



# 2019 Leadership Summit

in Oklahoma City, Oklahoma

## HIGHLIGHTS



“The Polyvictimization Initiative has been groundbreaking in communities participating - it is not only changing systems and service delivery but changing the lives of survivors.”

Natalia Aguirre, Director  
Family Justice Center Alliance,  
Alliance for HOPE International

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**“Change and progress are possible with vision, ambition, and bravery.** Each one of you are big advocates for changing the future for hurting families.”

- Kim Garrett, Oklahoma City

## STATE OF THE MOVEMENT

- FJCs are pushing past forensics and into **PRIMARY HEALTH**. All of us do better work if we have medical professionals helping us.

- Seven Centers opened in 2019.



FAMILY JUSTICE CENTER  
SAFETY | HEALING | COMMUNITY

ANTIOCH, CA

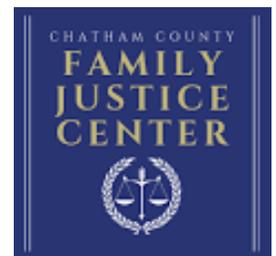


VENTURA, CA



Norfolk Family Justice Center

NORFOLK, VA



SAVANNAH, GA



SANDPOINT, ID



NASHVILLE, TN



NEW HAVEN, CT

- Currently, 14 **COMMUNITIES ARE DEVELOPING FJCS** across the country.

- To date, there are 36 **AFFILIATED FAMILY JUSTICE/MULTI-AGENCY CENTERS**.

- The FJC movement is focusing on **CREATIVE FUNDING** sources for Centers:

- New market tax credits (Milwaukee)
- Court fees (Tennessee)
- Levy, bonds, district funds, etc. to fund FJCs (Shawnee, OK; Prince George's County, MD; Alameda County, CA)

- Rockford, Illinois had the **LARGEST STRATEGIC PLANNING EVENT** we have seen to date with over 210 attendees, and they are simultaneously working to start Camp HOPE America – Illinois.

- The **ALLIANCE'S GOALS FOR 2020** to support the work of Centers across the country include:

- Releasing the updated Leadership Toolkit
- Revising and republishing Dream Big, Start Small
- Establishing thriving work groups that foster national collaboration across Centers

- **AREAS OF FOCUS** in the future of the FJC movement:

- Increasing clarity and resources surrounding confidentiality, informed consent, and information sharing
- Increasing accessibility of civil legal services for survivors
- Providing holistic services and resources for all survivors, including the LGBTQIA+ community, people with disabilities, men, and communities of color



## INTERSECTION OF SUBSTANCE USE AND FJCS

- **SUBSTANCE USE IS AMPLIFIED** in the context of abuse, trauma, and domestic violence.

- **WOMEN FACE MORE BARRIERS TO CARE.** There is stigma for everyone, but stigma for women is great and access to childcare makes it hard to participate in intensive care for substance use.

- **SUBSTANCE USE DISORDERS ARE FOUR TIMES HIGHER AMONG WOMEN WITH A HISTORY OF VICTIMIZATION.** Using substances also puts a woman at greater risk for sexual assault and being abused by a partner who uses.

- If it appears few survivors coming into Centers have concerns about substances, that indicates we need to **LOOK AT THE BARRIERS.** Are people being turned away? Does the messaging say they are not welcome if they are using substances? Are they at risk for being punished? What is our current approach for survivors using substances?

- **HOW DO WE INVEST IN OUR STAFF** so they can meet the needs of survivors who are using substances?

- The **SUBSTANCE USE NEEDS ASSESSMENT** presented the following common goals:

- Deepen the understanding of substance use and its dynamic with domestic violence and sexual assault.
- Address bias and stigma so our response is kind-hearted.
- Clarify mandated reporter requirements.
- Strengthen intake and build safety for survivors to talk about these problems.
- Enhance the substance use treatment system and have a warm handoff to meet their needs and preferences.



**“Every year we take our whole team abroad to visit another FJC because they get enlightened and re-boostered by seeing other people do the same work. When we can’t visit an FJC, we go on a three-day retreat and work on culture organization.”**

– Pascale Franck, European FJC Alliance

## EXPERIENCED DIRECTORS EMERGING ISSUES AND SOLUTIONS

### *Director Discussion Report Outs*

#### • LACK OF PARTNER BUY-IN AND ONGOING CHAMPIONS

- Conduct strategic planning with all partners and stakeholders.

#### • FUNDING NEEDS

- Acquire specific funding streams for costs and develop the infrastructure to support it.
- Establish federal policy and categorization via VAWA.
- Conduct a national fundraising initiative.

#### • STAFF TRANSITIONS AND TURNOVER

- Draft an Operational Toolkit for leadership that is fluid and ongoing.

#### • TRAINING NEEDS

- Offer intentional, collaborative trainings for all partners to participate in.

#### • LACK OF COHESION AND SHARED MISSION

- Conduct routine meetings with on and offsite staff and partners that includes annual visioning sessions to return to mission.
- Conduct strategic planning.

#### • RAPID GROWTH

- Identify potential space for additional services.

#### • COMPLEXITY OF THE NEEDS OF LOCAL POPULATION

- Identify culturally specific partners who can offer mental health or population-specific services.



# NEWER DIRECTORS EMERGING ISSUES AND SOLUTIONS

## *Director Discussion Report Outs*

### • LIMITED CAPACITY AND CONSISTENCY of partners

- Create a coordinated response by getting organized in advance.
- Hold each other accountable by bringing everyone together and guarding those relationships.
- Offer FJC trainings for all staff and partners.

### • PARTNER SILOS AND TERRITORIAL PROBLEMS

- Conduct more frequent partner meetings.
- Identify each partner organization's concerns, needs, and goals.
- Have open communication that focusses on the process and not the people.
- Host a community partner retreat and cookout to get to know people on a more personal level.

### • STAFF TURNOVER

- Maintain staff culture.
- Have a consistent onboarding process.

### • UNDERSTANDING CONFIDENTIALITY AND INFORMATION SHARING

- Gain more clarity from VAWA.
- Study the laws that are currently in place.
- Get survivor feedback through focus groups.
- Show up and talk about confidentiality as the leaders of the FJC.
- Facilitate a mandatory, quarterly confidentiality training for all partners and staff to receive the same information.



“If you don’t have hope in your life, you can’t give it to other people. If you don’t have hope in your life, you will burnout, be more toxic, and bring that toxicity into an organization. **Hope matters personally and collectively, and that is the future of the movement.** This is where we are going in the future. The relationship with secondary traumatic stress disappears in the presence of hope.”

– Casey Gwinn, Alliance for HOPE International



## DEVELOPING CENTERS EMERGING ISSUES AND SOLUTIONS

*Director Discussion Report Outs*

### • LACK OF COMMUNITY BUY-IN

- Identify community members to be champions for the Center.
- Create a fundraising video with real survivors telling their stories and expressing the need for a Family Justice Center.
- Highlight the data and community costs of domestic violence.

### • BUILDING DEEPER RELATIONSHIPS WITH PARTNER AGENCIES

- Host a community partner retreat.

### • SUSTAINABILITY CONCERNS

- Pause and make time for strategic planning.
- Identify a variety of funding sources (grants, businesses, churches, champions, 501(c)(3) arm, fundraisers, etc.).
- Host monthly survivor focus groups.



REFLECTION WORDS FROM DAY 1

COMMUNITY  
DREAMING  
FRIENDS  
FLOURISH  
INTEGRATION  
PROGRESS  
GRATITUDE



# Day 2

# It's All About Intersections

“Thank you to Casey and Gael who brought the issue of substance use, domestic violence, and FJCs to the forefront of OVW. It is something that a lot of advocates are not prepared for. I am looking forward to seeing what comes out of this [grant], how it can help FJCs, and how we can use this information to help other grantees throughout the country. **It's the only program of its kind.**”

- Neelam Patel, Office of Violence Against Women



## THE POLYVICTIMIZATION DEMONSTRATION INITIATIVE



Stacy Phillips, OVC Program Manager

- When a client discloses one thing at a Center, there are probably **OTHER ADVERSE EVENTS** that are not showing themselves.

- Many Centers had a hard time talking about trauma symptoms directly with survivors, despite the fact that many were manifesting physical pain when coming in for services. Through the implementation of the Polyvictimization Assessment Tool, **WE FOUND THAT NEARLY ALL OF THE SURVIVORS COMING INTO CENTERS ARE POLYVICTIMS.**

- Along with implementing the Tool, Centers had to change the cultures of their organizations to **EMPOWER STAFF TO CREATE SPACE FOR THEMSELVES.** Addressing staff care is key because the implementation of the tool heightened burnout. Allowing staff to free flow with their thoughts made a substantial difference in this process.



"I am proud to be supporting all of you in your outstanding work. It is satisfying to be part of the groundswell that has become the **beacon of hope for victims of intimate partner violence, sexual assault, and child abuse**. All of you in this room have changed the game."

- Laura Rogers, Office on Violence Against Women



## FUNDING HOPE

- Focus on **PUBLIC-PRIVATE PARTNERSHIPS**.
- Talk with city **LEADERS, MAYORS, and COUNCIL MEMBERS**, and do tours and sit down with **ADVOCATES and THERAPISTS**.
- **TAKE DONORS TO THE FJC CONFERENCE** and pay for their attendance.



"**Trust that the resources will come.** If I had waited to know that I had secure money, I probably would have never opened. You just have to trust that those resources will come and position yourself to take advantage of opportunities."

- Mary Claire Landry, New Orleans



“You can ask for people’s support without asking for money. **Always thank people before you ask them for something.**”

– Gael Strack, Alliance for HOPE



- Encourage survivors to write **THANK YOU LETTERS** to donors.

- Utilize crime mapping and domestic violence mapping to show the prevalence of the issue to funders. The **MAPPING SHOWS THE SCOPE OF THE PROBLEM** and how it overwhelms all other calls and crimes.

- Know your **VOCA ADMINISTRATORS** and invite them to events and activities.



“The thing that powers people in local government is knowing that the investment they make generates a return that they can measure. **The idea of bringing people together and working on a common goal appeals to elected officials.**”

– Don Krupp, San Diego



“Thirty-five years ago, when I walked into a domestic violence program for services, I didn’t hear the word hope. To be in a room full of people talking about hope... truly **HOPE thrives here in this room today**. For the people who have lost their hope, we can give them that.”

- Joyce Bilyeu, Sacramento



## SURVIVOR-CENTERED PRACTICES

- **EXIT SURVEYS** are a pivotal way to verify that a survivor had their needs met when they came into the Center. If the client exit survey captures that their needs were not met, advocates or navigators are highly encouraged to identify next steps with the survivor and schedule a time to come back for needed services.

- **RESEARCH AND DATA EVALUATION** are crucial to proving the impact that a Center has in the community. When survivors are coming to the Center for services, ask if their aggregated information can be used for research and evaluation. Ask if they are okay with participating in a follow up focus group that will identify successes and gaps in services.

- We highly encourage you to take questions or new ideas back to your **VOICES COMMITTEE**. Their input is pivotal in all of the work we do.

"We are your cheerleaders. We are here to support you.  
**Please ask for help from other FJC Directors."**

- Gael Strack, Alliance for HOPE International

## INTERNATIONAL Q&A



"FJCs aren't well known in Europe, and **we need the champions** and other existing Centers to spread the movement.

- In Europe we are looking at domestic violence as a **human rights violation**, as a counter to family values.

- **Restorative justice** looks at ways to integrate offenders into society. It means we look at the mental state that they have and work with them to control their behaviors and be stronger themselves."

- Pascale Franck, European Family Justice Center Alliance

# SWOT ANALYSIS

## STRENGTHS

- Addresses **CAUSES**
- Alliance's **FRAMEWORK** of support
- Awareness of **ACEs**
- **BEST PRACTICES**
- Changes the way people are **THINKING**
- **CO-LOCATED** services
- **COMMITTED** and **COMPASSIONATE** teams
- Common **GOALS**
- **COMMUNICATION** and conversations
- Community **BUY-IN**
- **CROSS DISCIPLINARY** learning
- **DIVERSE** perspectives in conversations
- **EVIDENCE-BASED**
- **FLEXIBILITY**, community adaptations
- **FUNDERS** like giving to one vs. many
- Greater **EFFICIENCY** of resources
- **GUIDING PRINCIPLES**
- **HOLISTIC** approach
- **HOPE**
- **HOMICIDE REDUCTIONS**
- **INCREASED ACCOUNTABILITY** to survivors
- Increased **SECURITY** and **ACCESSIBILITY**
- **INCREASED VISIBILITY** of DV/SA
- **INFORMATION SHARING**
- Multidisciplinary **COLLABORATION**
- **MULTIGENERATIONAL** approach
- **PUBLIC SAFETY** impact
- Rich in **RESOURCES** and **TRAINING**
- **SELF-CARE** balance
- **SUPPORTIVE ENVIRONMENT** and safe place
- System **CULTURE SHIFT**
- Talented **FJC LEADERS**
- **TRAUMA-INFORMED, KIND-HEARTED, SURVIVOR-CENTERED**
- Unified **MISSION**
- Unique **PARTNERSHIPS**
- **VOICES**
- **WE** culture



## WEAKNESSES

- Access to **AFFORDABLE HOUSING**
- Access for **RURAL AREAS**
- Changes in **LEADERSHIP**
- Community **PARTNER BUY-IN**
- Few wraparound **SERVICES FOR OFFENDERS**
- Lack of community **AWARENESS**
- Lack of **HEALING** (trying to lead from unhealthy places)
- Lack of **INTEGRATION** with child advocacy agencies
- Lack of **LOCAL GOVERNMENT** involvement
- Lack of **NATIONAL CELEBRITIES**
- Lack of **SUCCESSION PLANNING**
- Lack of work on **INTERSECTIONS OF OPPRESSIONS**
- Minimal strengthening of **STATEWIDE INITIATIVES**
- Need to address **SUBSTANCE ABUSE**
- Need enhanced understanding **ACROSS DISCIPLINES**
- Need greater focus on **DATA AND EVALUATION** across sites
- **PERCEIVED AS A THREAT** to other domestic violence models
- Prioritization of **FUNDING**
- Single **AGENDAS**
- **TECHNOLOGY**
- **TERRITORIAL ISSUES**
- **TRAUMA-INFORMED** care at a deeper level needs to be addressed
- **TUNNEL VISION**



**"We are the vehicle that holds it all together.** We are not the roof, we are the cradle. We put ourselves under our partners in everything. We are never the cherry on top. You don't want to be the cherry, because that gets plucked off and eaten. We never use 'I.' We always use 'WE.'" - Diane Lance, Nashville, TN

## OPPORTUNITIES

- **BUILDING RELATIONSHIPS** between government entities

- **CHAMPION CONSISTENT FUNDING** from across all states

- **CHANGE THE DIALOGUE** about the "threats" of other movements

- Collaborate with **SUPERVISED VISITATION**

- Create or encourage **PROGRAM ACCOUNTABILITY** (DV courts, etc.)

- Crossover between **VICTIMIZATION AND SUBSTANCE ABUSE**

- Discuss and contribute to **CRIMINAL JUSTICE REFORM**

- Expand on the **POLYVICTIMIZATION FRAMEWORK**

- **EXPLORE POSSIBLE FUNDING STREAMS** from statewide legal marijuana initiatives to support services focusing on the intersection of substance use and DV/SA

- FJC employee/partner **WELLNESS PROGRAMS**

- Focus increased attention on **MENTAL HEALTH**

- Global, **HUMAN RIGHTS THINKING**

- **HOPE**

- Hospitality industry **PARTNERSHIPS** for housing

- Increased intentional understanding of **CAC AND FJC COLLABORATION**

- Increase **SAFETY** for survivors

- Increase services and support for **LGBTQIA+ SURVIVORS**

- **INTEGRATING** other fields and disciplines

- Invite **HEALTH AND HUMAN SERVICES** to be a collaborative partner with the FJC movement

- Identifying **KEY CONTACTS** on a state level



• **MEDICAL COMMUNITY** partnerships

• **#METOO** Movement

• Moving **BEYOND THE INITIAL CRISIS**

• **MULTI-AGENCY, MULTI-DISCIPLINARY TRAINING**

• **NETWORKING** with other FJCs

• Outreach to **FAITH COMMUNITIES**

• Partnerships with **BUSINESSES** and **FOR-PROFITS**

• Partnerships with **GRASSROOTS ORGANIZERS** addressing oppression

• Partnership with **PUBLIC DEFENSE BAR**

• Podcasts on **YOUTUBE** Channel

• **POLICY** and **EDUCATION**

• **PRIVATE SECTOR** and **CORPORATE FUNDING**, endowments, and contribution

• Provide **HOLISTIC CARE**

• **RESEARCH, DATA COLLECTION, EVALUATION**

• **RESTORATIVE JUSTICE**

• **SATELLITE SITES** and expanding reach with outer counties

• **SHARING OF PROGRESS AND IDEAS** from state to state

• **SPREADING AWARENESS/education**

• **STATE LEVEL** support

• **THINK OUTSIDE THE BOX** of traditional partners

• **VOICES**



## THREATS

- **BAIL REFORM**

- Breakdown of **ORGANIZATIONAL VALUES**

- **BURNOUT** and **SILOS**

- Challenges to **MAINTAINING CHAMPIONS**

- **COMMUNITY APATHY**

- **COMPETING RATHER THAN COLLABORATING** to make the pie bigger

- Cost of **OFFENDER ACCOUNTABILITY**

- Demand **EXCEEDS** capacity

- **EGOS**

- **FEAR OF CHANGE**

- **FEAR, DISTRUST,** and **BARRIERS** to buy-in (lack of understanding model)

- **GUN LAWS**

- **INCREASING COSTS** of land, buildings, and construction

- **INSTITUTIONAL OPPRESSION** and barriers to access

- Lack of **BASIC NEEDS** being met

- Lack of **EDUCATION** and **SUPPORT** of board members

- Lack of **HUMAN RIGHTS**

- Lack of **SUCCESSION PLANNING**

- Lack of **UNIFORM BEST PRACTICES**

- **LEADERSHIP CHALLENGES** (succession planning, leadership transitions, etc.)

- Loss of **FOCUS**

- **LOSS OF LEADERSHIP SUPPORT** - federal, state, and local level

- Movements that **PRECEDED THE FJC MOVEMENT**

- **NATURAL DISASTERS** and **CLIMATE CHANGE**

- **NON-COLLABORATIVE SPIRIT** among stakeholders

- **PERSONAL AGENDAS**

- **POWER** of perpetrators

- **SILOS**

- Sustainable **FUNDING**

- **TURNOVER** in police departments

- **VAWA** renewal





## LAUNCHING WORKGROUPS

“When you are building an FJC, it should turn a researcher on. They need projects, but they need your help deciding which direction to head in. **The data being collected through the One Safe Place exit surveys is proving gratitude, appreciation, and hope in survivors.**”

- Michelle Morgan, Fort Worth, Texas

“We are promoting policy that would support survivors, best practices, and training. It’s evident that partnerships and coalitions are viable options, but what are the requirements and guidelines? **What are the things we are going to achieve?**”

- Kim Roth, Van Nuys (Statewide Initiatives)

**“We need to raise our voices.** We have not done enough focus groups with survivors on how bail is impacting them. Their voices are not being heard.”

- Gael Strack, Alliance for HOPE International (Bail Reform)

“Showing up for survivors not only requires that staff have activities that are fun and help deal with the difficulties of the day, but it also requires outlets that help them understand the reflection process and gain the self-awareness you need for this work. **We created the kind of organization that will keep them healthy, aware, and capable of handling whatever walks through the door.**”

- Mary Claire Landry, New Orleans (Staff Wellness and Self-Care)



## REPORT OUTS FROM WORKGROUPS

### DATA AND EVALUATION

- Produce a **NATIONAL REPORT**.
- Create a **DATA BANK**.
- Commit to **MONTHLY WORKGROUP ZOOM MEETINGS**.

### STATEWIDE INITIATIVES

- **DEVELOP A TOOLKIT** to look at how statewide initiatives are developed and what is already occurring.

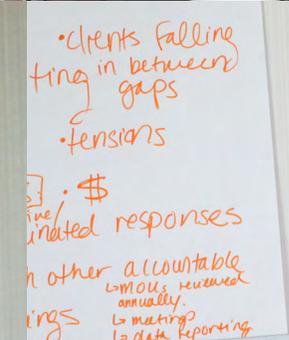
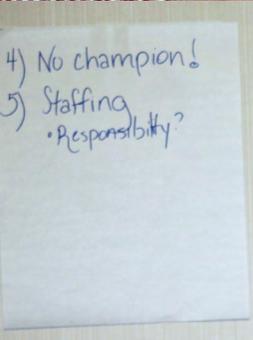
### STAFF WELLNESS

- Work nationally to **HAVE DIRECTORS MODEL SELF-CARE**.
- Create a **CALENDAR OF STAFF WELLNESS ACTIVITIES** that we can share.
- Host a supervisor training on **RECOGNIZING BURNOUT AND HOW TO MANAGE IT**.
- Create an **FJC SELF-CARE HUMAN RESOURCE**.

### BAIL REFORM

- Find out where people are meeting and **INVITE YOURSELF TO THE MEETINGS**.
- Advocate for the **PROPER ASSESSMENT TOOL**.
- **FOCUS ON AWARENESS** by looking at Google Alerts and sharing the information when we hear of cases where people are out on bail.
- **WORK WITH OTHER COALITIONS**.





Hope



Family Justice Center Alliance is a program of  
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