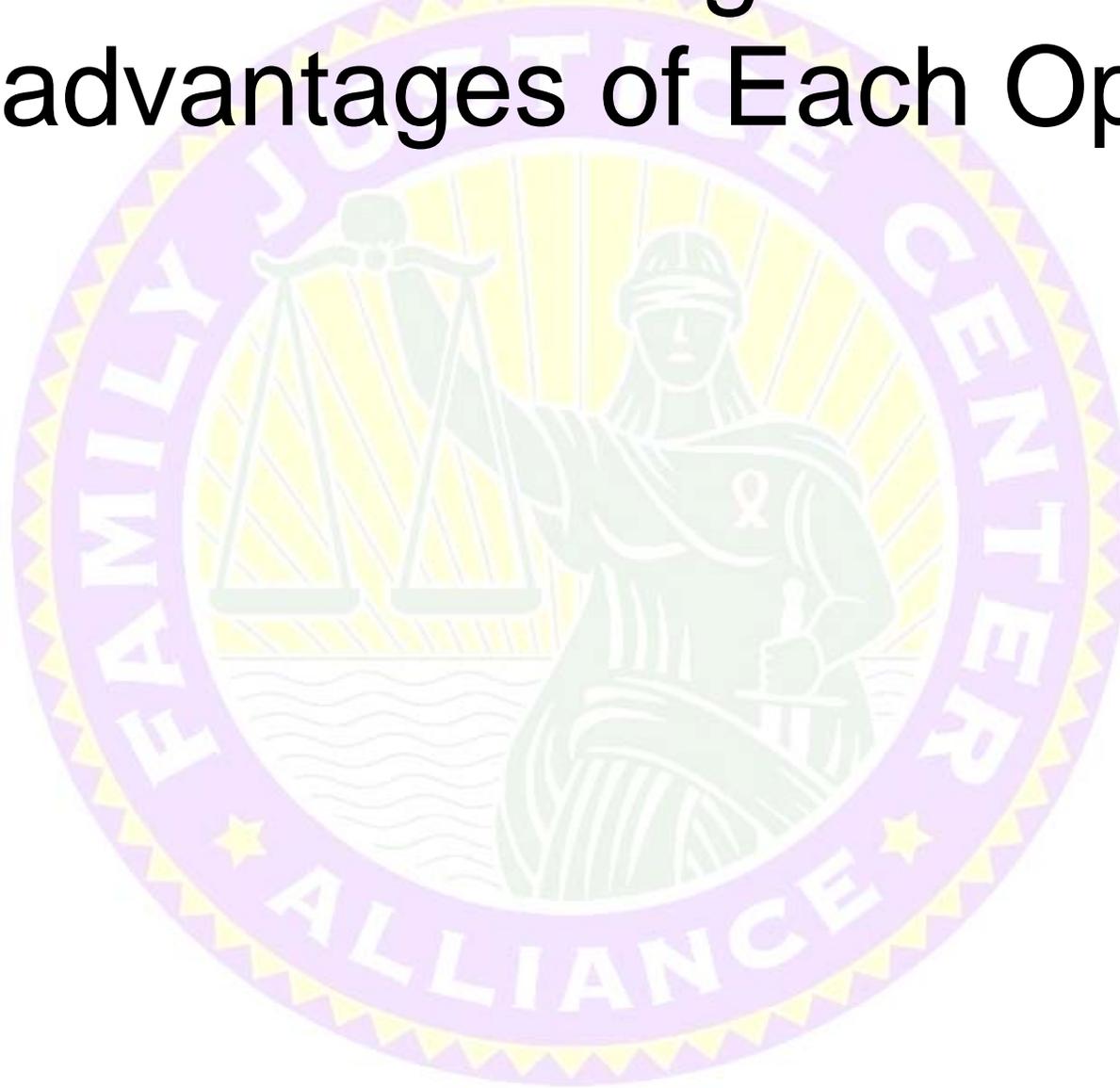


# Governance for Sites

- Government
  - City or County
  - City Dept or JPA
  - Mayor, Police or DA
- Non-Profit
  - Existing DV Program
  - DV Council
  - New nonprofit created
- Shared Leadership
  - Government & Nonprofit
- Tribal



# The Advantages and Disadvantages of Each Option



# 1. Using Existing Leadership (DA, Police Chief, Sheriff, or Mayor)

## Advantages

- Builds on current support of policy maker or elected official
- Allows use of existing government infrastructure to run FJC operations
- Likely to facilitate law enforcement/prosecution alliance within FJC
- Increases government buy-in and likelihood of sustainability

## Disadvantages

- Depends on DV commitment, expertise of local official
- May lose some community partner buy-in
- May be viewed as competitor to local non-profit service providers
- May be impacted by change in policy makers in local government over time



# Alameda Family Justice Center



- District Attorney's Office is the lead agency of the Center
- Foundation



# Riverside FJC

- District Attorney's Office is the lead agency of the Center



# Bexar County Family Justice Center



- District Attorney is the lead agency for the Center
- Foundation



# Anaheim Family Justice Center



- Anaheim Police Department is the lead agency of the Center
- Foundation



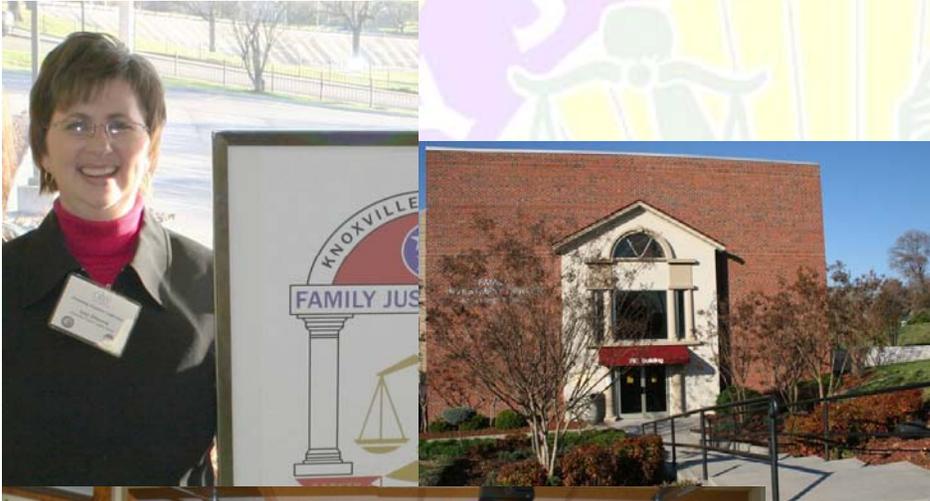
# Albuquerque Family Advocacy Center



- Police Department is the lead agency
- Launched with the help of Child Help USA



# Knoxville Family Justice Center



- The Knoxville Police Department is the lead agency



# NYC Family Justice Center, Brooklyn, NY



- Mayor's Office to Combat Domestic Violence oversees the Brooklyn, Queens, and Bronx FJCs



## 2. City/County Department Approach

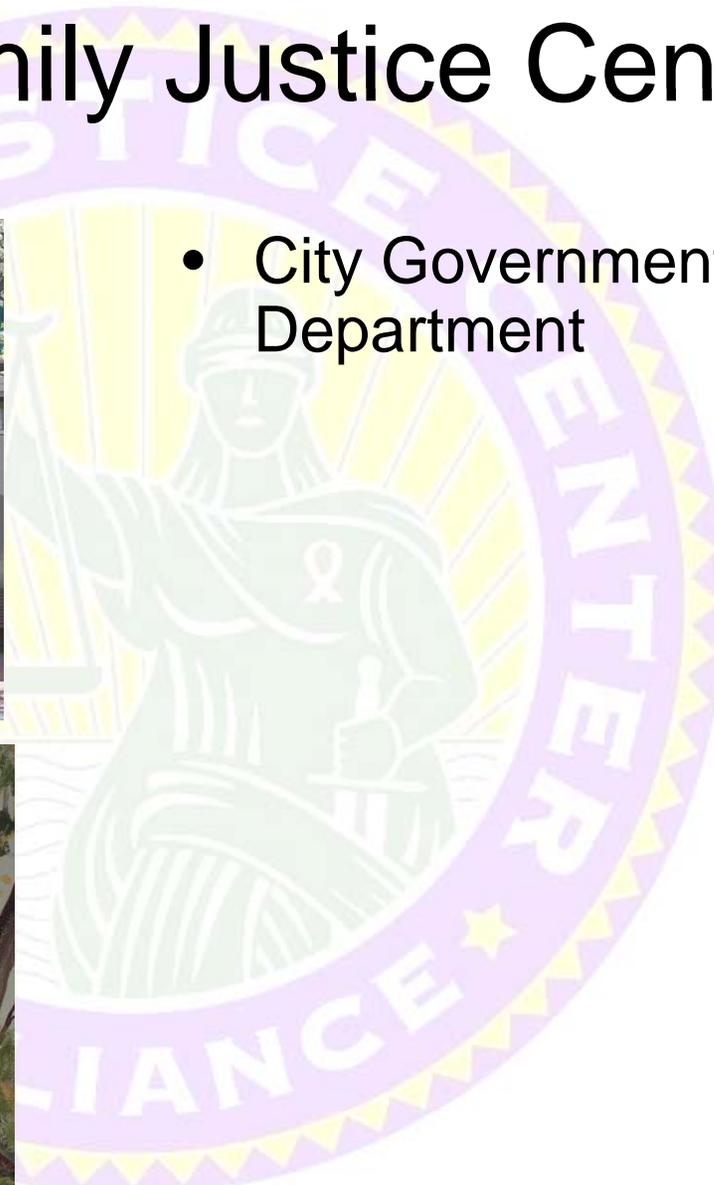
- Advantages
  - Creates new entity with clean slate for coalition building
  - Connects FJC to other core city/county services
  - Access to City/County resources & expertise
  - Provides stability
  - Can attract community partners with resources/support of government
  - Ability to pursue federal and state grants
  - Can be supported by 501c3 Foundation
- Disadvantages
  - Risk maintaining on-going buy-in and support from community partners
  - Some loss of community leadership
  - Depends on ongoing City/County political support
  - May subject Center to political issues/election politics on a regular basis



# Nampa Family Justice Center



- City Government Department



# Crystal Judson Family Justice Center

- City and County JPA



# 3. Independent City/County Agency as Non-Profit Corporation

## Advantages

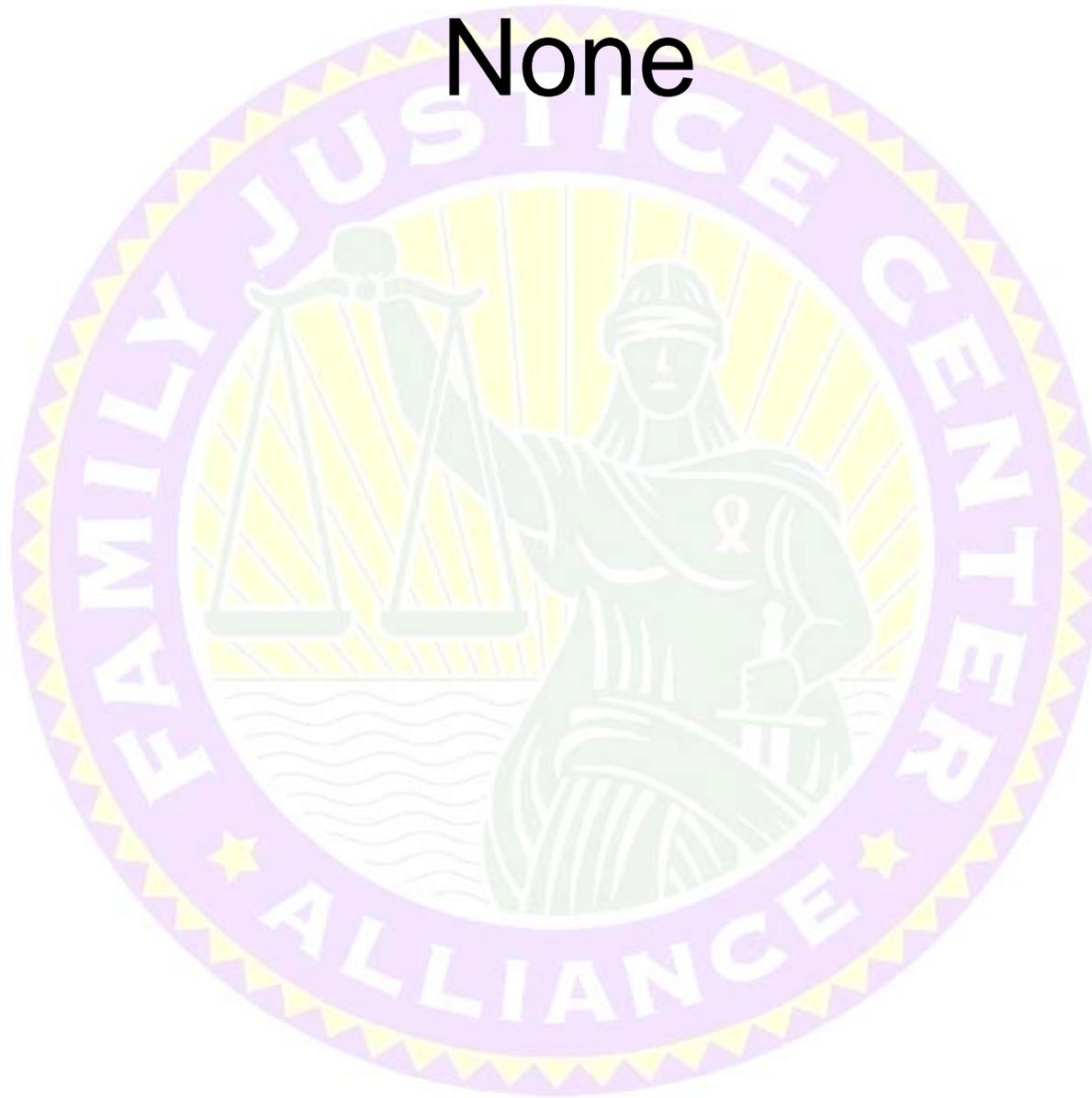
- Can be created as Joint Powers Authority or entity with government powers
- Can still be tied to government support, buy-in
- Can increase buy-in through community leadership on governing Board
- Can have powers of bonding, taxation, etc.

## Disadvantages

- Untested in FJC Context
- Major undertaking to create new legal structure with City/County collaboration



None



## 4. Independent Non-Profit Agency Model

### Advantages

- Can begin FJC with a clean slate with new 501c3
- With existing community-based DV agency – stays connected to DV movement
- Maximizes community participation
- Allows freedom and independence for evolution of FJC

### Disadvantages

- Removes FJC from government support structures
- May imperil law enforcement participation
- May be seen as competitor to other community non-profits
- Requires creation of all infrastructure for payroll, benefits, etc.
- Initial cash flow challenges are likely.



# Ouachita Parish

- Shelter and County Agency



# Ann Patterson Dooley Family Safety Center



- Existing Nonprofit Agency: Domestic Violence Intervention Services (DVIS)



# New Orleans Family Justice Center

- Existing Nonprofit Agency: Catholic Charities



# Family Justice Center of Hillsborough County

- New Nonprofit



# Salt Lake Area Family Justice Center



- Existing Nonprofit Agency: YWCA



# Sitka Family Justice Center



- Tribal



## Overview:

# Potential dynamics of an FJC when government agencies take the lead

### Advantages

- Increased government buy-in
- Greater law enforcement support
- Stronger likelihood of sustainability
- Clear leadership and accountability
- Amount of government control can be reduced over time

### Disadvantages

- Possible loss of community buy-in
- Tension with community driven non-profits
- Difficult to develop community-led, collaborative decision-making process
- May depend on one elected official or policy maker



## Overview:

# Potential dynamics of an FJC when a nonprofit agency takes the lead

### Advantages

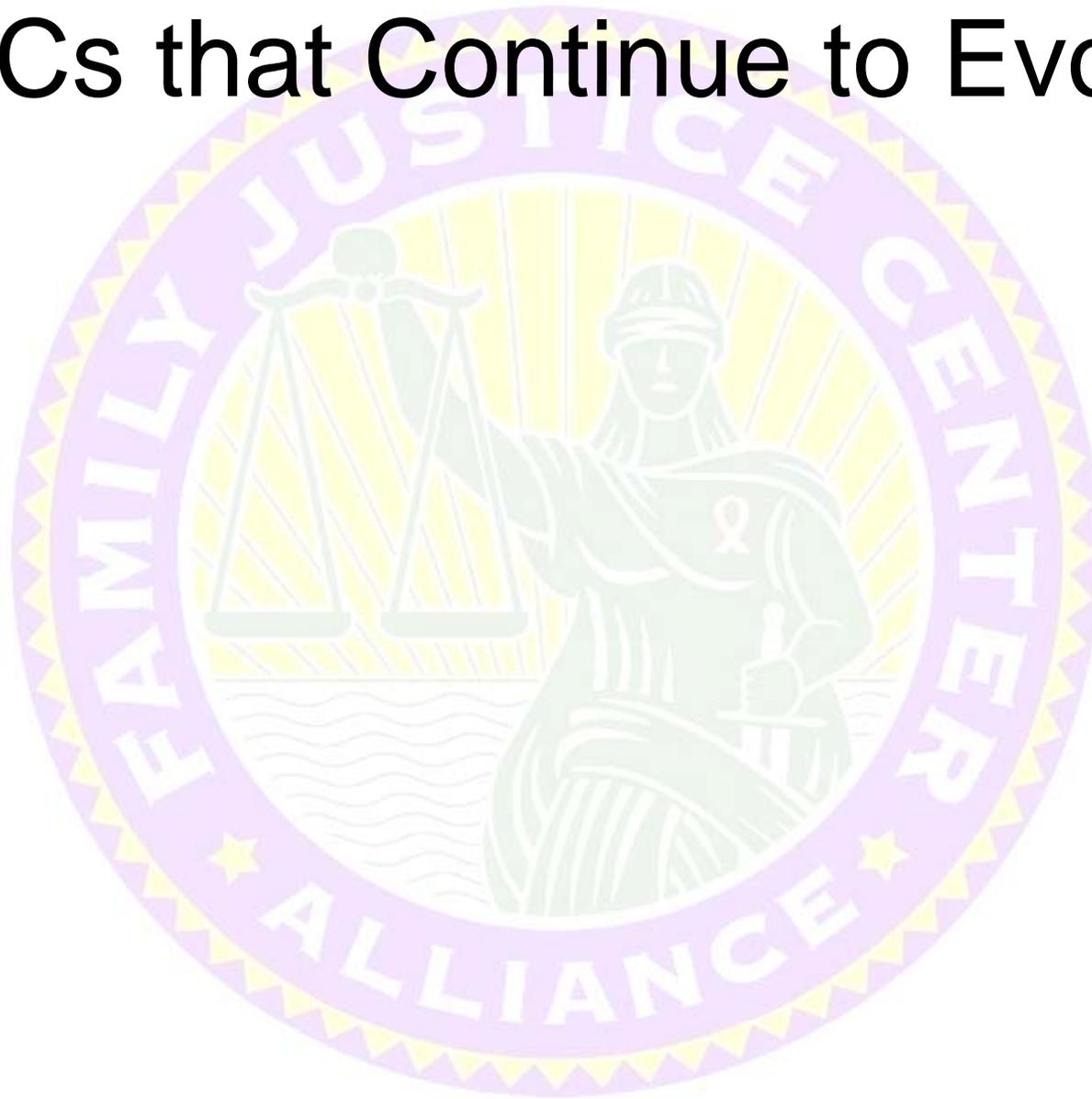
- May produce greater community buy-in
- Protects the FJC from changes in local government political leadership
- Greater flexibility for change/adaptation based on identified service needs
- Inherit existing infrastructure for fundraising and financial management

### Disadvantages

- May lose buy-in from law enforcement, prosecutors
- May lose long-term financial commitment of government to sustainability
- FJC needs may be subordinate of broader organizational priorities. (especially in times of growth or distress)
- May become greater competitor to other nonprofits and/or inherit old interagency rivalries



# FJCs that Continue to Evolve



# San Diego Family Justice Center

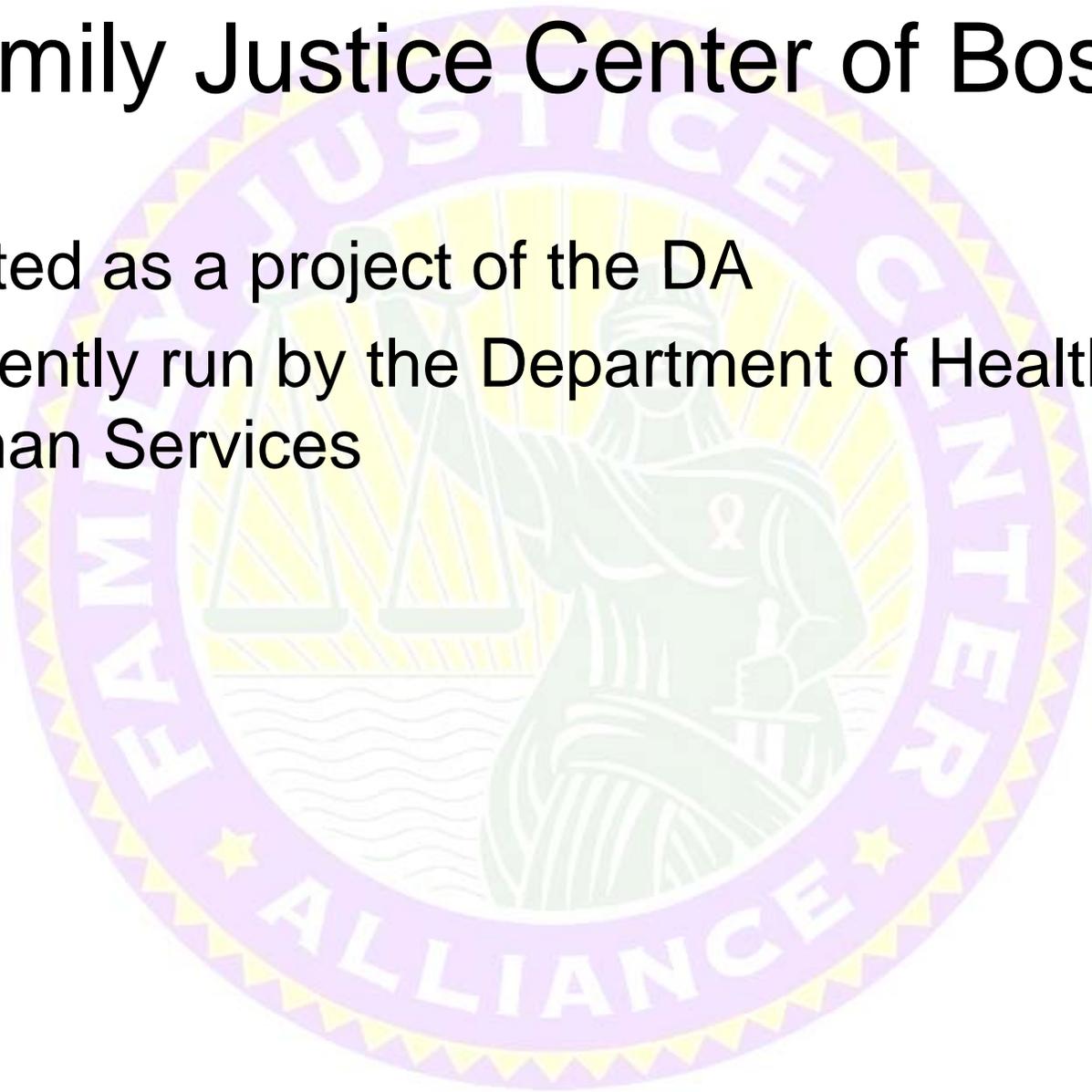


- Special Project
- Community Initiative
- City Department
- Police Department



# Family Justice Center of Boston

- Started as a project of the DA
- Currently run by the Department of Health & Human Services



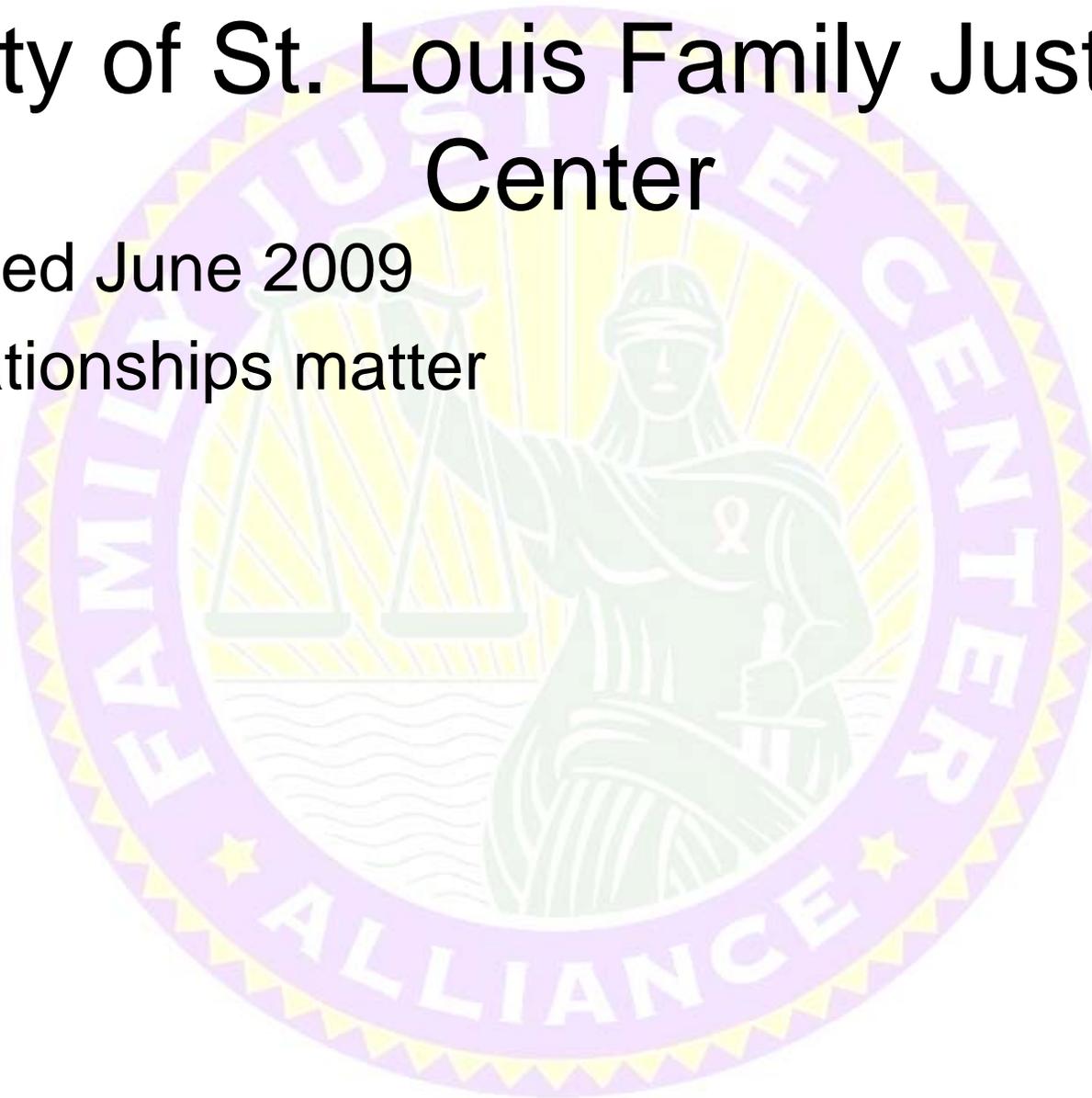
# Tulsa Family Safety Center

- Started out as a project of the DVIS – Domestic Violence Shelter & Sexual Assault Program
- Recently re-evaluated the structure
- Decided to remain a department/project of DVIS based on thorough strategic planning and steering committee meetings



# City of St. Louis Family Justice Center

- Closed June 2009
- Relationships matter



Questions?



# Reminders for Dreamers

- Be Focused and Persistent
- Be Overcomers: Politics, Turf Issues, Competing Priorities, Enemies, Money, and Personality Conflicts
- Stay Humble During the Journey
- Learn from past mistakes
- Listen to advocates/survivors
- Always aspire, never settle



# Resources

- 2009 FJC Conference DVD: Examining Governance Structure Options for Family Justice Centers
- Online Resource Library – Governance Category
  - White Paper
  - Previous Webinars
  - Matrix
- Additional Questions? Contact Melissa Mack:  
[Melissa@nfjca.org](mailto:Melissa@nfjca.org)

