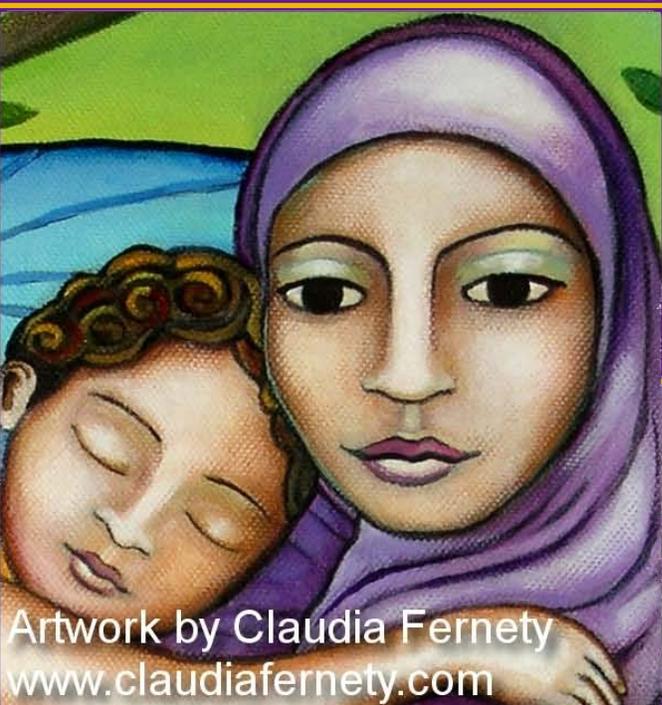




Family Justice Center Alliance

Local Services, Global Reach

Statewide Family Justice Initiative



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Overview of the Family Justice Center Alliance

FJC Alliance Vision

Our vision is to create a future where: ALL the needs of victims are met; Children are protected; Batterers are held accountable; Violence fades; Economic justice increases; Families heal and thrive; Hope is realized; and we ALL work together.

FJC Alliance Mission

Our mission is to create a network of national and international Family Justice Centers and similar co-located service models with close working relationships, shared training and technical assistance, collaborative learning processes, coordinated funding assistance, and transformational leadership.

Overview of the Family Justice Center Alliance

The Alliance serves as clearinghouse, research center, and international membership organization for all Family Justice Centers. ***The Alliance also serves as the comprehensive technical assistance and training provider for the United States Department of Justice*** for federally funded Centers. Resources offered by the Alliance include an annual international conference, shared learning opportunities such as staff exchange programs, international internships, strategic planning services, web-based education programs, and training in all areas of family violence intervention.

Alliance Scope of Services

Utilizing a network of onsite staff, national faculty and technical assistance providers, the Alliance provides training, planning, consulting and technical assistance in the following areas:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Utilizing a network of onsite staff, national faculty, and technical assistance providers, the Alliance provides training, planning, consulting and technical assistance in the following areas: How to Start a Family Justice Center • Community/Center Assessment • Strategic Planning • Training for Police Officers, Judges, Prosecutors, and Advocates • Funding and Sustainability for Centers • Best Practices • Board Development • Client Intake and Services • Confidentiality and Information Sharing • Communication Systems • Data Collection and Evaluation • DV and Children | <ul style="list-style-type: none"> • Getting Buy-In • Governance Structure • Faith-Based Partnerships • Launching a Forensic Medical Unit • Media and Public Relations • Offender Accountability • Operations - Forms, MOUs, Protocols, and Partnership Development • Prosecution Policies and Practices • Public Awareness Posters • Regional and Statewide Initiatives • Safety and Security Considerations • Strangulation • Technology Considerations • Volunteer and Internship Programs |
|--|---|



Background on the Family Justice Center Model

What is a Family Justice Center?

A Family Justice Center is the co-location of a multi-disciplinary, multi-agency team of professionals who work together, under one roof, to provide coordinated services to victims of family violence. Some Centers focus exclusively on domestic violence victims while others provide services to victims of sexual assault, child abuse, elder abuse, and human trafficking. While a Family Justice Center may house many partners, the basic partners include police officers, prosecutors, civil legal service providers, and community-based advocates. The core concept is to provide one place where victims (women, men, and children) can go to talk to an advocate, plan for their safety, interview with a police detective, meet with a prosecutor, receive medical assistance, receive information on shelter, and get help with transportation. The key difference between Family Justice Centers and other multi-agency or multi-disciplinary models, is the presence of police detectives/investigators and prosecutors.



Why is the Family Justice Center model needed?

Domestic violence is one of the most chronically underreported crimes. Less than one-quarter of all physical assaults, one-fifth of all rapes, and one-half of all stalking cases perpetuated against women by intimate partners are reported to the police. Victims may not report for many reasons, including fear of the system, fear of the offender, religious beliefs, emotional ties to the abuser, threats to children, lack of money or resources, or simply not knowing that help is available.

Most criminal and civil justice systems make it difficult for victims to seek help and unintentionally wear them down. Victims are often required to travel from location to location to seek services that are scattered through a community or region. They must tell their story over and over again to staff members of different agencies. The criminal justice system and the web of social service agencies unintentionally make it easy for victims to become frustrated and ultimately stop seeking help. Faced with so many obstacles, victims often return to their abuser rather than obtaining the necessary services. Bringing together all the different agencies a victim may need under one roof to provide coordinated services is a logical solution to address these issues.

“At its core, the Family Justice Center model is about providing the most effective, efficient, meaningful and compassionate services possible to victims of domestic violence and their children. No one agency or organization can possibly address all the needs of survivors. Family Justice Centers and other co-located, multidisciplinary models are providing the structure and the foundation to offer flexible, holistic services that can meet the needs of victims and survivors where they are.”

The Honorable Susan Carbon, Director of the
United States Department of Justice, Office on
Violence Against Women

What are the benefits of the Family Justice Center model?

A collaborative effort provides more support to victims and children involved in family violence through improved case management and a more fluid exchange of information and resources. Bridging existing gaps increases a victim’s access to services and resources and makes the entire process of reporting a domestic violence incident much less overwhelming for the victims and children involved.

Family Justice Center Outcomes

- Reduced Homicides;
- Increased Victim Safety;
- Increased Victim Autonomy and Empowerment;
- Reduced Fear and Anxiety for Victims and their Children;
- Increased Efficiency and Coordination Among Service Providers;
- Reduced Recantation and Minimization by Victims;
- Increased Prosecution of Offenders; and
- Increased Community Support Services to Victims.

Notable Outcomes

The Brooklyn FJC has served 46,742 clients from 2005-2012. Between 2002 and 2010 the percentage of ***intimate partner homicide has dropped by 43%***.

The Alameda County FJC saw a ***20% overall drop in police reports rejected for prosecution*** by the District Attorney's office for victim-related reasons from 2006 to 2008. The number of domestic violence ***case dismissals from 2006 to 2007 decreased 24.81%***, resulting in a ***\$945,750 return on investment***. Additionally, the ***number of cases charged as felonies has increased*** from 13% in 2005 to 23% in 2009.

"The Family Justice Center model is, at its core, a concept that increases community capacity while also providing diverse, culturally competent services to victims and their children from a single location. It is common sense that such an approach, if executed properly, will provide greater assistance to those in need."

U.S. Attorney, Western District of PA
and Former Office on Violence Against
Women Acting Director
Mary Beth Buchanan

At the San Diego FJC, the first of its kind in America, clients felt they were ***treated respectfully and not discriminated against*** by staff. The warmth, kindness, and support provided by staff helped clients ***form connections and build relationships***.

In 2010, the Annie Casey Foundation recognized the power of bundled services and documented ***increased economic outcomes of over 300%*** for people exposed to trauma and abuse.

Family Justice Center Movement Timeline

Family Justice Centers are an outgrowth of the domestic violence movement in California and across the country. The first Family Justice Center opened in San Diego in 2002, evolving out of a collaborative relationship between community-based domestic violence agencies/shelters and criminal justice professionals. The model was endorsed by the California Statewide Battered Women's Coalition in 2003. The San Diego model grew to over 25 public and private non-profit agencies and ultimately became an international model.

- 1989 - FJC Model Conceptualized
- 1998 - Planning for the San Diego FJC Begins
- 2002 - San Diego FJC Opens
- 2003 - San Diego FJC Featured on The Oprah Winfrey Show
- 2003 - President's Family Justice Center Initiative Announced
- 2004 - 15 Sites Selected for President's Initiative
- 2005 - First President's Initiative Site Opens in Brooklyn, NY
- 2005 - Congress Added FJCs to the Violence Against Women Act Under Title I
- 2007 - Final President's Initiative Site Opens in New Orleans, LA
- 2008 - Local San Diego FJC Foundation becomes National Alliance
- 2009 - California Family Justice Initiative Phase I Launched
- 2010 - First California Initiative Site Opens in Shasta, CA
- 2011-2013 - California Family Justice Initiative Phase II Underway



Best Practices Model

In October, 2003, President George W. Bush announced the creation of the *President's Family Justice Center Initiative* and began a movement toward more "one stop shop," co-located, multi-disciplinary service centers across the nation. The President based his Initiative on the San Diego Family Justice Center model which aimed to reduce the number of places victims of domestic violence, sexual assault and elder abuse must go to receive needed services. The Alliance was the lead comprehensive technical assistance provider for the President's Initiative, which yielded sixteen Family Justice Centers in different states across the country.

The San Diego Family Justice Center model was recognized by the U.S. Conference of Mayors in for the national Outstanding Achievement Award and by the National League of Cities in 2004 with the Howland Gold Medal for Municipal Enrichment. In 2007, the U.S. Department of Justice identified the Family Justice Center model as a best practices model for bringing together criminal justice professionals with non-governmental service providers. In 2009, the Avon Foundation for Women recognized Casey Gwinn as its Community Advocate of the Year for his vision for the Family Justice Center model.

More recently, the Obama Administration has supported on-going funding for the Alliance to provide technical assistance to organizations and communities across the United States that are seeking to develop diverse models of co-located, multi-agency services irrespective of the partner agencies in a community that may be willing to co-locate. In 2010, Attorney General Eric Holder recognized Alliance CEO Gael Strack with the Innovation in Victim Services Award for her national leadership of the Family Justice Center movement. In 2011, Attorney General Holder recognized Casey Gwinn and San Diego Police Captain Lori Luhn as Finalists for the L. Anthony Sutin Civic Imagination Award and called the San Diego Family Justice Center "one of the leading community-based policing strategies in the country."

As the movement is expanding, more and more emphasis is being placed on developing uniquely local multi-agency models depending on the available governmental and non-governmental organizations in a particular community and the willingness of those agencies to co-locate their services in order to increase effectiveness and efficiency in meeting the needs of victims of family violence-related trauma. The model is also being applied to primary prevention approaches and includes a major focus on collaborative learning models where networks of Family Justice Centers are created to cover a region with multi-disciplinary teams that can then share lessons learned, best practices, and promising approaches.

Research and evaluation studies of the Family Justice Center model in California, Idaho, New York, and other communities have consistently found the efficacy and efficiency of the approach to co-locating services for victims and their children. The research data is available at www.familyjusticecenter.org in the online Resource Library of the Family Justice Center Alliance.



Statewide Initiatives: The Next Step in the Family Justice Center Movement

California Family Justice Initiative Overview

The California Family Justice Initiative (CFJI) is a model for other states that are poised to create a statewide network of multi-agency, co-located service Centers for victims of family violence, trauma, and abuse. Now in its second phase, the \$2 million Blue Shield of California Foundation California Family Justice Initiative has developed a coordinated network of multi-agency, co-located service Centers across the State of California with close working relationships, shared training and technical assistance, collaborative learning processes, and coordinated funding assistance. One core component of the Initiative is the Learning Exchange, where five member multi-disciplinary teams from each participating community regularly attend trainings and collaborative learning activities provided by the Alliance.

Participation in the Learning Exchange allows communities to share their successes and challenges and build on the existing expertise and resources while developing their Family Justice Centers. During the second year of participation in the Initiative, communities are eligible to apply for pass-through grant funds to support their efforts to open their FJC. The Initiative also has a statewide Advisory Committee, which includes representatives from the Regional Training Centers and other stakeholder organizations.

Core CFJI objectives include: 1) Select up to 10 sites in California, 2) Engage all sites in a learning collaborative model, 3) Create best practices, model protocols, coordinated strategic plans, and wraparound service delivery models and 4) Provide grant funds to each site.



California Family Justice Initiative Timeline

The CFJI consists of two 2-year phases. Phase I operated from March 2009-March 2011 and Phase II is operating from March 2011-March 2013.

- June 2009 - Phase I Announced, Informational Webinars Held, and Application Process Opened
- July 2009 - First CFJI Advisory Committee Convened in San Diego
- July 2009 - Site Visits Conducted with Finalist Sites
- Aug. 2009 - Phase I Site Selections Announced
- Sept. 2009 - Regional Training Centers Convened in San Diego
- Sept. 2009 - Phase I Learning Exchange Meeting Orientation Kickoff
- Oct. 2009 - Ongoing Monthly Learning Exchange Team Webinars Begin
- Dec. 2009 - Learning Exchange Meeting II Via Webinar
- Jan. 2010 - Advisory Committee Convened Via Webinar
- March 2010 - Learning Exchange Meeting III in Alameda
- March 2010 - Advisory Committee Convened in Alameda
- April 2010 - International FJC Conference in San Antonio, Texas
- June 2010 - Learning Exchange Meeting IV Via Webinar
- Sept. 2010 - Leadership Institute in San Diego
- Sept. 2010 - Statewide CFJI Conference in San Diego
- Sept. 2010 - Shasta Family Justice Center Opens
- Sept. 2010 - Valley CARES Family Justice Center Opens
- Oct. 2010 - Stanislaus Family Justice Center Opens
- March 2011 - West Contra Costa Family Justice Center Opens
- June 2011 - Phase I Announced, Informational Webinars Held, and Application Process Opened
- July-Aug 2011 - Site Visits Conducted with Finalist Sites
- Aug. 2011 - Phase II Site Selections Announced
- Aug. 2011 - CFJI Advisory Committee Convened via Webinar
- Sept. 2011 - Phase II Learning Exchange Meeting Orientation Kickoff
- Oct. 2011 - Family Justice Center Sonoma County Opens
- Oct. 2011 - Ongoing Monthly Learning Exchange Team Webinars Begin
- Jan. 2012 - CFJI Advisory Committee Convened via Webinar
- April 2012 - International FJC Conference in New Orleans, Louisiana

Phase I Sites

The following communities were chosen to participate in Phase I of the CFJI and opened Centers in various locations around the state.

Shasta Family Justice Center



- **Grand Opening:** 9/1/10
- **Community:** Rural
- **Population:** 180,214
- **Governance:** Shasta Women's Refuge



Family Justice Center Sonoma County



- **Grand Opening:** 10/12/11
- **Community:** Suburban
- **Population:** 466,741
- **Governance:** District Attorney/Executive Committee



Stanislaus Family Justice Center



- **Grand Opening:** 10/22/10
- **Community:** Suburban
- **Population:** 510,694
- **Governance:** Non-profit



Valley CARES Family Justice Center



- **Grand opening:** 10/14/10
- **Community:** Suburban
- **Population:** 136,443
- **Governance:** Medical – Northridge Hospital



West Contra Costa County Family Justice Center



- **Grand Opening:** 3/14/11
- **Community:** Suburban
- **Population:** 250,207
- **Governance:** Advisory Board supported by TIDES as the fiscal agent



Phase II Sites

The following communities were chosen to participate in Phase II of the CFJI and opened Centers in various locations around the state.

Hung-A-Lel-Ti Community



Community: Rural/Tribal
Population: 1,175
Lead Agency: Inter-Tribal Council of California
Primary Partners
 Alpine County Sheriff's Office
 Washoe Tribe of NV & CA
 South Lake Tahoe Women's Center
 Washoe Tribal TANF

Imperial County



Community: Rural/Suburban
Population: 174,528
Lead Agency: County of Imperial Superior Court
Primary Partners
 Victim Witness
 Center for Family Solutions
 Imperial County Dept. of Social Services
 District Attorney's Office

Sacramento County



Community: Urban
Population: 1,418,788
Lead Agency: WEAVE, Inc.
Primary Partners
 Sacramento County District Attorney's Office
 Sacramento Police Department
 Sacramento County Sheriff's Department

Solano County



Community: Suburban
Population: 413,344
Lead Agency: Solano Family Justice Center
Primary Partners
 LIFT3 (shelter)
 Child Haven, Inc.
 Superior Court of CA, County of Solano
 Solano County District Attorney's Office

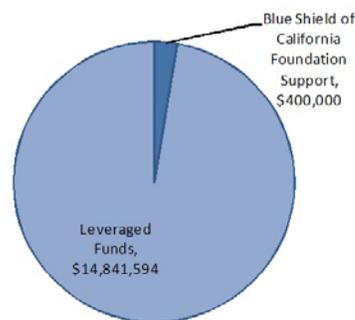
Yolo County



Community: Suburban
Population: 200,849
Lead Agency: Yolo County Sheriff
Primary Partners
 Yolo County Sheriff's Office
 Yolo Sexual Assault & Domestic Violence Ctr.
 Family Resource Center
 UC Davis Family Protection & Legal Assistance Clinic

Key Outcomes of the California Family Justice Initiative

- Blue Shield of California Foundation's initial investment of \$65,000 per site attracted new donors and leveraged additional funding and support in excess of \$14.8 million for the first five sites.
- Domestic violence/sexual assault services improved in effectiveness through increased communication and collaboration.
- The Statewide "Network" of Family Justice Centers Became a Reality
 - Phase I: Five new Family Justice Centers Opened
 - Phase II: Five new communities will open Centers by 2013
- More Victims Were Served
 - Collectively, the Regional Training Centers and Phase I sites served over 18,000 clients in 12 months
- Groundwork Was Laid to Evaluate the Centers
- More Products Were Developed and Shared Than Originally Anticipated
 - Strong relationships between open and emerging Centers allowed for an easy exchange of existing products, which were revised and improved upon.
- ***The Statewide Initiative is Replicable***



Blue Shield of California Foundation's \$400,000 investment to support Phase I sites created leverage to attract over \$14.8 million in additional funding for the sites.

Key Lessons Learned from the California Family Justice Initiative

- Survivor focus groups are integral to the successful development of each Center.
- Relationships matter at every level, internal and external.
- Hiring a project coordinator early in the planning process allows project development to move forward more quickly and smoothly.
- The Learning Exchange approach is an instrumental and effective way to build trust, address common challenges, share ideas, and develop solutions.
- The planning process for a FJC mobilizes communities and ignites change.
- Comprehensive technical assistance saves communities thousands of hours in planning, research, training, and education.

What is the process for launching a statewide Family Justice Center Initiative?

The process for launching a statewide initiative looks similar to the planning process for opening a local Family Justice Center, but it is done on a state level. The process must involve state leaders, funders, state coalitions (sexual assault and domestic violence), and open Family Justice Centers to serve as Regional Training Centers. There are three basic Phases to operating a statewide Family Justice Center initiative.

Phase I: Phase I should establish the need for statewide collaboration and assesses the readiness for this higher level of coordination. At this stage it's important to identify which operating Centers in the state can serve as Regional Training Centers (RTC) for other communities. RTC share best practices, host site visits, and make recommendations for the next generation of Centers. In addition, there should be a history of open and developing Centers working together to share best practices in a "Learning Exchange" fashion, strong champions, key stakeholders, and secured local funding to begin the planning process.

Phase II: Phase II involves creating a Strategic Plan for how the statewide initiative will unfold. This includes identifying goals, objectives, anticipated outcomes, and an Advisory Committee to provide policy guidance and input. The plan should focus on the implementation of the four strategic focus areas: Leadership, Accountability to survivors, Best practices, and Guiding principles. It should also clarify which entity or organization will oversee the progress of the initiative and work/report directly with/to the funding source to ensure outcomes are met. Finally, the plan should establish an application and site selection process for developing Centers who wish to participate. Once this is established, the Alliance recommends a Project Director who can manage the process and be the main point of contact with all sites and the overseeing entity.

Phase III: Phase III occurs once the initiative is announced and site selection begins through the grand opening and operation of Centers chosen to participate. This includes ongoing meetings with Advisory Board members, RTC, and the participating sites' Learning Exchange Teams (LET) for continued input and direction. The Alliance can provide assistance in identifying and making available best practices as well providing selected sites with the specific training and technical assistance.

What is the planning process for an emerging Family Justice Center participating in a statewide initiative?

The suggested formal planning process for Centers seeking to participate in a statewide initiative includes three distinct phases of planning and development. Staff members and consultants of the Alliance can help to facilitate and actively participate in all three phases described below.

Phase I: Phase I assesses a local community's readiness for creating a Family Justice Center. In a statewide initiative, it's important to identify the communities that are ready to get started and move forward. Much of the initial groundwork should have been laid

in that there is a long history of working together, years of specialization, long-standing protocols, strong champions, key stakeholders, on and off-site partners who are ready to participate, community buy-in, and secure local funding to begin the planning process.

The Community Assessment conducted by the Alliance helps to identify the above factors by meeting with all stakeholders, hosting a community forum, conducting focus groups with survivors and professionals, meeting with elected officials and policy makers, learning about the community's response to domestic violence, assessing the current collaboration and readiness for co-location, and ultimately providing recommendations for next steps.

Phase II: Phase II involves the creation of the actual Strategic Plan and the process for implementing the plan. The Planning Process takes a great deal of preparation and stakeholder outreach, involves 2-3 days of actual planning meetings, and produces a written plan with the Mission, Vision, Values, and Strategic Activities necessary to create a successful Center. The Alliance is often retained by a local community to conduct the planning sessions and support the planning process. Local communities are always encouraged to work with a Project Coordinator who can manage the process locally and work closely with the Alliance. The period from the strategic planning process to opening day depends upon a community's readiness; however communities with a designated Project Coordinator tend to streamline the process faster. The Alliance provides individual and team coaching along with regular progress reviews, and access to an online Resource Library which contains best practices, policies and procedures, manuals and job descriptions, sustainability planning, and capacity building, and much more.

Phase III: Phase III occurs after the Center has opened. The Alliance conducts a Family Justice Center Snapshot Evaluation. The Snapshot is an evaluation tool, with weighted scoring mechanisms, designed to evaluate the operational effectiveness of a Center and identify needed areas of improvement. Three to four members of the Alliance team generally conduct the Snapshot during a three day site visit. The Snapshot includes a comprehensive report with recommendations for key steps to address any significant issues or strengthen weaker areas of the collaborative model.

The Alliance can work with other states seeking to replicate the California Family Justice Initiative by assisting in a minor or major way. The Alliance can oversee the initiative with a local Project Coordinator, provide training and technical assistance to a local team of Family Justice Center professionals, or serve in a consulting role in guiding the development of a statewide initiative.



Conclusion

The greatest benefit for developing Family Justice Centers that open as part of a statewide initiative is the interaction between the Learning Exchange Teams as they experience similar obstacles, learn to overcome them, and share their successes. The Alliance facilitates this “Learning Exchange” by encouraging site visits and staff member exchanges, providing access to a Resource Library where best practices can easily be found and downloaded, and hosting annual meetings where Centers can share, learn, and re-prioritize.

States where there is more than one existing Family Justice Center and several communities in conversation about developing a Center are in the best position to launch a statewide Family Justice Initiative. Communities can build on the existing resources, protocols, and materials developed by the Family Justice Center Alliance to open new Centers in a faster and more efficient manner. Creating a coordinated statewide network of Centers ultimately expands and improves services for victims and their children and helps transform the way communities provide services to hurting families.



Additional Resources

Family Justice Center Alliance Training and Technical Assistance Team

Family Justice Center Alliance National Advisory Board

CFJI Executive Summary

Stanford Social Innovation Review, Spring 2011



The Alliance Training and Technical Assistance Team

Staff of the Family Justice Center Alliance are responsible for overseeing national and statewide projects that support open and developing Centers with training and technical assistance.



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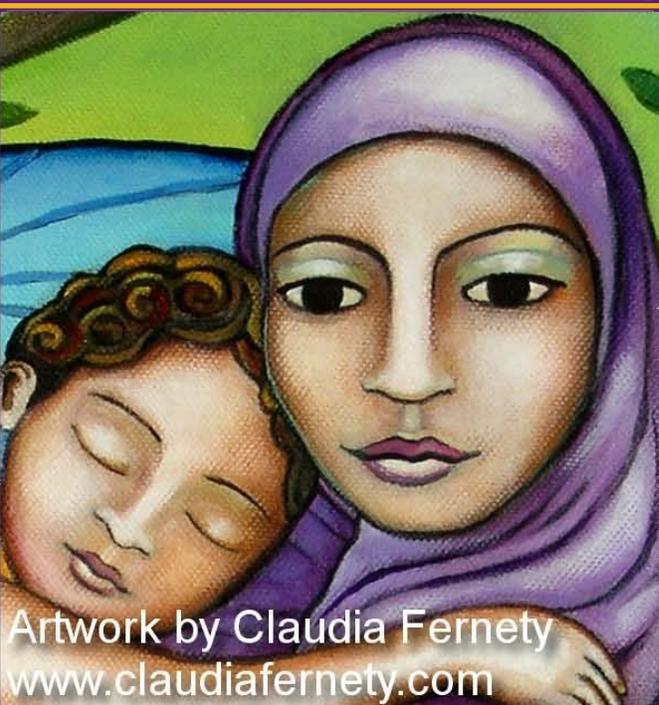
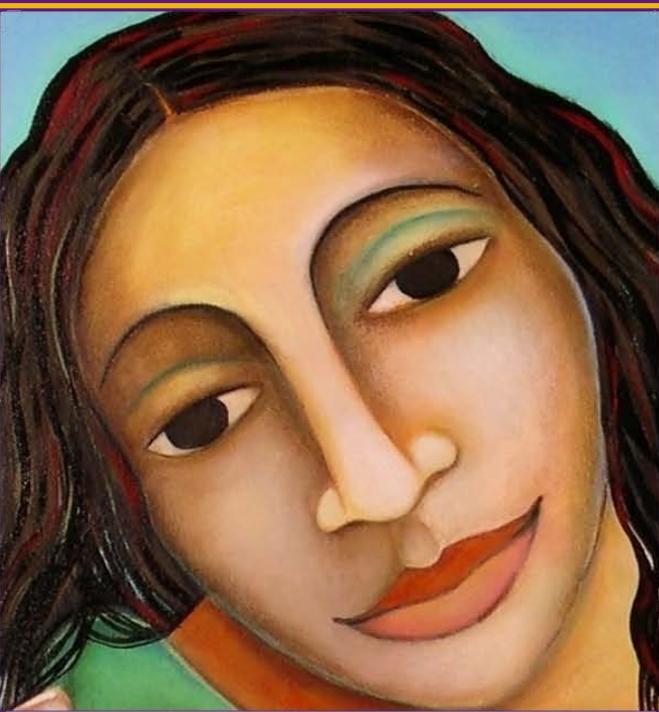
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The Alliance National Advisory Board

The Alliance is supported by a nationally recognized Advisory Board which helps to process and evaluate major issues, trends, and focus areas for the Alliance and the Verizon Foundation-funded Family Justice Center Institute. The Institute focuses on developing on-line resources, best practice models, and technology initiatives that can increase safety and services for victims and their children.

| | | | |
|---|--|---|---|
|  | <p>Sarah Buel, JD Clinical Professor of Law Sandra Day O'Connor College of Law Arizona State University</p> |  | <p>Yvonne Carrasco Consultant to Foundations & the Non-Profit Sector</p> |
|  | <p>Sue Else President National Network to End Domestic Violence</p> |  | <p>Denise Gamache Director Battered Women's Justice Project</p> |
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|  | <p>Oliver J. Williams, Ph.D. Executive Director Institute on DV in the African American Community</p> |  | <p>Amy Sánchez Chief Executive for External Relations Casa de Esperanza</p> |
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California Family Justice Initiative – Phase I

Final Report – Executive Summary

March 2009-March 2011



California Family Justice Initiative

BRINGING HOPE TO HURTING FAMILIES ACROSS CALIFORNIA



Prepared By



MISSION:

Our mission is to create a network of national and international Family Justice Centers and similar co-located service models with close working relationships, shared training and technical assistance, collaborative learning processes, coordinated funding assistance, and transformational leadership.

VISION:

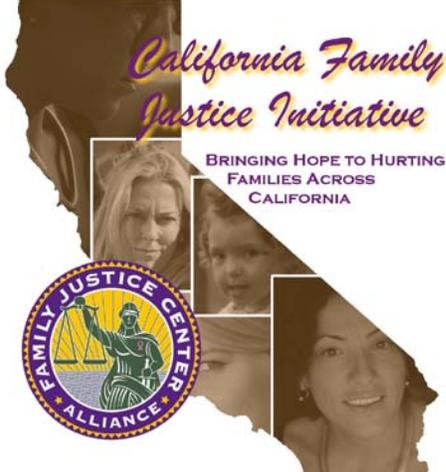
A future where:

- *All the needs of victims are met,*
- *Children are protected,*
- *Violence fades,*
- *Batterers are held accountable,*
- *Economic justice increases,*
- *Families heal and thrive,*
- *Hope is realized, and*
- *We ALL work together...*

With special thanks to

blue  of california
foundation

Blue Shield of California Foundation is an Independent Licensee of the Blue Shield Association



*California Family
Justice Initiative*

BRINGING HOPE TO HURTING
FAMILIES ACROSS
CALIFORNIA



Executive Summary

EXECUTIVE SUMMARY

The National Family Justice Center Alliance is honored to submit this Report for Phase I of the California Family Justice Initiative to the Blue Shield of California Foundation. This Report summarizes, for the period March 2009 through March 2011, the exciting outcomes and important lessons learned from the California Family Justice Initiative (Initiative). The Initiative, with funding from Blue Shield Against Violence, launched the first statewide co-location initiative in America and laid the groundwork for other statewide and regional initiatives. The Initiative successfully created and expanded a network of existing co-located, multi-disciplinary service facilities across California utilizing the “Multi-Agency Service Delivery Co-location Model.” This model is also referred to as the “Family Justice Center Model” based on the work of the San Diego Family Justice Center. The San Diego Family Justice Center was the most comprehensive, multi-agency model ever created when it opened in 2002. This model was replicated in diverse communities across the country during the federal President’s Family Justice Center Initiative from 2003 to 2006.

At the heart of the Family Justice Center model is the co-location of police, prosecutors, advocates, and other community-based service providers to meet the needs of families exposed to family violence and abuse. The purpose of co-locating professionals from multiple agencies is to enhance agency coordination and collaboration which ultimately improves access to victim services, increases victim safety, and enhances abuser accountability. Streamlining a coordinated community response (CCR) prevents duplication of services and speeds up the referral process for victims which, in turn, increases efficiency and effectiveness for victims accessing services. By centralizing services and coordinating efforts between agencies, victims no longer have to travel from location to location or repeat their story of victimization numerous times. Bridging the gaps in communication and access to services makes reporting domestic violence and sexual assault incidents much less overwhelming for the victims. Through the Family Justice Center model, police investigations and criminal prosecutions are significantly enhanced, improving prosecution conviction rates and enhancing abuser accountability.

Why This Initiative Was Important

The need for this Initiative became clear in 2005 when former California Attorney General Bill Lockyer convened a statewide task force to examine the handling of domestic violence cases in the criminal justice system nearly twenty years after the passage of the first targeted laws in California. Under the leadership of Task Force Chair Casey Gwinn, the Attorney General's Task Force found glaring inadequacies in the criminal justice response to domestic violence in California and called for the creation of Family Justice Centers across the state to assist in addressing many of the problems which currently result from poor communication, lack of coordination, and inadequate community collaboration.

By 2009, and at the beginning of this Initiative, there were already nine operating Family Justice Centers in California (Alameda County (1), San Jose (1), Fresno (1), Riverside (2), Anaheim (1), and San Diego (3)). The Centers were slowly developing lines of communication and inter-relationships, but there was a clear need for a targeted, focused networking approach, applied state-wide. It was clear that such an Initiative could build on the lessons learned and the successful principles identified through the work of the San Diego Family Justice Center, the President's Family Justice Center Initiative, and the different models of multi-agency services developing across the country. Launching a statewide initiative to network centers across California was a perfect fit for Blue Shield of California Foundation's goal to build a stronger, coordinated network of domestic violence providers throughout the state.



Primary Goal and Objectives

The primary goal of the Initiative was to focus on developing a coordinated network of multi-agency, co-located service Centers across the State of California with close working relationships, shared training and technical assistance, collaborative learning processes, and coordinated funding assistance. Special emphasis within the project was placed on increasing access to quality, comprehensive and coordinated health programs for clients in all the Centers, including ethnic minorities and historically underserved communities. There were four core objectives in the California Family Justice Initiative: 1) Select up to six sites in California, 2) Engage all sites in a learning collaborative model, 3) Create best practices, model protocols, coordinated strategic plans, and wraparound service delivery models and 4) Provide (re)grant funds to each site of up to \$65,000 in Year Two of the Initiative.

Leadership and Implementation Team

To achieve this goal, the Alliance assembled a team to lead and support the Initiative. The leadership team included Casey Gwinn, Gael Strack, Robert Keetch, Jennifer Anderson and Lori Gilliam. Casey Gwinn, President of the Alliance, and Gael Strack, CEO of the Alliance, provided shared leadership, oversight and strategic guidance for the entire Initiative. Robert Keetch served as the Project Director with Jennifer Anderson serving as Assistant Project Director of Phase I of the Initiative. Lori Gilliam managed the grant and provided financial technical assistance to the Centers. Together they provided daily technical assistance, leadership development, problem solving and access to resources and training for the Learning Exchange Teams.

Consultants were also utilized to support the Initiative. Glen Price provided technical assistance in strategic planning. Glen was also the lead planner for the Alameda Family Justice Center. Rebecca Lovelace provided technical assistance in developing a FJC in a small community. Rebecca Lovelace continues to be the Director for the Nampa Family Justice Center with a Center that is thriving and expanding to include services for victims of Child Abuse, Sexual Assault and Elder Abuse. Linda Ray provided technical assistance in funding and sustainability. Linda was the former director of the Erie County Family Justice Center in Buffalo, New York. She was the second director of the Center and quickly raised money to keep the center's doors open and develop a long-term sustainability plan based on her former 10-year experience in fundraising in the nonprofit sector.

The Alliance worked with three existing and well established Family Justice Centers (San Diego, Anaheim, and Alameda County) which served as Regional Training Centers. The Alliance created a statewide Advisory Committee to provide policy guidance and input as the Initiative evolved. Due to limited funds, not all the existing California Family Justice Centers were included during Phase I of this Initiative, but the lessons learned from this Initiative will be shared with all Centers during the Alliance's annual International Conference next April.

The Regional Training Centers were responsible for hosting regional trainings and site visits, providing technical assistance to the selected sites, sharing forms, documents and protocols, and developing best practices in key areas. The Advisory Committee included twelve key local and national experts in domestic violence, child abuse, sexual assault, and elder abuse. The Advisory Committee included representatives from the Alliance, Blue Shield of California Foundation, the California Partnership to End Domestic Violence, The Family Violence Prevention Fund (now Futures Without Violence), the three Regional Training Centers, a survivor who had previously received services at a Family Justice Center, and a consultant working with non-profit organizations. The Advisory Committee adopted the four strategic directions identified by the Alliance's National Advisory Team to be central to the California Family Justice Initiative: Leadership Matters, Accountability to Survivors, Best Practices, and Guiding Principles.

| California Family Justice Initiative – Phase I Advisory Committee | | | |
|--|---|--|--|
|  <p>Bess Bendet <i>Director,</i> Blue Shield Against Violence</p> |  <p>Yvonne Carrasco <i>Consultant to Foundations & the</i> <i>Non-Profit Sector</i></p> |  <p>Lana Culliver <i>Chair,</i> VOICES San Diego</p> |  <p>Casey Gwinn, J.D. <i>President,</i> Family Justice Center Alliance</p> |
|  <p>Lt. Julian Harvey <i>Board Member,</i> Anaheim Family Justice Center Foundation</p> |  <p>Lt. Lori Luhn <i>Director,</i> San Diego Family Justice Center</p> |  <p>Nancy E. O'Malley, J.D. <i>District Attorney,</i> Alameda County District Attorney's Office</p> |  <p>Raeanne Passantino <i>Assistant Director,</i> Alameda County Family Justice Center</p> |
|  <p>Tara Shabazz <i>Executive Director,</i> California Partnership To End Domestic Violence</p> |  <p>Esta Soler <i>President,</i> Futures Without Violence</p> |  <p>Gael Strack, J.D. <i>Chief Executive Officer,</i> Family Justice Center Alliance</p> |  <p>Christine Tran <i>Program Officer,</i> Blue Shield Against Violence</p> |

Selection of the Five Sites

With the Advisory Committee's input, the Alliance identified a selection process and criteria for the sites to be selected as part of the Initiative. The application and review process initially identified six communities to participate in the Initiative. These were communities with established multi-agency, co-location partnerships that reached underserved populations, reflected broad geographic representation across the state and that represented a cross-section of organizations such as shelters, community-based providers and Family Justice Centers. Five California communities – Shasta County, Sonoma County, Stanislaus County, Van Nuys (Los Angeles County), and Richmond (West Contra Costa County) -- received funding in the second year of the Initiative, with each site receiving up to \$65,000 to support or expand their programs. The application process allowed the Alliance to re-grant Blue Shield of California Foundation funds to the sites selected. The re-granting component of the Initiative ensured funded activities would promote full participation and the adoption of the Initiative's goals and guiding principles.

Core Component: The Learning Exchange Model

The Initiative utilized a public health-oriented learning collaborative model to create Learning Exchange Teams, provide technical assistance to existing and developing sites, and develop a network of Centers. The learning collaborative model brings professionals together to re-design their own systems, learn from each other, and benefit from the resources and skills of each participant. Each participant in a learning collaborative approach depends on and is accountable to the other participants for understanding, meaning, and solutions as they address the challenges of co-located service delivery models. The Alliance implemented the learning collaborative approach through Learning Exchange Teams. Each site's Learning Exchange Team (LET) was made up of five key members from the community: a Project Coordinator/Leader, a Survivor, a Community-based Advocate, a Police Officer, and a Prosecutor. Over the course of the two-year Initiative, the LET met several times to create strategic plans. The Teams also worked with the Regional Training Centers, participated in monthly calls and webinars, received on-site and regular technical assistance from the Alliance, and shared their experiences at a September 2010 statewide conference with fourteen additional communities interested in starting a Family Justice Center. It was an intense time commitment on the part of each member of the team and clearly demonstrated their commitment to open a Center.



Core Component: The Family Justice Center Snapshot

As part of the Initiative, the Alliance developed an evaluation tool called the "Family Justice Center Snapshot" which is a comprehensive assessment to measure overall organizational effectiveness, service delivery efficiency, day-to-day operations success, and operational sustainability of a Family Justice Center. The tool provides the Alliance and a Center's leadership team with a comprehensive assessment of the Center, a clear understanding of their strengths and weaknesses, the opportunity to evaluate the priorities of the Center, and a baseline to help measure growth and development. While the usefulness of this tool was anticipated, the Alliance found the tool was embraced by all participating Centers quickly. Within a matter of days of the Snapshot evaluation being conducted at the participating sites most Centers had made good use of the Snapshot recommendations to improve their services, request specialized training or technical assistance, conduct additional planning, share their outcomes or needs in grant applications, and obtain additional staff to help run their Centers.

- Sgt. Judy Woods, Operations Manager at the San Diego FJC, describing the Snapshot Process: *"It reminded me of a test from Glamour Magazine. I worried about the questions I couldn't answer. Since I'm new as a Director of Operations, it helped me focus on key areas and validated the areas I was already geared to tackle at our Center."*

All the Regional Training Centers and the Initiative Centers participated in the FJC Snapshot Process which was conducted by members of the Alliance team through a series of interviews with the leadership team of a Family Justice Center, interviews of on- and off-site partners, on-site observation at the Center, organizing a focus group with current or former clients, online surveys, and review of client exit surveys and Center protocols. Overall, everyone agreed that the FJC Snapshot was essential to opening their Center and will help with funding and sustainability.

Core Component: Sharing the Experience with Others

Within eighteen months of the Initiative, communities improved the effectiveness of domestic violence and sexual assault services through increased communication and collaboration. As anticipated at the outset, the Teams were ready to share their experiences with other communities. The Alliance held a Statewide Conference in September 2010 for communities interested in creating or expanding models of wraparound, co-located, multi-agency services for victims of domestic violence and sexual assault and their children. Fourteen communities/entities throughout the state were invited to attend the conference as part of a multi-disciplinary team, similar to the Learning Exchange Teams. At the Conference, over 100 attendees were briefed by the Alliance on the statewide Initiative and the Lessons Learned from the five new sites and the Regional Training Centers. The format of the conference provided interaction among the professionals and sought to create a virtual Family Justice Center at the conference not only with the Regional Training Centers and the new Centers but also a multi-disciplinary team of professionals representing the fourteen new communities:

1. Del Norte County, Crescent City
2. Fresno County
3. Imperial County, El Centro
4. Inter-Tribal Council of California
5. Kern County
6. Los Angeles County, Lancaster
7. Los Angeles County, Long Beach
8. Riverside County, Indio
9. Sacramento County
10. San Luis Obispo County
11. Santa Barbara County
12. Solano County
13. Tehama County, Red Bluff
14. Yolo County



As part of the Statewide Conference, the Alliance developed and launched a Leadership Institute to assist new directors enhance their leadership skills. The Leadership Institute of Family Justice Center directors was held as a pre-conference which included the following topics: Leadership Matters, Financial Management, Legal Issues, Public Relations and Marketing. The Alliance also invited existing directors from across the United States to participate in this unique opportunity. New directors were paired up with existing FJC directors who volunteered to serve as mentors.

Outcomes and Accomplishments

By March 2011, the Initiative had accomplished all of the targeted goals and objectives (identified above). Indeed, the Initiative exceeded expectations in the following ways:

- **The Pie Got Bigger.** Funds received from the Initiative by participating sites were leveraged to attract new donors to each and every project. Overall, over \$14.8 million was collectively raised to support the five new centers beyond the \$400,000 investment of Blue Shield of California Foundation.
- **More Victims Served, Greater Access to Services.** Collectively, the Regional Training Centers and the new centers served over 18,000 victims and their children in the last twelve months.
- **The “Network” of Family Justice Centers Became a Reality.** The excitement and energy that developed at the Learning Exchange Meetings “unified” the Centers and created close working relationships among all the participating Centers. The result was the sharing of policies, procedures, protocols, operations manuals, and other key building blocks from each Center.
- **The Groundwork Was Laid to Evaluate the Centers.** Each Center was offered an Internet-based Client Management System developed by the Alliance. All the new Centers are utilizing this software program, hosted by Social Solutions and known as Efforts to Outcomes (ETO) which will facilitate the evaluation of the participating centers during Phase II of this Initiative.
- **More Products Were Developed Than Originally Anticipated.** During Phase I of the Initiative, the Alliance created an on-line resource library for the participating Centers, their allied agencies, and domestic violence and sexual assault professionals around the state. Over 750 documents and 125 webinars are currently being shared through the Alliance’s Resource Library with approximately 1,000 California Alliance members. (See www.familyjusticeinitiative.com)
- **The Initiative is Replicable.** Lessons Learned from this Initiative will serve as a replicable model for other statewide initiatives which are evolving in New York, Idaho, Maryland, Ohio, Florida, and Louisiana.



The Key Lessons Learned

The Initiative offered an opportunity to gather collective insights and lessons learned as the Regional Training Centers and the five LET moved through the planning process to open their Centers. At every LET meeting and each monthly call, the Alliance sought to capture the lessons learned. The lessons learned are described later in the body of the Report, the highlights include:



- Survivor focus groups were found to be integral to the successful development of each Center.
- Relationships mattered at every level, internal and external
- Hiring a project coordinator early in the planning process allowed the planning process to move forward more quickly and smoothly.
- The Learning Exchange Team approach was one the most instrumental and effective ways to build trust, address common challenges, share ideas, and develop solutions.
- Simply starting the planning process for a FJC mobilized communities and ignited change.
- Comprehensive technical assistance saved communities thousands of hours in planning, research, training, and education.

Looking Forward

Today there are fourteen operational Centers in California with an additional fourteen centers in various stages of development which makes California the leading state of operational Family Justice Centers anywhere in the country. The five Centers created in Phase I are all thriving and can now serve as resource Centers for interested communities across the state. This Report is intended to provide guidance to other communities seeking to develop similar multi-agency service delivery models to serve victims of domestic violence, sexual assault, elder abuse, child abuse, and human-trafficking, especially to those counties in California who will be involved in Phase II of the California Family Justice Center Initiative.

The vision for the Alliance for Phase II of the Initiative is to: Provide ongoing support to the five existing Centers created in Phase I; Continue to work with the Regional Training Centers and promote their training role on a statewide basis; Facilitate the continuing work of the Advisory Committee; Sponsor ongoing collaborative Learning Exchange meetings for teams from across the state; Sustain and expand the Centers now operating; Host a statewide symposium in California in 2012; Provide comprehensive technical assistance to developing Centers; and manage the Alliance's online resource library which serves as a clearinghouse of best practices, training, resources, and sample protocols for Family Justice Centers and similar multi-agency, multi-disciplinary service Centers.



Conclusion

The National Family Justice Center Alliance has launched a national and international model for the delivery of comprehensive services to victims of family violence and their children. With the support of Blue Shield of California Foundation, California can lead the nation in establishing a network of Family Justice Centers designed to increase community and system-based services for victims of domestic violence, child abuse, elder abuse, and sexual assault. The California Family Justice Center Initiative can become the catalyst for the most comprehensive service delivery model in the history of the family violence intervention and prevention movement. The anticipated outcomes include reducing family violence, increasing victim safety, increasing access to medical and mental health services for both victims and their children, and dramatically increasing the efficiency of family violence-related service delivery to high risk, at-risk, and presently victimized families in California. The Initiative has proven to be extremely cost effective, strongly supported at the local and state government level across California, and holds the promise of breaking the cycle of family violence and related problems for thousands of California families in rural, tribal, suburban, and urban communities.

Respectfully Submitted By:



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