



Ventura County Family Justice Center Strategic Planning Report

ALLIANCE for
HOPE
INTERNATIONAL

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Prepared by the
Family Justice Center
Alliance

(a program of Alliance for HOPE International)

Table of Contents

Overview	4
The Planning Process	12
Execution	13
Crafting the Vision	13
Articulating Beliefs and Values.....	18
Values (what we believe)	20
Vision (what we see in the future)	20
Alignment of the Work Groups with the Vision/Beliefs/Values.....	23
Goals.....	23
Work Groups	24
Next Steps	26
The Strategic Planning Process in Pictures	28
Appendices	30
Appendix A: Study Tour Letter	31
Appendix B: Planning Agenda.....	39
Appendix C: Strategic Planning Attendees.....	41
Appendix D: Personal Commitments.....	43
Appendix E: Worksheets for Work Groups.....	48
Appendix F: Continuum of Integration	66
Appendix G: Family Justice Center Alliance Guiding Principles	67



Our goal is to move beyond the justice system's primary focus on holding offenders accountable and provide a richer, multi-faceted and more robust emphasis on responding to the impact of violence on the innocent victims, survivors and their families.

The Honorable Gregory D. Totten
Ventura County District Attorney





Overview

This document is the strategic plan framework to guide the development of a dynamic, collaborative, trauma-informed, hope-centered Family Justice Center in Ventura County. Family Justice Centers create a framework to bring services together for victims of trauma and abuse – allowing victims and their children to go one place for all their services and creating a community for survivors long after the crisis is over. Alliance for HOPE International was contracted by the Ventura County District Attorney's Office in 2016 to assist in the community assessment and development process for the creation of a Family Justice Center framework for Ventura County. The process culminated in a two-day strategic planning event on August 30-31, 2017, (pictured above) and this report.

Alliance for HOPE International is one of the leading social change organizations in the country focused on creating innovative, collaborative, trauma-informed approaches to meeting the needs of survivors of domestic violence and sexual assault and their children. Alliance for HOPE International and its allied Centers serve more than 150,000 survivors of domestic violence and sexual assault and their children each year in the United States. The Alliance supports multi-agency Centers in more than twenty countries and trains more than 10,000 multi-disciplinary professionals every year.

The mission of Alliance for HOPE International is to create pathways to hope for women, children, and men who are victims of domestic violence and related sexual assault through collaborative, integrated multi-disciplinary centers, teams, and initiatives to break the generational cycle of violence and abuse in families across the United States and around the world.

Ventura County has a strong history of collaboration and innovative approaches to crime reduction and crime prevention. After many years of working in partnerships and multi-disciplinary approaches in addressing child abuse, sexual assault, domestic violence, elder abuse, and human trafficking, Ventura County, under the leadership of District Attorney Greg Totten, decided to pursue creation of a Family Justice Center framework.

In February 2017, Alliance for HOPE International's technical assistance team was honored to work with stakeholders in Ventura County during a two-day Study Tour (February 8-9, 2017). During the Study Tour, the Alliance Team (Casey Gwinn, Gael Strack, and Michael Burke) worked closely with the leadership team from the District Attorney's Office, FJC Steering Committee agencies, and Chief Deputy District Attorney and FJC Project Coordinator, Michael Jump. The Alliance had the opportunity to meet local elected officials, law enforcement professionals, District Attorney's Office personnel, community leaders, survivors, advocates, community-based agency leaders, and other policy makers.

The Alliance participated in a Community Forum led by District Attorney Greg Totten. In an opening session, Suzanne Schultz, Director of the San Joaquin Family Justice Center, reminded everyone of the benefits of working together. In a humorous and visual



demonstration, Suzanne made the heart-felt point that the Family Justice Center framework is like the Smart Phone. After dedicating herself to serving victims for the last 25 years, she had no doubt that the Family Justice Center co-location model was the best way to provide coordinated services to families under one roof.

The Alliance conducted focus groups with service providers and potential partner agencies, spent time in court observation, facilitated a focus group with survivors, met with individual key community agencies and leaders, met with Oxnard Police Department command staff, and de-briefed our interactions throughout the community with the project coordination team. The Alliance conducted partner surveys and reviewed materials prepared by the District Attorney.

In April 2016, Chief Deputy District Attorney Michael Jump and Administrative Assistant Karen Simpson prepared a Prospectus for the establishment of the Ventura County Family Justice Center. In their report, they articulated a clear need, given the significant rates of domestic violence, child abuse, elder abuse and sexual assault in Ventura County. In 2012, Ventura County law enforcement agencies received 7,478 domestic violence calls at a rate of roughly 13.4 domestic violence calls for every 1,000 Ventura County residents – more than **TWICE** the statewide average of 6.2 calls per 1,000 residents. Between 2009 and 2013, Ventura experienced 24 deaths resulting from family violence.

The report also described the impact of children witnessing domestic violence and the need to intervene early. It described the complexities of the criminal and civil justice systems and how it makes it difficult for victims to seek help, often causing victims to

become frustrated, stop seeking help and unintentionally makes it easier for victims to return to their abusers rather than navigating the system. The report estimated the hidden costs of family violence in Ventura County at between \$2.6 million and \$10.4 million per year. (See Ventura County Family Justice Center Prospectus, April 2016). The Prospectus is an excellent document that makes the business case for the Center.

During the Alliance-facilitated focus group with survivors in Ventura, the Alliance team met with survivors who had experienced the criminal justice system and the benefits of working with victim witness advocates. Quickly, themes emerged:

- Victims were fearful of systems.
- They did not understand the process and needed help navigating it.
- Once they got to the right person or place, they felt helped and supported.
- Many survivors described how helpful it was to have an advocate assigned to help them but worried about what happens to other victims who don't report and therefore don't get an advocate.
- While they appreciated brochures, they also expressed that at a time of crisis they don't want to be given brochures, they needed "people to be the brochure."
- The courthouse was the scariest place to seek help. All the continuances in their cases made the process even more difficult.
- Shelters in Ventura County were the safest place they went for help.
- It was a challenge to go from place to place. They often needed to cancel appointments. Some described having to go to 15-20 places to see different professionals and get different services. They described the challenge to be at certain locations at a certain time and the negative impact if they didn't get there early enough on a given day.
- They described having to tell their story repeatedly and the trauma it caused them.
- They unanimously endorsed the Family Justice Center model and they all wanted services to be in one place in Ventura County.



One survivor described her experience as "emotionally, mentally and physically draining." When her daughter was assaulted, she didn't know what to do, who to call or where to go. She called a hotline and searched the Internet for help. She was in a panic. It was difficult to think straight. "Within an hour of my daughter telling me that she was being abused, I had the choice to either go to the police or the local hospital at that moment or wait until the morning. We chose to wait until the next morning and go to the hospital. They advised

us not to shower or change her clothes. Once we arrived at the hospital, the process was so difficult." Since then it has taken years to get justice and numerous court appearances. She said the process should be much easier. "Thank you for giving me this opportunity to share my story and hopefully make the system better for others in the future."



Survivors also gave their input about a new location. The survivors shared they wanted to be at a safe, nice and discreet location – “like a normal place to go” perhaps with other things going on there so stigma and shame are minimized.

Survivors wanted the Center to be warm and comfortable with vaulted ceilings and windows. “Please make the rooms bigger. You already feel violated. You want to feel like you can breathe.”

They requested bright, cheerful colors on the walls. “Avoid somber colors. They are very depressing and feel like jail.” “Please include soothing sounds, nice smells and candles to help us feel comfortable.” They also wanted privacy. “It was difficult to speak at admitting. It is hard to say what is wrong right out in the open. I don’t want to say ‘my daughter was sexually assaulted’ in front of everyone.”

They would prefer a location by the beach that speaks to the heart of Ventura and is close to transportation and the police station. They didn’t object to being shuttled to the courthouse but preferred to be in a “nice part of town.” They described their fear in taking a small child to a bad location of town to receive services. “The trauma of being abused is bad enough and going to scary locations in town only makes a difficult situation even worse.” They hoped for services and accommodations for elders, dependent adults, disabled and the deaf – a place where everyone is welcomed. They hoped for job services onsite. As one survivor described her situation, she said: “It took me



awhile to say ‘I’m ready. I had dreams to be successful and did not want to feel like a failure. Because of my abuse, it took me a lot longer to come forward.’ It would be important to have a team of people at the Center to help us with our job skills and education needs.” “We need professional coaches and job placement help. It feels so good when you can be financially independent and do it on your own.”

Ventura County survivors and professionals expressed strong support for the Family Justice Center framework and concurred with the Alliance staff as they presented the FJC model.



I am grateful for the District Attorney's commitment in addressing the needs of survivors. I feel heard.

Regina Rutherford, VOICES Committee Co-Chair

We are very supportive of the Family Justice Center model. Victims must do so much. They must report the crime, document their injuries, get a restraining order, get counseling and much more. If we could have one place where their mind is clearer, not in trauma, we can help the entire family heal and enhance our services.

Dr. Thomas Duncan

When cases get to our courtroom, we generally see unwillingness of victims to participate. We know they are frustrated with the system. Our frustration is we see the same families repeatedly and it's heartbreaking. If the community could all come together at a Family Justice Center, we could save time and greatly reduce the number of continuances in court.

Judge Colleen Toy White

Victims are traumatized. They are thrown into a system that is spread out and a system that was not designed for victims. It is difficult to navigate. It's no wonder 88% of our victims recant. It also takes a toll on the professionals. We need to make it easier for everyone. Our Family Justice Center will pull all our existing services together under one roof and make services more accessible to victims. We hope even more victims will come forward.

Gregory Totten, Ventura County District Attorney



If you do this right, you will never have to advertise. Victims will tell family and friends that your Family Justice Center is a safe place to get help and there is no shame in getting help. When that message is clear, victims will be waiting in line before you even open the doors.

Gael Strack, CEO, Alliance for HOPE International



My heart is full. Your presence here today, every single person, means a great deal to us and to our community. You are changing the lived experiences of victims who have yet to experience crime. In fact, you may even be preventing a future crime by your active participation today. Let's do this together.

Michael Jump, Chief Deputy District Attorney

When I started as executive director of the Shasta Family Justice Center in Redding, California, we only had \$50,000 in the bank. When you know it is the right thing to do, the community will help you and the money will come. When I left the Center, we were building our new Family Justice Center with 17,000 square feet and a new shelter. It was a multi-million-dollar project.

Michael Burke, Director of Community Engagement, Alliance for HOPE International

The two-day Study Tour was heartening and encouraging in relation to the potential for a Family Justice Center framework vision in Ventura County. The Alliance Team concluded that Ventura County is uniquely positioned to move forward in the development of a Family Justice Center. The need is clear, the commitment of key partner agencies to participate in the model is strong, and key leaders all appear to support the emerging vision for a Family Justice Center. Casey Gwinn presented the Alliance's conclusions about Ventura County readiness at the beginning of the Strategic Planning Days in saying, "Ventura County has a strong history of collaboration among government and non-government agencies. You actually like each other and want to work together. There is a commitment to improving your response and there is a teamwork that predicts success with your Family Justice Center framework vision." The original Study Tour Letter, with the Alliance's initial findings and conclusions, is attached to this Strategic Planning Report as Appendix A.

In August 2017, the Alliance Team returned to Ventura County to facilitate a two-day strategic planning session with 130 community stakeholders including service providers, elected officials, policy makers, and survivors. It was exciting. You could feel the energy and enthusiasm to find a better way to provide help to families exposed to violence and trauma. The Ventura County Family Justice Center Planning Team did an excellent job continuing to cultivate buy-in and support for a Family Justice Center and produced a very impressive effort in creating an excellent environment to DREAM BIG. The community organizations and government agencies were represented in large numbers. It was one of the largest planning teams ever assembled in more than ten years of the Family Justice Center movement.

The strategic planning session occurred on August 30-31, 2017, and produced this strategic planning document that will be used to facilitate successful development, launch, and operation of the Family Justice Center in Ventura County.

This planning report includes a brief history of the FJC development in Ventura County, followed by an overview of the planning process, the visioning for the Center, the Work Group Goals and Objectives to be accomplished, and the structure by which the plan will be carried out.



Ventura County's Journey to Co-Location

There is a rich history of collaboration in Ventura County between non-profit and government-based organizations. While law enforcement agencies and the prosecutor's office have the primary responsibility for holding offenders criminally accountable, community-based organizations focus on meeting the emergency and social service needs of victims – both adults and children. The County's Adult and Child Protective Services play important roles in



addressing the needs of abused children, seniors, and disabled/dependent adults. The civil and criminal courts play vital roles as well. The faith community and the school system are also vital partners in the vision to develop intervention and prevention initiatives. The Ventura County Health Care Agency is an important partner in developing a Family Justice Center framework that includes primary care, mental health support, and forensic documentation. Public health professionals are also central to the development of prevention and early intervention efforts with families impacted by trauma, violence, abuse. These partners have a strong commitment to and history of collaboration.

The Safe Harbor Multi-Disciplinary Interview Centers (MDIC) are an excellent example of the power of collaboration in addressing child abuse and neglect in Ventura County. The MDIC should be linked and co-located with the Family Justice Center. The Partnership for Safe Families, the Ventura County Coalition Against Human Trafficking, the Ventura County Domestic Violence Task Force, the Elder Abuse Rapid Response Team, and the County's new Strangulation Assault Task Force are all great examples of the way agencies can and do work together in Ventura County. The County also has well-respected domestic violence and sexual assault organizations including the Coalition for Family Harmony, Interface Children & Family Services, and the Ventura County Rescue Mission. All these agencies are committed to the FJC vision.

The leadership of Chief Deputy District Attorney Michael Jump has played a very important role in developing the momentum and strong buy-in from government and non-government agencies during the planning process. The Prospectus is one of the best Cases for Support ever prepared in any Family Justice Center planning process in the country. It is a "must read" for all elected officials and potential partners in the Ventura County Family Justice Center. Michael Jump has visited Centers across the country, participated in Alliance conferences and workshops, and has done an excellent job of disseminating information and research on the Family Justice Center movement to policy makers and partner agencies from across the county.



Ventura County has developed an excellent collaborative team before starting the Family Justice Center planning by focusing together on children witnessing domestic violence. This effort allowed Ventura County to begin Camp HOPE California – Ventura County three years ago and has already benefited many trauma-exposed children. The published research findings from Ventura County children participating in Camp HOPE California have already validated the power of collaboration in changing the destinies of children and youth impacted by child abuse and domestic violence.

The Planning Process



The strategic planning framework for the development of a Family Justice Center in Ventura County was developed over two days, in a fast-paced process facilitated by Casey Gwinn, President, Gael Strack, CEO, and Michael Burke, Director of Community Engagement. The agenda and the full list of Strategic Planning Team members that participated are included in Appendix B and C of this report.

Highlights from the two days included:

- Opening comments from Chief Assistant District Attorney Jan Maurizi, Ventura Police Chief Ken Corney, District Attorney Greg Totten and Survivor Regina Rutherford;
- A Survivor Video produced by the District Attorney's Office;
- An overview of the Family Justice Center model and international FJC movement;
- Remembering the Children Exercise;
- Crafting of the Vision for the Center;
- Articulating the Values and Beliefs;
- Identifying Blocks and Barriers;
- Strategizing how to overcome the blocks and barriers;
- Funding and Sustainability Planning – How to make the Pie Bigger;
- Overview of Work Groups;
- Work Group Breakout Sessions
 - Governance and Facilities with Co-Chairs Sharon Giles and Caroline Prijatel-Sutton
 - Service Delivery and Operations with Co-Chairs Teresa Romney and Karen Simpson
 - Funding and Sustainability with Mike Jump
 - Community Engagement and Outreach with Joyce Donehue, Adriana Gonzalez and Victoria Jump
 - ROI and Benchmarking with Dr. Jamshid Damooei and Noel Stalcup
 - VOICES and Survivor Engagement with Rachael Watkins and Candice Modica (the VOICES Group divided up into the other five Work Groups during the Breakout Sessions);
- Successfully working together in a Family Justice Center;
- Report from work groups;
- Personal commitments for the creation and operation of the Center, and;
- Next Steps.

The planning session highlighted the importance of inclusiveness, shared decision-making, and the commitment and dedication of the community and partner agencies in creating a Family Justice Center in Ventura County.

The Family Justice Center is long overdue. As a police leader, I stand here convinced that the only way to reduce harm in our community is to work together. A day doesn't go by that I don't hear about Domestic Violence, Elder Abuse or Child Abuse. We are called to the scene of crimes to deal with people in crisis. I'm proud of the way our officers respond with kindness and humanity. But when we leave, we go on to the next call. Families are left in limbo waiting for us to help them and sometimes weeks or months can go by with no help. We can do better. It's great to see everyone here. Thank you for dedicating your day to this important effort.

Ken Corney
Chief of Police
City of Ventura

Execution

Crafting the Vision

After Casey Gwinn provided an overview of the Family Justice Center movement, the group created their vision for the Ventura County Family Justice Center. The shared vision is the articulation of what the Center will become and produce in the community. The primary exercise in the development of the vision for a local Family Justice Center was facilitated by Casey Gwinn as the entire group closed their eyes and imagined the Center in five years – envisioning



state and national leaders and media members coming to Ventura County to see the effective, successful model of community collaboration that has reduced family violence and dramatically decreased homicides. After nearly ten minutes of envisioning the Family Justice Center model that is right for the community, all participants wrote their vision on cards and placed them on a large sticky wall. Then, the entire group organized their vision into categories and linked concepts that allowed the powerful vision to appear on the wall. This vision will drive the Center's design, development and operations. The vision included the following elements as articulated by participants:

Facilities

- 24-hour facility
- Dance studio
- 10-acre ranch
- Warm, welcoming, safe
- Environment representative of values, strengths of Ventura County
- Community gardens
- Paintings of victims
- Centered around food!
- Survivors and kids garden
- Kitchen, food court, dining room
- Family centered
- Ice cream parlor/ bakery coffee
- Central location
- In-FJC, In-Home court services
- Integrated public transport
- Welcoming environment
- Outside area, common area, culturally sensitive art work
- Art Hope/survivor representation
- Laughter and joy
- Free Starbucks
- Open/light peaceful welcoming
- Animals/art
- Bright sunlight outdoors
- Open concept and natural sunlight
- Soothing scopes
- Safe space to go
- Personal space and resources
- Gender neutral approach – male victims
- Peaceful hacienda/style
- Comfortable furniture
- plants/gardens earth tones/ lights
- “Hope for a better future”
- Computer room/computer safety
- Transportation and housing services
- Welcoming not institutional, no uniforms
- Meeting/training spaces
- Accessible: architecturally, attitudinally, sensory
- Transportation
- Natural/organic Welcome
- Fountain
- Aquarium
- Garden
- Tidal pool
- Hedges
- Community garden
- Gender neutral design
- Respect warmth safety
- Welcoming
- Campus not building
- Beach theme local artists
- Beach theme décor
- Puppy palace and kitten café
- Shuttle accessible
- Sports/facilities gym
- 2 centers, East/West
- Innovative businesses involved
- Transportation

Faith

- Prayer room
- Chapel, spiritual center
- Spiritual faith community
- Spiritual and information areas
- All faith worship services

Children

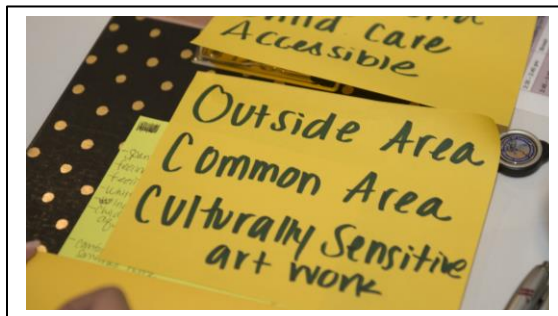
- Child care
- Play area activities/library therapy animals
- Local sports fields
- Children's reading room
- On-site gym and child care
- Licensed child care
- Family focused recreation programs, recreate selves
- Tutoring for adult and child learners
- Specialized training on working with 0-5 years old for all FJC staff
- Parent/Kids weekend
- FJC exchange and visitation for children
- Peaceful colors
- Playground

Teens

- Teen room
- College for a day and university outreach
- College visits for teens
- Programs for teen/youth
- Media room/workshop
- Child security (safe check in)
- Educational pipeline and mentoring
- Pathways program
- Child/teen friendly environment
- Teenagers programming computers

Housing

- Safe/integrated housing
- Housing resources
- Temporary housing
- Emergency shelter for families
- Shelter for human trafficking victims
- Temporary crisis housing
- Home
- Services shelter for youthful offenders
- Shelter for all ages
- Housing services including emergency, transitional and protected witness
- Shelter



Partners

- K-12 school districts
- On-site law enforcement
- DA Services
- Victim advocates
- Federal and military victims served
- No uniforms
- Welcoming Clothing
- Virtual \$ partners in the “site” “dream/concert”
- Tri county GLAD
- Mexico/Indigenous Community Organizing Project
- City impact
- Ventura County Office of Education
- Holistic therapy rooms Equal partners
- Medical emotional services
- Stress management for workers and volunteers
- Medical services
- Medical (nurses/doctors)
- Substance abuse services
- Prevention for at-risk, before crime occurs
- Recreation facilities
- Public health
- Counseling



Agencies

- Human Trafficking Forever Found
- First 5 Ventura County
- Dental and primary care
- Legal asst. transportation, medical, financial
- Therapy personal services
- Medical and dental clinic
- Emotional intelligence/ wellness
- Public health, physical health, nutrition, forensic exam
- Fitness wellness center
- 2-1-1 Text 898211 211ventura.org
- Access to mainstream assistance programs (Medical, CalFresh, CalWORKs)
- Coalition for Family Harmony (DV&SA agency)
- CASA of Ventura County
- Pepperdine legal clinic
- Collaborative partners
- Interface children and Family Services, prevention and intervention programs
- Ombudsmen
- Family resource center
- Case workers CPS/APS
- Tri-county GLAD (Los Angeles Agency)
- Cross-discipline teams
- Coordinate with other client county wide initiatives (Whole person care, VC Homeless Continuum Care)

Job Training

- Partnerships with education, scholarship tutoring
- Local internship at colleges and universities
- Life skills training
- Learning center
- Classes with a literacy specialist or public educator
- Role models
- Apprenticeship and internship pipeline for survivors
- Relationships
- Financial assistance with budgeting
- School education library
- Career education
- Job training and certification
- Past victims become mentors
- Link to Community Supports
- Financial planning services
- Mentor programs for victims

Intake

- Privacy
- Posted survivor bill of rights
- Navigator/ coordinator greeter intake process multiple languages
- Meet navigator at door
- Centralized intake System
- Music playing
- Community coordinator volunteers, donations, partnerships
- Mission statement at entrance
- Partners who care
- Seamless agency collaboration
- Support for people with development and/or intellectual disability
- Various themed interview rooms
- One intake (universal)
- All in one
- Data integration and real-time tracking of services
- Advocate at the door for warm support

Services

- Immigration services (U-visas)
- On site court services
- Interpretation services (Mixteco/Zapoteco)
- Legal services
- Substance abuse
- Physical therapist
- Basic needs
- Case management
- Field trip
- Equine therapy
- Translators
- Education and arts
- Peer partner present
- Adult and children with diabetes
- Multi-lingual cultural services
- Victim court (private)
- Crisis response/support
- Public court
- Support groups (all ages)
- Education on how to support survivors (classes)
- Cultural and local services
- Creditor intervention

Funding

- Friends of FJC
- Create justice center foundation
- Secure on endowment
- Data tracking
- Grant writing
- On-going operation funding

Victim-Centered

- Victim safety and security
- Access to immediate food and clothing
- Collaboration and compassion
- Dignity, respect, sensitivity and love
- Safe space for critical conversations providers and clients
- Engagement
- Diverse and culturally appropriate support
- LGBT community involvement
- Caregivers
- Veterans
- Developmentally disabled individuals
- Evaluation
- Family pets welcome
- Restorative justice – mediation/healing
- Photos of team/ supporters in the Center
- Technology for efficiency – collaboration
- Pets allowed
- High tech – computer room
- Seniors (older adults)
- Cultural compatibility
- Cultural sensitivity
- Deaf/Hard of Hearing unit
- FJC is hub of resilience/wellness that branches to the whole community

Articulating Beliefs and Values

After creating a shared vision, the Strategic Planning Team articulated their shared beliefs and values to help ground and guide development and operation of the Center, as the entire community works toward achieving its Vision. The strongly held beliefs and values populated one of the large purple sticky walls in the room and became the largest, most comprehensive wall of values that the Alliance has ever seen created during a facilitated Family Justice Center planning process.

- | | | | |
|---|--|---|----------------------------|
| • Passion | • Victim centered | • Active listening | • People helping people |
| • Strengthening families | • Family | • Believing in our mission | • No fear |
| • Being open to change – adaptability | • Change | • Meeting the survivor where they're at | • Dignity |
| • Accountability to all | • Hope | • Listening | • Teamwork |
| • Inclusion | • Compassion | • Person centered | • Hope is nurtured |
| • Equity | • Empowerment = strengths based and choice | • Courage adaptive compassion | • Strive for inclusiveness |
| • Treat everyone with dignity and respect | • Respect | | • Do good |
| • Culturally sensitive | • Transparency | | • Growth |
| | • Equality | | • Stewardship |
| | • Respect | | |

- | | | | |
|--|--|--|---|
| <ul style="list-style-type: none"> services • Approachability • Serve with compassion • Every person has value • Victims are treasures to be shared • Respect • Sensitivity • Culture awareness • Victim-driven • Introspective what works and what's not • Client focused • Equality collaboration cooperation • Integrity • Humility • Diversity of experience and thought • Intersectionality justice • Dignity respect empathy • Language • Empowerment through choice • Keep an open mind • Belief in positive potential • Victim directed services • Future of children and hope for better life • Give back power and control | <ul style="list-style-type: none"> • Confidentiality • Advocacy • Safety and security • We earn the right to be heard • Evidence based • Culturally inclusive • Accountability • Understanding • Perseverance • Compassion • Passion • Respect • Service to others • Titles don't matter • Trauma informed • Safe work environment • Accepting diversity • Trust • Empowered • Service consistency • Innovative and optimistic • Open-minded (inclusion) • Respect to different cultures • Leave egos at the door • Mutual respect • Collaborative not hierarchical • Non-judgmental • Transparency • Hope • No politics • Ability to grow and let others grow • Flexibility | <ul style="list-style-type: none"> • Accountability follow through • Everyone matters • Equality • Ethical • Equity • Beginning where victim is • Accessibility • Empowering • Effectiveness • Client driven not program driven • Justice • Commitment to the vision • Leave your ego at the door • Client driven • No power of suggestion • Think outside the box • Togetherness • Be spiritual (not religious) without judgment • Transparency • Victim centered • Integrity • Humility • Accepting of criticism • Honest and open feedback • Honesty | <ul style="list-style-type: none"> • Shared purpose • Customer safety • Active listening • Cultural competency • Radical transparency • Acceptance of transparency • Promoting culture of resilience • Value the individual • Perpetrators will be held accountable • Feel free from violence and intimidation • Every victim can be helped • Loyalty • Empathy • Cooperation • 360 view-perspective • Commitment • Center's ability to adapt and evolve • Willing to collaborate outside the box |
|--|--|--|---|

Values (what we believe)

The Alliance framed the values and beliefs identified during the exercise into a belief statement for potential adoption by the Steering Committee as the planning process proceeds in Ventura County.

We Believe...

- **Relationships** are fundamental to working as a **team**; being **inclusive**, building **trust** and **sharing power** are critical to success.
- Everyone who interacts with the agency, whether client, partner or staff is important, deserves to be **empowered**, **respected** and **not judged**.
- Services and operations should be survivor-driven and promote self-determination, compassion, empathy, and tolerance.
- **Awareness** and **prevention** are critical to ending the cycle of violence in our community.

Vision (what we see in the future)

The Ventura County Family Justice Center is a **welcoming** community that **empowers** and **supports** survivors through **comprehensive, holistic services** that focus on the **whole person**. Our **collaborative, comprehensive** approach creates a **safe space** where we use **strength-based** approaches to **break the cycle of violence** and create **pathways** to **hope** for survivors and their children.

Mission

Our mission is to integrate high quality, committed partners in a safe, collaborative Center with the resources to **provide hope and healing** to people impacted by violence and abuse.

This makes sense. Domestic violence calls are frustrating and dangerous. We are enforcers of the law and the guardians of the most vulnerable. You can't solve domestic violence with one phone call. Victims need one place to get help during and after the crisis. We can do that with a Family Justice Center.

Scott Whitney
Chief of Police
City of Oxnard



Blocks and Barriers

Casey Gwinn then facilitated a discussion about blocks and barriers by posing a question: If we all share these beliefs and values, and we have a powerful and dynamic vision for the future of our Center and our community, why hasn't the vision become a reality? The answer is the existence of blocks and barriers has kept the vision from becoming a reality. The identification of these barriers is critical for the group's ability to

anticipate, navigate and redirect their work in the coming years. Many of the issues identified revolved around the need to build trust amongst stakeholders and emphasized the need to create a shared decision-making process that is open and transparent. Stakeholders and partner agencies must stay vigilant towards potential barriers and utilize shared decision-making and transparent conflict resolution to avoid, and work through, any challenges. The blocks and barriers identified by the group were all placed on flip charts and included:

- Funding for building/staff
- Bureaucracy
- Different goals
- Geography/transportation
- No collective agreement
- Community buy-in
- Lack of commitment
- Lack of public/victim trust
- Public/victim Fear
- Money
- Egos
- Politics
- Vision (united)
- Unclear leadership
- Broken trust
- Conflicting goals/priorities
- Complacent
- Broken trust from partners
- Money/resources
- Competing agencies
- Sense of complacency
- Sense of equality between partners
- Lacking champions for cause
- Not having stakeholder buy-in
- Domestic violence costs vs funding
- Initiative fatigue
- NIMBY
- Separate data systems
- Confidentiality restrictions
- Status quo is "working"
- Not being strategic in response
- Responsive not proactive
- No common goal/vision
- Competition for funding
- County jurisdiction issues
- No county map/overview of social/justice issues
- Appointing right leadership
- Courage to confront the deficits
- Geography/ limited public transportation
- Service discoordination
- Language services other than English
- Not asking victims to lead us (pride)
- Distrust

- Different approaches to providing services causing silos
- Geography – siloed cities
- “That’s x’s problem, not ours.”
- Misinformation on who needs services
- Cultural barriers – immigration status
- Geographic location
- Transportation
- Interagency cooperation
- Leadership
- Competition
- Priority
- Value/understanding
- Jurisdiction
- Language
- Acceptance/rejection
- People not coming to centers because of lack of knowledge or fear
- Separated systems serving different victims/families
- Writing/reading abilities
- Stigma and prejudice
- “Good ole boys” network and entitlement
- Transparency
- Burn out
- Proper and specific definition of the problem(s)
- Needs assessment
- Data analytics
- Plan and money
- Victim trust
- Discover obligations
- HIPPA
- Liability
- Fear of duplication of service
- Policy trends
- Different values
- Sustainability
- Rules and regulations
- Duplication
- Staying in the comfort zone
- Difference in philosophy
- Fear of losing control
- Competing interests
- Community buy in and awareness
- Ego conflicts vs FJC culture
- Risk vs reward
- Differing viewpoints/approaches
- Lack of trust in each other
- Ineffective leadership
- Limited marketing
- Strategic planning
- Need for universal consent/ data sharing
- Scope of services/projects
- Anger
- Competition- against one another – one upping
- “Not my responsibility”
- Lack of personnel/staff
- Religious beliefs conflict
- Cultural conflicts misunderstanding
- Community push back
- Lack of empathy
- No awareness/compassion
- Turf wars
- Generational gaps
- Gut agencies staffing
- Commitment to the vision
- Apathy
- Results driven (too focused)
- Emotional conflict

Reflections from Day 1 – Group Exercise:

Casey Gwinn asked attendees to shout one word to describe how they were feeling about the process and the first day of Strategic Planning. Attendees shared these words:

- Energy
- Hope
- Love
- Vision
- Community
- Hope for everyone
- Progress
- Calling
- Enlightened



Alignment of the Work Groups with the Vision/Beliefs/Values

Prior to the planning event, a total of six Work Groups were established:

- Governance and Facility
- Service Delivery and Operations
- Community Engagement and Outreach
- Funding and Sustainability
- VOICES and Survivor Engagement
- Return on Investment (ROI) and Benchmarking

The second day focused on meetings of the six work groups. The planning session then concluded with pledges of support and commitment from ALL participants. Participants committed their time, attention, experience, and expertise to the success of the Center to make the vision a reality in Ventura County. A list of the commitments is included in the Appendix D. The goals of each Work Group are included here. The goals for each Work Group will likely evolve as the planning process progresses.

Goals

This document provides the initial outlines for the Goals, Objectives and Actions for each Work Group to help guide their work during the development process.

The Alliance identified fourteen major organizational goals associated with the Work Groups. They are as follows:

Work Group	Goal
Governance and Facilities	<ol style="list-style-type: none"> 1) Develop and establish a model of governance during the planning and development phase of the Family Justice Center that creates shared leadership, ownership, and decision-making 2) Develop a communication and shared decision-making model for broader inclusiveness and stakeholder engagement

	3) Develop a facilities plan that fits the needs of the community (short-term and long-term) 4) Create a shared vision and mission statement for the collaborative that is cleared and accepted by all stakeholders and partner agencies
Service Delivery and Operations	5) Establish vibrant and comprehensive services for survivors that produce hope and healing 6) Create a process and a culture of trauma-informed care, practices, and approaches for FJC staff and partner agencies 7) Create and maintain a process for training and institutionalizing a culture of education 8) Develop and maintain a healthy, strengths-based organizational culture for all FJC staff and partner agencies
Community Engagement and Outreach	9) Create and implement a community engagement, education and outreach program that effectively engages and involves the community and partner agencies 10) Establish an effective volunteer program to support and sustain programs that provide for the comprehensive operations of the Center and its partners
Funding and Sustainability	11) Create and implement a sustainability program that provides for operation of the Center and its partners
VOICES and Survivor Engagement	12) Engage survivors in the planning process to provide input and feedback on all aspects of service delivery at the Center 13) Establish a VOICES committee
ROI and Benchmarking	14) Create and implement strategies for determining the impact of the Center in Ventura County

Work Groups

The Work Groups are responsible for finalizing plans for their respective focus areas and then executing the plan. Work Groups should meet as needed to complete work and report out at planning meetings. Initially, we recommend that the work groups meet at least monthly to hold members accountable and track the work they have accomplished.

The planning process identified key focus areas that fall under the scope of each Work Group. Work Groups should reference these focus areas to ensure they are on track to complete essential actions needed to open and operate the Center.

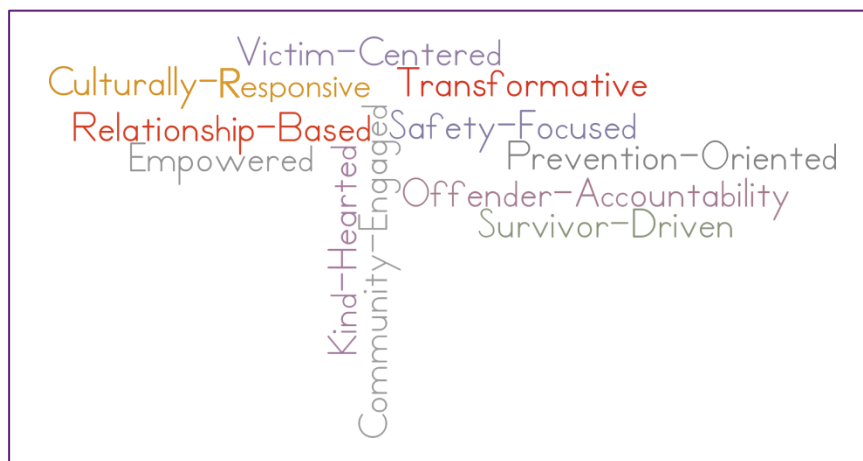
Work Group: Governance and Facilities	
<ul style="list-style-type: none"> • Governance Model • Leadership • Strategic Plan • Mission and Vision • Location(s) Selection • Political Landscape/Navigation • Involvement with the Alliance 	<ul style="list-style-type: none"> • FJC Guiding Principles • Internal Communication • Shared Decision-making Process • Short-Term and Long-Term Facilities Plan • Role of the County/Role of the City
Work Group: Service Delivery and Operations	
<ul style="list-style-type: none"> • Volunteer/Intern Recruitment • Training and Retention • Screening, Intake, and Oversight of Services • Operational Staffing/Structure • Partnership Agreements • Client Intake System • Facility Safety and Security Reports: Courtesy Reports, Walk-Ins, Access to Reports • Transportation Plan • Management 	<ul style="list-style-type: none"> • Evaluation/Feedback • VOICES Committee (Survivors) – Coordinated with the Community Engagement Work Group • Operations Manual • Community Partner Program Development • Onsite/Offsite Community Partners • FJC Environment • High Risk Team Operation • Internal Communications • Statistics for Evaluation
Work Group: Community Engagement and Outreach	
<ul style="list-style-type: none"> • Media Spokespersons • External Communication • Communication Materials • VOICES Committee (Survivors) 	<ul style="list-style-type: none"> • Speakers Bureau • Advertising • Events • Education and Awareness
Work Group: Funding and Sustainability	
<ul style="list-style-type: none"> • Grant Administration • Funding • Public/Private Fundraising Mix 	<ul style="list-style-type: none"> • In-Kind Support • Role of the Foundation • Interface with Governance Model
Work Group: VOICES and Survivor Engagement	
<ul style="list-style-type: none"> • Advocacy for the Center • Recruitment of Other Survivors • Public Speaking/Storytelling • Advocacy for Funding and Support 	<ul style="list-style-type: none"> • Public Outreach and Engagement • Training for Participating Survivors • Review of Proposed Policies and Procedures of the Center
Work Group: ROI and Benchmarking	
<ul style="list-style-type: none"> • Identification of Evaluation Measurements • Benchmarking of Statistics Prior to Opening • Ongoing Evaluation of Operations 	<ul style="list-style-type: none"> • Collaboration with the VOICES and Survivor Engagement Work Group • Research regarding costs of domestic violence/sexual assault in Ventura County

Work Groups are formed to accomplish Objectives and Actions associated with developing and operating the Center. Based on the work generated by the Strategic Planning Team, a grid was developed for the six Work Groups to provide initial order to all the identified Objectives and Actions. The grid contains a **Goal, Objectives, and Actions** to be completed. The priority and timing of Objectives and Actions is preliminary and will be refined by each Work Group as they begin meeting on a regular basis. Each Work Group is responsible for finalizing plans for their respective areas of focus and then executing the plan. The Alliance team has provided some initial goals and objectives for the Community Engagement and Funding and Sustainability work groups, but it is necessary these be carefully reviewed, updated and modified when these Work Groups begin to meet.

There are several Objectives that must be accomplished to reach each Work Group Goal. Consequently, there are even more “Actions” or smaller steps that must be completed before the Objectives are attained. Ultimately, each Work Group is responsible for identifying and completing Actions that will accomplish Objectives and achieve the Work Group Goal.

As work groups meet, it is important they not only consider the environment and type of services that need to be provided to clients, but also consider the type of environment and collaborative that needs to be formed to provide for FJC staff and partner agencies. To create a truly integrated FJC culture, that works to create systems change, there must be a concerted effort to create a new organizational culture that blends the best of all disciplines. The Alliance recommends this new work culture be focused around the FJC Guiding Principles and that these principles be integrated and institutionalized into the processes at the Family Justice Center. To view a complete list of the Guiding Principles, refer to Appendix G.

The Alliance has attached Worksheets for each of the Work Groups in Appendix E.



Next Steps

A great deal has been accomplished toward making the Center a reality. To take advantage of that momentum, we recommend the following next steps for the Steering Committee and Work Groups:

- Expand the Steering Committee to increase representation and decide who is best to serve on the Steering Committee and an Advisory Committee.
- Recruit additional Work Group members to support plan execution.

- Provide each Work Group leader with a copy of the Alliance's first "how to" manual entitled, *"Dream Big, Start Small: How to Start and Sustain a Family Justice Center."*
- Set up a regular meeting schedule for the Work Groups.
- Schedule a meeting with the entire Strategic Planning Team to review the plan, gather comments and solicit support.
- Reconvene planning team, partner agency heads and other stakeholders to reaffirm commitment to the collaborative vision, mission, values and goals.
- Schedule and hold work group meetings and create a feedback mechanism to the rest of the group.
- Develop a short briefing document to send monthly to elected officials, policy makers, and all potential partner agencies.
- Dream big, start small, and continually adjust to overcome the obstacles and take advantage of the opportunities!
- Participate in the Family Justice Center Alliance's [Monthly Calls for Developing and Open Centers](#) (second Wednesday of each month – 11:30 AM Pacific Time).
- Encourage all participants to participate in Alliance webinars and spend time reviewing webinars, webcasts, and relevant documents in the [online Resource Library](#) at www.familyjusticecenter.com.
- Send a diverse, multi-disciplinary team to the Annual International Family Justice Conference.
- Schedule a conference call with the Alliance to finalize the Strategic Plan process.
- Schedule a conference call with the Alliance to discuss critical issues that arise from the work groups during the planning process.
- Continue to review the recommendations from the Study Tour throughout the planning process.

When I heard about this program, it gave me hope. I knew I had to come here to find out what was happening. I thought it could help me, a friend, a sister, a cousin or somebody who is going through that I went through. I have been quiet for two days but I need to say something. I want to say thank you for being here. You are all here to make things better for people like me and my children. You are trying to help. You are making me believe once again in humanity. Thank you.

Cecilia Nuñez, Survivor and VOICES Member

The Strategic Planning Process in Pictures:



To view all the photos from Strategic Planning visit: pix.sfly.com/0mFpfsAi



The Family Justice Center is about the 'power of we'. It is never about one agency or one person. It changes the world for victims if it truly becomes about the power of we.

Gael Strack
Alliance for HOPE International



Appendices

- A. Study Tour Letter/Report
- B. Planning Agenda
- C. Strategic Planning Meeting Attendees
- D. Personal Commitments
- E. Worksheets for Work Groups
- F. Continuum of Integration
- G. Guiding Principles

Appendix A: Study Tour Letter

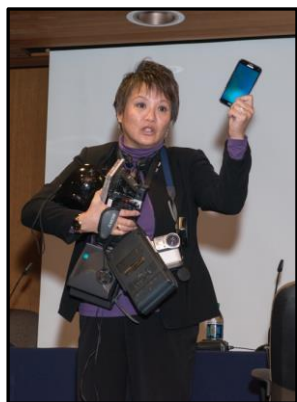
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February 23, 2017

Dear Mr. Totten,

Gael Strack, Michael Burke, Suzanne Schulz, and I were honored to be with you, Project Coordinator Michael Jump, your leadership team and your allied agencies from February 8-9, 2017 to learn more about Ventura's response to domestic violence, child abuse, elder abuse, sexual assault and human trafficking. We were impressed with your vision and passion to open a Family Justice Center in 2018. We were strongly encouraged by the resolve of all your community stakeholders, elected officials, and policy makers during our two-day Study Tour. During our group and individual meetings, we found a great deal of interest in providing a more collaborative, integrated service delivery approach for victims and their children in Ventura County. Without question, you have built a strong and an excellent foundation for a future Family Justice Center in Ventura County.

As a quick summary of our Study Tour, our team had the opportunity to meet with Michael Jump, the Coordinator for the Ventura County Family Justice Center, and his core support team on the first morning to discuss the study tour and strategic planning process. We provided a community presentation on the Family Justice Center model and the upcoming Strategic Planning Process to nearly 100 stakeholders who were invited to a community forum held at the Hall of Administration. We also met with key stakeholders, law enforcement leaders, court staff, survivors, agency heads, and policy makers. We reviewed a small number of anonymous online surveys submitted by community partners. At every turn, we found committed, supportive agencies and leaders. The full agenda from our Study Tour is attached to this letter.



We will, in a follow up conference call, provide additional advice regarding engaging a few agencies and partners that did not attend our small group or individual meetings, but we were excited to find such strong support for the innovative FJC framework that Suzanne Schulz described so well in her opening session "FJC is the Smart Phone" demonstration as we all gathered together on the first morning.

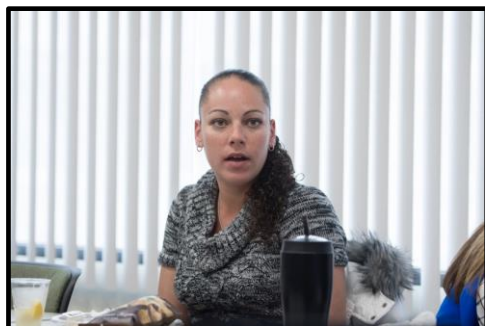


Based on our discussions and meetings during the Study Tour, it is clear Ventura County has a long history of working together and has the key elements in place to plan and open a dynamic Family Justice Center.

Highlights of the Study Tour:

“I am thankful for the District Attorney's commitment to the addressing the needs of survivors” (Survivor statement to the Alliance Team)

Our focus groups with survivors was one of the highlights of our time in Ventura County. Survivors indicated the strong support they received from the District Attorney's Office and other agencies. We did note a difference, however, between the parents of child abuse victims and domestic violence victims. The parents of child abuse victims described a more cohesive set of supports and coordination than domestic violence survivors. We also noted the need to hear from many more survivors of domestic violence.



We believe additional focus groups should be conducted with survivors engaged in the criminal and civil justice system, particularly domestic violence survivors, to better understand the obstacles they face. Survivors are a critical voice in the development process for a Family Justice Center and we recommend more focus groups be conducted. We recommend you consider implementing a survey for all victims seeking restraining orders to fill out to obtain feedback on their views of their interactions with law enforcement,

treatment in court, and long-term support.

We were extremely impressed with the leadership, passion, and commitment of Oxnard Police Chief Scott Whitney. Oxnard PD has the only specialized Family Protection Division in Ventura County.



Oxnard's approach to follow-up investigations is a documented best practice in law enforcement policies. Chief Whitney can clearly play a leadership role in the development and operation of the Center and is committed to having his specially-trained professionals in the Family Justice Center. During the planning process, we hope to see other law enforcement agencies follow the lead of the Oxnard Police Department.

Recommendations and Observations

After our Study Tour, our team met with Michael Jump and your core leadership staff to debrief our visit. Based on our visit in Ventura County over two days, we have provided below recommendations and observations for your consideration as we go forward with the Family Justice Center planning process:

1. **Schedule the Strategic Planning Event:** Schedule the formal two-day Strategic Planning event with the Alliance team as soon as possible. Our 2017 schedule is almost full and we recommend that you begin the formal planning process by no later than September 2017.
2. **Steering Committee:** Your FJC Steering Committee should be a large, diverse, and inclusive group of professionals from government and non-governmental agencies. We recommend that you expand your core Steering Committee team to include other non-government partner agencies including representatives from the school system, faith community, and business community.
3. **Strategic Planning Event Participation:** Select a date within the next 30 days to conduct the two-day strategic planning within the next six months. Identify non-DA staff to serve as co-chairs for at least four anticipated workgroups during the planning process: 1) Governance and Facilities; Funding and Sustainability; Service Delivery and Operations; and Community Engagement and Outreach. Begin creating an invitation list for the Strategic Planning now with leadership and direct services (trench workers) representatives from all law enforcement agencies (including the Sheriff's Department), criminal and civil justice system agencies (including judges), faith, business, education (middle school, high school, and college level), civil legal services, and social services communities, the affordable housing sector, and the local bar association. We recommend 100-125 participants for the two-day planning event.
4. **Governance:** The Governance structure has been carefully considered in advance of the formal planning process and the DA has been identified as the lead agency.

Maintain your current plan for the District Attorney's Office to provide leadership to the FJC process and operation. While a shared leadership structure may develop over time, it is imperative that the DA continue to provide leadership to this process. We recommend a separate, nonprofit 501c3 with a fundraising-oriented board to facilitate private fundraising.

5. **Coordinator:** Continue to support and fund Michael Jump as a full-time Project Coordinator with the authority to lead the effort, provide collaborative leadership to the planning process, make administrative decisions, reach out for support and community engagement, recruit new partners, and assist in ongoing promotion of the vision and mission of the Center. Michael Jump is extremely capable, well-respected, and uniquely gifted to lead your Family Justice Center effort. As the FJC model evolves in Ventura County, however, we recommend the CEO and the County begin looking for the 4-5 full-time positions necessary for the operation and coordination of partner agencies and activities in a healthy, dynamic Family Justice Center.
6. **Benchmarking:** All participating agencies should begin identifying and documenting local domestic violence and sexual assault statistics to benchmark the progress of your collaboration, including 911 calls, police reports, charged, negotiated and/or dismissed criminal cases, and temporary and permanent restraining/protective orders, recidivism rates, and homicides.
7. **Protocols:** Collect all existing protocols for the child abuse, domestic violence, sexual assault, elder abuse and/or human trafficking to assist in developing an integrated protocol and/or determine which protocols will need to be updated to describe how cases and victims will be handled when the Ventura County Family Justice Center is operational. Please provide the Alliance with a copy of any existing domestic violence prosecution protocols for law enforcement, the District Attorney's Office, and other county agencies and departments.
8. **Co-Chair Readiness:** Conduct a webinar/phone call with the Alliance and the anticipated Work Group Chairs to discuss roles and responsibilities of the Chairs, purpose of the Work Groups, and their role in the strategic planning process.
9. **Clinical Forensics:** Consider adding a Clinical Forensic and/or Community Health clinic to the Center vision to document injuries in child abuse, domestic violence, elder abuse and sexual assault cases and provide supportive medical care for survivors and their children. We recommend this conversation begins now with the County Medical Services professionals prior to the Strategic Planning event;
10. **Child Abuse:** Provide more information to the Alliance about the handling of child abuse cases to allow us to make recommendations about integration of child welfare professionals and child abuse case criminal justice and medical professionals into the Family Justice Center. We would like to have a better understanding of the role of Department of Children and Family Services.

11. **Survivors:** Adopt the Alliance Protocol on Survivor Focus Groups and engage all Family Justice Center partner agencies in conducting focus groups with survivors. The Alliance has a Focus Group Toolkit for your use. More survivors should provide their input regarding their experience with current systems and agencies, and their ideas for a countywide Family Justice Center approach. Survivors should also be asked about the types of services they want co-located in the Family Justice Center in the start-up phase and at later stages in development of the Center. The survivor focus group held during the study tour was very positive but it only included victims utilizing the criminal justice system in the presence of the DA staff. We recommend also obtaining anonymous input and facilitated input without system professionals present.
12. **Communication Plan:** Please give us more information about how you plan to publicize the existence of the planning process for the Family Justice Center and the work of the FJC Steering Committee. Have any websites (court website and all agency partners' websites), government-sponsored television, public service announcements, video and other mediums been considered?
13. **Quotes:** Collect quotes now from stakeholders, including video interviews and letters of support, such as a letter from the Attorney General or other key stakeholders to be used in various venues, grants and website;
14. **Case for Support:** The Case for Support is an excellent document. Continue to edit and enhance this document with information from this Study Tour letter and other information gathered during the planning process.
 - a. Provide a copy of any draft Partner MOU to the Alliance for review;
 - b. Provide a list of partners who you anticipate will be co-located at the FJC in each phase of the Center;
 - c. Provide a list of partners who will be considered off-site partners.
15. **Conference:** Bring a diverse, multi-agency team of professionals, elected officials, and business leaders to the 17th Annual International Family Justice Conference in Milwaukee (including team members who have not previously been able to attend the conference in the past). We recommend the Sheriff or high-level policy makers in the Sheriff's Department participate in your conference team and attend the conference this year to better understand the FJC model.
16. **Volunteers:** Identify existing volunteer programs among your stakeholders and assess whether those volunteers can be utilized for support of the Center. If not, consider developing a formal volunteer program to support the work of the Family Justice Center. Volunteers will be an army in Ventura County and can be engaged from the faith community, community organizations, and higher education institutions.
17. **Guiding Principles:** Review, share, and consider formally adopting the Alliance's Guiding Principles at the Strategic Planning Event.

18. **Shared Sustained Funding Policy:** Review and share the Alliance's Shared Sustained Funding Policy with all potential partners during the planning process for feedback and adoption.
19. **Training:** Identify additional training needed for core team members during the development process of the Family Justice Center including: Privacy issues, confidentiality, and information sharing procedures; Identification of the dominant aggressor policies; Handling of forfeiture hearings (Crawford v. Washington); Handling of high risk victims; and multi-disciplinary team approaches to address near fatal strangulation cases.
20. **Site Visits:** Continue to visit existing Family Justice Centers in California and other communities. The Sojourner Family Peace Center (Milwaukee, WI) is an excellent model to evaluate and consider scaling for Ventura County. The Family Peace Center will be profiled at our conference in Milwaukee in April.
21. **Resources form the Alliance:** Schedule a conference call with the Alliance to learn more about the additional tools available to Family Justice Centers and multi-agency Centers such as Intake and Client Management Systems. Become familiar with the Alliance's Resource Library which includes toolkits, webinars, sample protocols and forms.
22. **Monthly Calls:** Attend the Alliance's monthly calls for developing and operating Centers;
23. **Focus Groups:** Conduct additional focus groups with victims, including victims accessing help in shelters, sexual assault programs, elder abuse agencies, human trafficking organizations, and faith communities.
24. **Surveys:** Continue to request partner surveys and develop a new survey for victims seeking temporary protection orders at the DA-run legal clinic. The Alliance can help review and edit a survey to be given to those seeking protection orders.
25. **FJC one day a week:** Start practicing together in your regular planning meetings. Consider holding a FJC once a week to start working together and learning from each other. The Alliance can assist with the planning of such an event. Begin working through FJC case scenarios in Steering Committee meetings to help orient agencies to the operating challenges of a Family Justice Center.
26. **Camp HOPE America – California:** Continue participating in Camp HOPE California and consider beginning to plan for expanding your program to serve 7-11 year olds AND 11-17 year olds.
27. **Location:** Consider two phases for the Family Justice Center development process – Phase I could involve a limited number of agencies and a temporary location; Phase II should be a big vision that includes potential co-location of the Child

Advocacy Center, sexual assault, elder abuse, domestic violence, and human trafficking services with the focus on creating a comprehensive intervention and long-term support community for survivors and their children; Consider more than one location during the planning process (East/West); continue to get input from survivors and professionals about desirable locations; consider working with the housing authorities to identify additional housing and shelter space for victims. Consider a housing first model versus the traditional emergency shelter, transitional, and then long-term housing approach.

28. **Affiliation:** Become familiar with the new Affiliation Process of the Alliance for Family Justice Centers and similar Multi-Agency Centers to identify the key elements necessary to meet affiliation standards when the Ventura County Family Justice Center opens;
29. **High Risk Cases.** Congratulations on all your efforts to enhance your response to near- and non-fatal strangulation cases. To keep your momentum going, consider challenging all police chiefs and the Sheriff to mandate their employees to watch the 30-minute free on-line strangulation video – after the DA does a similar request of its employees. Consider holding a pre-conference on strangulation before or after the strategic planning event.
30. **Police Report** – Consider solving this challenge early. How can a copy of the police report be provided to the victim immediately at the time of the request for a protection order – without having to go to a police department or the Sheriff's Department?
31. **Victim Safety and Rights Issues** – Please tell us more about the process of notifying abusers/respondents at the time of the initial request by a victim for a temporary restraining order. This process appears to be inconsistent with state law for ex –parte applications. How many continuances does that practice cause, how are protection orders being served now? Which validated risk assessment tool is being used? How is such information communicated to the court?
32. **Law Enforcement Involvement:** Congratulations for attending the County-wide Police Chiefs and Sheriff's meeting to brief them about the FJC model. Please tell us more about the commitment of each law enforcement agency to developing specialization and/or their commitment to have detectives in the Family Justice Center. The Sheriff's Department did not attend our law enforcement focus group and does not have specialized detectives for the handling of cases consistent with the best practices of the Oxnard Police Department. Consider auditing law enforcement reports/cases from all jurisdictions to benchmark the quality of existing reports and the rate of prosecution for each law enforcement agency including comparisons between Oxnard Police Department, the Sheriff's Department, contract cities, and the Ventura Police Department.

Conclusion

We look forward to being with you within the next six months to conduct the formal planning process for the Ventura County Family Justice Center. Your County is poised to move forward with an exciting and innovative community collaborative in the coming months, building on the current and collective work of government and community-based agencies in Ventura County and the clear presence of committed leaders.

We are committed to doing all we can to support the planning and development process and look forward to the day when we can celebrate a Grand Opening and see a Center develop to serve victims and their children in Ventura County. The State of California is leading the way with a strong, effective network of Family Justice Centers. Ventura County will play a key role in that effort.

With Great HOPE,

Casey Gwinn, Esq.
President

Gael Strack
Chief Executive Officer



Michael Burke
Director of Community
Engagement



Appendix B: Planning Agenda

Day 1 Agenda: Wednesday, August 30, 2017	
8:30-9:00 am	Opening <ul style="list-style-type: none"> Welcome & Housekeeping - Jan Maurizi, District Attorney Chief Assistant Welcoming Comments – Ken Corney, Ventura Police Chief Where We are in Our Development Process— Greg Totten, District Attorney Survivor Comments – Regina Rutherford Participant Introductions – Alliance Team
9:00 – 10:00 am	Family Justice Center Overview – Alliance Team <ul style="list-style-type: none"> Study Tour Feedback Essential Ingredients of a Family Justice Center Shared Leadership Working with Trauma-Exposed Children (Camp HOPE)
10:00 – 10:15 am	Break
10:15 –10:30 am	Overview of the Strategic Planning Process – Alliance Team
10:30 –11:45 am	Crafting the Vision – Alliance Team <ul style="list-style-type: none"> What do we want our Center to be in five years?
11:45 –12:00 pm	Group Photo
12:00 – 1:45 pm	Working Lunch <ul style="list-style-type: none"> Ellen Pence Video and Reflections
1:45—2:30 pm	Articulating our Mission and Values/Beliefs – Alliance Team
2:30 – 2:45 pm	Break
2:45 – 3:45 pm	Identifying the Blocks and Barriers to Our Vision and Mission – Alliance Team <ul style="list-style-type: none"> What can derail our vision or keep it from becoming a reality?
3:45 – 4:45 pm	Overcoming the Blocks and Barriers: Proactive Strategies and Actions
4:45 – 5:00 pm	Closing Reflections – Alliance Team

Day 2 Agenda: Thursday, August 31, 2017

8:30 – 9:00 am	Opening Comments <ul style="list-style-type: none"> Review and Reflections on Day 1
9:00 – 9:45 am	Funding and Sustainability: How to Make the Pie Bigger! – Alliance Team
9:45 – 10:00 am	Break
10:00-12:00 pm	Alignment – Alliance Team Overview of the Work Groups <ol style="list-style-type: none"> Governance and Facility: <i>Teresa Romney, Caroline Prijatel-Sutton, Mike Jump</i> Service Delivery and Operations: <i>Teresa Romney, Sharon Giles, Karen Simpson</i> Funding and Sustainability: <i>Mike Jump</i> Community Engagement and Outreach: <i>Joyce Donehue, Adriana Gonzalez, Victoria Jump</i> VOICES and Survivor Engagement: <i>Rachael Watkins, Candice Modica</i> ROI and Benchmarking: <i>Dr. Jamshid Damooei, Noel Stalcup</i> Developing our Goals & Objectives
12:00 – 1:30 pm	Working Lunch – Alliance Team <ul style="list-style-type: none"> Successfully Working Together in a Family Justice Center
1:30 – 2:30 pm	Reports from Work Groups
2:30 – 3:00 pm	Personal Commitments from the Participants – Alliance Team
3:00 – 3:30 pm	Next Steps – Alliance Team & Michael Jump
3:30 – 4:30 pm	Closing Reflections/Wrap Up

Appendix C: Strategic Planning Attendees

Heather	Abbott Gonzalez
Robert	Albertson
Betty	Alvarez Ham
Esther	Anaya
Danielle	Anderson
Sam	Arroyo
Ana	Avendano Torres
Bill	Ayub
Sara	Bavar
Karen	Beatty
Vanessa	Bechtel
Susan	Becker
Chelsee	Bente
Brian	Brennan
Carrie	Broggie
Roxanne	Brooks
Michael	Burke
Maria	Campos-Davies
Celia	Cardona
Tara	Carruth
Patty	Chan
Frank	Chow
Ryan	Clark
Conway	Cloyce
Hon. Jenny	Crosswhite
Jamshid	Damooei, PhD
Gina	D'Aquila
Pam	Darcy
Daniel	De Cecco
April	De Pretis
David	Deutsch
Joyce	Donehue
Tim	Dowler
Thomas	Duncan, DO
Elizabeth	Elizondo
Heather	Ellis
Jean	Estevez
Linda	Fisher-Helton
Julianna	Fjeld
Danielle	Fleisher

Alicia	Flores
Genevieve	Flores-Haro
Todd	Flosi
Breanne	Foster
Cheryl	Fox
Jonathan	Fraenkel
Mike	Frawley
Julie	Frey
Rick (rik')	Frye
Sharon	Giles
Irene	Gomez
Adriana	Gonzalez
Bob	Gonzalez, MD
Nicholle	Gonzalez-Seitz
Dr. Steven M.	Graff
Brittany	Grice
Jonathan	Gunderson
Casey	Gwinn
Lori	Haugh
Dan	Hawes
Martin	Hernandez
Marjorie	Hernandez
Espinoza	James
Jannette	Jauregui
Chris	Jetton
Gina	Johnson
Hixson	Jon
Victoria	Jump
Michael	Jump
Diane	Kellegrew, Ph.D.
The Rev. Wayne	Kempton
Lindsey	Leichtfuss
Adam	Lopez
Armando	Lopez
Marissa	Mach
Irma	Magana
Roberto	Martinez
Jan	Maurizi
Joseph	May

Ed	McCain
Steve	McLean
Jeff	Miller
Candice	Modica
Mike	Munn
Audry	Nafziger
Katie	Navarro
Monique	Nowlin
Patricia	Olivares
Brandon	Ordelheide
Aaron	Ortega
Dr. Adrian	Palazuelos
Maria Silvia	Pio Rincon
Caroline	Prijatel Sutton
Petra	Puls
Katie	Rhodes
Dr. Roger	Rice
Guadalupe	Rivera
Eric	Rodriguez
Teresa	Romney
Yolanda	Rosi Castillo
Felicita	Roy
Greg	Runyon

Regina	Rutherford
Andrew	Salinas
Matt	Sandoval
Patricia	Schulz
Karen	Simpson
Kasey	Sirody
Marcy	Snider
Noel	Stalcup
Michelle	Steinberger
Gael	Strack
Melissa	Suttner
Cheryl	Temple
Jacob	Topolinski
Hon. Greg	Totten
Mark	Varela
Rigoberto	Vargas
Marie	Villa
Carrie	Vredenburgh
Rachael	Watkins
Scott	Whitney
Steve	Wright
Natalie	Yanez
Dina	Zuhric

Appendix D: Personal Commitments

1. I will work closely with my agency, district attorney's office in whatever is needed of me. My knowledge in victim services, outreach, advertisement, fundraising
(Elizabeth Elizondo)
2. Participated in education and outreach to let people know about the FJC. Allot volunteer/intern time to assist with whatever may be needed. (Lori Haugh)
3. I am willing to serve as a community partner in the phases of this vision. The Civil Club of Camarillo also has facility place that can be used in the day time of the school year. (Roberto Martinez)
4. Community engagement. I will share about FJC with my bible study groups and friends/family. (Felicita Roy)
5. I'm personally committed to lending my expertise to the community engagement and outreach committee to ensure seniors needs are met and issues addressed as we bring the FJC to fruition. (Monique Nowlin)
6. My name is Rik Frye and my personal commitment is that I have joined this mission of VCFJC! I commit the next season/years of my life and ministry as a pastor and a chaplain to serving every person in this room. . . All 120 people from the DA office and community. These amazing public servants need hope just as do the victims.
7. I am dedicated to assisting with the development and operation of a FJC in Ventura county. I have already offered my services as a LCSW to two of the women from VOICES that I met at this conference – for themselves or their family members. My services will be available Pro Bono for these women and their family members.
(David Deutoch, LCSW)
8. I will not quit until the FJC is built from bricks to partnerships. (Mike Jump)
9. I'd like to join the funding and sustainability work group. I want to see the VCFJC become a reality. (Leige Ayub)
10. As an advocate for survivors of violence, I will do my very best and dedicate as much time as I can, to make this FJC happen in Ventura County. (Noel Stalcup)
11. My personal commitment is to provide my time, talents, and treasures to the funding and sustainability committee, in addition to engaging my affiliated organizations. VCCUU, Chambers of Commerce, service groups and more.
(Natalie Yanez)

12. I will commit to marshalling resources through VCOE in every way we can including:
 - a. Serving as a communications vehicle with all school districts in VC
 - b. Bringing career education services to the attention of all who might need them
 - c. Exploring appropriate options for on-site schooling/mentoring etc. *(Ryann Rece)*
13. I will personally commit to being a voice and advocate for VCFJC in the city of Simi Valley with:
 - a. City leaders, SVID, Services organizations (Rotary, Kiwanis), business community – chamber of commerce
 - b. And to work towards the allocation of resources from SVPD to VCFJC. *(Joseph May, Deputy Chief, SVPD)*
14. To do everything in my power to make this dream a reality. I will participate in all workgroups, fundraise, donate and support. I will work closely with Voices to make sure that their voices are heard above all. I will keep the ball rolling, whatever they need wherever it takes us. *(Jan Maurizi)*
15. I've been a part of this journey since April 2016, I have travelled with the DA's office and will continue to use my ability and expertise to make this dream come true. I will retire from LE in a few years and would like to start a new career by working at this FJC! *(Shannon Giles)*
16. I am committed to continue to work on engagement and outreach workgroup, seeking ways to educate the community and colleagues and friends on the road. *(Joyce Donehue)*
17. Education and Awareness. To remove stigma. To spread to deaf/hard of hearing and people with hearing loss. *(Julianna Field)*
18. I would like to personally commit my time to educate community about FJC and join one of the work groups. *(Dina Zuhric)*
19. I'm personally willing to support a woman/man firmly.
20. I personally commit to engage every department on campus at CSU Channel Islands to support the vision of the FJC and to assist with continuing to promote and educate on FJC issues. *(Chris Setton, SGT. CSU Channel Islands PD)*
21. I will contribute \$100 per year or more if able. I will commit involvement and partnership of the Arc in the FJC. *(Patty Schulz)*

22. I will remain engaged in the planning process and commit to dedicating my time and staff time to ensure the JC's success through meaningful coordination and partnerships and high quality services for survivors in VC.
23. I will continue to treat the victims as I would like my family members to be treated. My prayers and love to each person I encounter who walks into my path. *(Maria Campos-Davies)*
24. Have been and will continue to be committed to the pioneering of the FJC. I am committed to the E&O group, the VOICES group, and wherever else needed. I will continue to spread the word on the importance of having an FJC in Ventura County. I will especially see that victims of HT will be served, and then men and boys have a voice and are served with the victim assistance they need. Above all, I will cover this entire process in prayer.
25. I want to help new victims. *(Maria Silvia Pio Rincon)*
26. I personally commit to:
- a. Represent our stories with dignity respect and integrity
 - b. Bring additional members to VOICES to cover all cultures, genders, and people!
 - c. Invest min. 15 hours/week on studying, sharing, educating about FJC
 - d. See this through! *(Regina Rutherford)*
27. I will support the FJC by collaborating with other new enforcement agencies and law enforcement training centers to spread the vision and dedication to collaboration.
28. Pueden contar conmigo incondicionalmente. Estoy aprendiendo a platicar mi historia y me gustaria ser la voz de muchas victimas que sufren la misma situacion. *(Cecilia Nuñez)*
29. To refer victims eligible under your definition of who eligible and be off site partner for assisting victims I may be referred to or consulted about.
30. I, Adriana Gonzalez, commit to engaging/sharing the mission, vision, values of FJC with partners in the community that were not represented at this wonderful conference! Together anything is possible!
31. I am committed to building community awareness and support for the VFJC. *(Bill Ayub, VCSD)*
32. I will help champion this effort in every way I can help, personally, professionally, and financially

33. I commit to being a part of one of the work groups to help develop the policies and procedures for the FJC. (*Pam Darcy, City Impact*)
34. Support through influence within my agency and by telling my family and friends about the center.
35. I want to dedicate myself in other outreach events, outside sports organization within the community.
36. I will do all I can to further expand our Camp HOPE program and to reach out to the community to raise funds to make our program a success and make sure our kids have a great camping experience of ongoing mentoring. (*Karen Simpson*)
37. I will speak to some artists about donating time and work products to this effort for promotional materials and more.
38. I will commit to learn more about dv and other abuse as well as FJC's. I will commit to using my privilege to advocate for those who are less able than I am. (*Eric Rodriguez*)
39. I am committed to:
- a. Participating on the community engagement and outreach group
 - b. Participating in the operations and services delivery group
 - c. Providing my time, expertise, and experience as it relates to juvenile offenders who are incarcerated because there are no other options after they offended agent family members (trauma history), human trafficking, sex offenses. (*Michelle Steinberger, Probation*)
40. I am committed to seeing law enforcement improve communication with other agencies to assist victims. (*Jeff Miller*)
41. Participate in operation and service delivery group as a probation rep. educate Probation staff about how to better serve and interact with all victims. Then educate them about the services available at the FJC so victims can be linked to vital services and can regain hope thereby reducing recidivism. (*Carrie Vredenburg*)
42. I promise to keep the faith and not lose hope, no matter how long it takes to build our center! I'm in it for the long haul because I believe in our vision.
43. I commit to using my over 20 years of exp. of social and government work to encourage political will and support by VC board of supervision and my colleagues on SP City council to offer no less than 100% support for the VCFJC. (*Martin Hernandez*)

44. I have made a personal commitment to the creation of the Ventura County FJC as
- Co-chair of the service Del & Ops workgroup
 - Co-chair of the governance and facilities group
 - Partner as the representative of CASA of Ventura County (*Teresa Romney*)
45. Supporting the VOICES group.
46. I commit to helping support a FJC that is linguistically and culturally responsive to both the indigenous community and the LGBT community. (*Genevieve Flores*)
47. I will work on the facilities and governance committee. I will use my connections with CFS to inform and outreach about the FJC. (*Susan Becker*)
48. I commit to bring the indigenous immigrant perspective to the operations and services delivery and communication materials.
49. I personally commit to making sure the people that I work with learn and understand the value of a FJC, not only the increase and better services to victims, but the value of system integration.
50. Willing to commit to:
- Informing fellow clergy and our church about the VCFJC
 - Seriously consider stepping back from the church pastoring within two years to be a clergy presence onsite at VCFJC. (*Pastor Wayne*)
51. I am personally committed:
- Go to my board to include City Impact in the FJC
 - I will write in a staff member for the center in all future grants (*Betty Alvarez*)
52. I commit the time and programs of the Coalition for Family Harmony to further develop the VCFJC and create a successful center dedicated to survivors' wellbeing. (*Caroline Prijatel-Sutton, Executive Director*)
53. I am committed to doing whatever is necessary to ensure that FJC becomes a reality in Ventura. I will devote talented and dedicated district attorney resources to this facility program. I will work hard to develop community support and funds for this vital program. (*Greg Totten*)
54. I commit to the VCFJC to study and learn about the services and benefits this amazing team of professionals can and will provide to our community. I vow to be a cheerful proponent of the good work we do, and to communicate with the utmost integrity to anyone how rewarding it is to help victims in need. (*Cheryl Temple*)

55. I am committed to ensuring the citizens on the east are not short changed. Keeping or Expanding Safe Harbor East.
56. I promise to help serve survivors through their hardest of times by giving my time to the VOICES of VC! *(Danielle Fleisher, Co-Chair of VOICES of VC)*
57. I am personally willing to commit to being part of the community engagement working group. *(Robert Albertson, Commander Port PD)*
58. I will bring/invite other organizations that were not present. *(Ana)*
59. I will commit to spending time at the FJC and to assigning staff to spend time at the FJC to serve victims there so that they do not have to come to us. I also commit to the shared values of respect, humility, and integrity demonstrated to fellow agencies as well as victims. *(Katie Rhodes, Forever Found)*
60. I commit to working on encouraging education of the FRJC to City Councils and City staff of all 10 cities in the county, and encouraging their participation and buy-in to the development of VCFJC. *(Carrie Broggie, DA's Office and Mayor, City of Fillmore)*
61. I personally commit to being a champion for the FJC because all children, families, and communities in our county deserve to have a place to heal, recreate their lives as healthy, and live their best lives and thrive. *(Cheryl Fox)*

Appendix E: Worksheets for Work Groups

Work Group: Governance and Facilities

At the heart of every Family Justice Center is leadership and the planning team's ability to create a shared decision-making process. This requires a collaboratively developed legal structure supported by a governing body that is fully committed to a co-located approach to domestic violence. The formalization of this new integrated services model will in turn produce a new organizational culture and create a new process. It is integral that this Work Group focus on establishing a solid foundation for successful leadership.

For the Center to be a success, it needs to have a top-notch facility or facilities. This requires a collaboratively developed legal structure supported by a governing body that is fully committed to a co-located approach to domestic violence and sexual assault survivors and their children. In addition to proper governance, the facility or facilities where partners will be housed and survivors will be served is vitally important. The look, feel, location, safety and accessibility of the Center will have an enormous impact on its success. Governance must also create a process to build trust and improve relationships among government and non-government agencies.

GOAL #1: Develop a governance model for the center that meets the needs of Ventura County, all partner agencies and survivors while allowing the Center to grow and adapt

OBJECTIVE:		
1) Develop and implement a shared governance structure model.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Review and revise the existing organizational chart so that decision making is more equally distributed between government and non-government agencies.		
Ensure the FJC Guiding Principles are shared by all partners participating in the decision-making process. http://www.familyjusticecenter.org/about-us/guiding-principles/		
Conduct outreach to more community groups to increase buy-in and a shared vision for the Center.		
Read Chapter 3, "Governance" in <i>Dream Big, Start Small</i> .		
Review Alliance Website Resource Library for materials on governance structure. https://www.familyjusticecenter.org/resources/library/family-justice-centers-and-co-located-models/governance-fjcs/		
Survey directors at existing FJCs that have a shared governance model on the benefits, challenges and lessons learned. A list of Centers by governance structure is available here .		

OBJECTIVE:		
2) Develop a clear set of policies and procedures to guide governance of the Center.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Review policies and procedures from other FJCs.		
Review Alliance Website Resource Library for Materials on FJC Operations Manuals. https://www.familyjusticecenter.org/resources/library/family-justice-centers-and-co-located-models/operational-policies-procedures-fjcs/		
Identify key areas to address in the policies and procedures for the Center, including: <ul style="list-style-type: none"> • Conflict Resolution • Hours • Safety and Security • Emergency Incidents • Transportation • Parking • Training and cross training • Intake/screening • Partners • Technology • Case reviews • Confidentiality • Information sharing • Mandatory reporting • Internal/External Communications 		
Work with the Service Delivery and Operations Work Group to ensure policies and procedures are consistent with the operation method of the Center.		
Solicit feedback on the policies and procedures from all partner agencies that include diverse community representation.		
Review policies and procedures from other FJCs.		

OBJECTIVE:		
3) Develop as a key component of the Center model a centralized intake process that encourages information sharing.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Obtain intake forms from other FJCs. Review their process and system.		
Reach out to other FJC's that have centralized intake and seek feedback on issues such as which agency manages the intake process, confidentiality and information sharing policies, risk assessment and management of high-risk cases.		
Review the Alliance's Service Delivery and Intake Toolkit available here .		
Survey partner agency needs for intake paperwork.		
Work with community partners on the development of intake forms to ease fears of the project being DA controlled and led.		
Coordinate with the Service Delivery Work Group to Develop and implement an integrated intake process.		
Have the VOICES committee review all confidentiality systems.		
Work with culturally specific organization to ensure that all intake is culturally appropriate.		
Develop a confidential space for intake process.		
Develop comprehensive risk assessment and safety planning procedures within Intake Process.		
Streamline procedures to ensure both onsite and offsite partner agency services are provided in a coordinated, efficient, and effective manner.		
Set up the MOUs to define the working relationships between partner agencies.		

GOAL #2: Identify a facility location that is accessible and meets the needs of all survivors

OBJECTIVE:		
4) Determine what type or types of facilities are needed.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Survey partner agencies to identify space/facility needs.		

Survey survivors to determine what they find important in selecting and designing the facility.		
Review the shared vision for the facility created during the Strategic Planning session. See page 14 of the Strategic Planning Report.		
Conduct assessment of public transportation systems to determine the accessibility of potential locations for a wide range of consumers.		
Identify a temporary Phase I location used for the initial opening of the Center.		
Identify a Phase II location for the Center which may include: <ul style="list-style-type: none"> • Vacant school building • Vacant medical facility • State buildings • Government owned buildings 		
Establish a décor for the Center that is warm, inviting and comfortable for survivors, families and the partners which may include: <ul style="list-style-type: none"> • Safe and secure entry area • Safe interview areas • Warm and homey reception area • Building should be nurturing, secure, and welcoming • Survivor's lounge • Age-appropriate children's rooms • Indoor/outdoor areas • Large community meeting rooms • Adequate space for all onsite partners and spaces for offsite partners to come and provide services 		

OBJECTIVE:		
5) Determine the feasibility of satellite locations throughout the county.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Survey partner agencies to identify demographics of consumers including access to transportation, service needs, and agency capacity for on/off-site staffing.		
Determine if Safe Harbor becomes satellite location of the FJC.		
Determine what range of services will be available at satellite locations and the hours of operation.		

Identify potential locations for satellite offices.		
Work with the Operation and Service Delivery work group to coordinate what facility will meet the needs of the service delivery model in a satellite location.		

OBJECTIVE: 6) Determine law enforcement presence in the Center.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Convene a group of law enforcement professionals to obtain feedback on potential staffing structure, shared work load and courtesy report procedures.		
Reach out to FJC's in similar counties that have law enforcement on-site.		
Conduct a feasibility assessment of having one officer on duty at the FJC with shared responsibility amongst all law enforcement jurisdictions.		

OBJECTIVE: 7) Determine the feasibility of providing medical services on-site.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Consult with other FJCs currently providing medical and health care services on-site.		
Develop a work group that includes members from the health care community to conduct further research.		

GOAL #3: Develop a housing program on-site or nearby the Center

OBJECTIVE: 8) Study housing models in other FJC's and conduct inventory of existing services to determine the need		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Tour and/or talk to other FJCs that have housing on-site to determine if housing belongs physically on site at the FJC.		
Determine what advocacy groups and partnerships already exist to provide this service.		
Convene all advocacy groups and partners to discuss the housing issue and determine how their programs may align and overlap with the FJC.		

Identify strategies for collaboration to better leverage resources, prevent overlap and determine what the existing unmet needs are.		
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Governance and Facilities Work Group Team Members	
Name	Organization

Work Group: Service Delivery and Operations

At the heart of every Family Justice Center is the offering of services and support to people impacted by domestic violence and related sexual abuse. Because a Family Justice Center is the co-location of existing services into a single Center, the design of the provision of services and how the Center operates is of paramount concern to the partners, the survivors, and the community. The achievement of this goal will define the Family Justice Center. In Ventura County, strategic thinking will be necessary to identify Phase I onsite partners and potential Phase II onsite partners for a large, campus-style vision.

GOAL: Establish vibrant and comprehensive services for survivors focused on safety, hope, and healing

OBJECTIVE:

1) Map the current process for survivors to identify needs and gaps in services.

ACTIONS:	TIMING	PERSON RESPONSIBLE
Create a map of existing services and potential referrals, identifying all points of entry for survivors.		
Identify points in the process where survivors may get “lost” and discontinue services.		
Work the with VOICES and survivor focus groups to identify gaps in existing services.		

OBJECTIVE:

2) Identify the scope of services for the Center.

ACTIONS:	TIMING	PERSON RESPONSIBLE
Utilize the map of existing services to determine service delivery strengths, needs and gaps.		
Identify any missing partners and engage them in the planning process.		
Review the shared vision for services created during the Strategic Planning session. See page 15-18 of the Strategic Planning Report.		
Read Chapter 1, “Getting Buy-In” in <i>Dream Big, Start Small</i> .		
Read Chapter 5, “Partnerships in Family Justice Centers” in <i>Dream Big, Start Small</i> .		

Read Chapter 6, "Confidentiality and Info Sharing" in <i>Dream Big, Start Small</i> .		
Read Chapter 7, "Serving Victims and Their Children" in <i>Dream Big, Start Small</i> .		
Read Chapter 19, "Developing a High-Risk Team" in <i>Dream Big, Start Small</i> .		
Work with the Governance and Facilities work group to coordinate service delivery options in a satellite location(s).		
Develop a work group to address the creation of a deaf and hard of hearing unit as a separate entity at the FJC.		

OBJECTIVE:

3) Work with partner agencies on creating consistency in policy and standardizing the service delivery and referral process.

ACTIONS:	TIMING	PERSON RESPONSIBLE
Review laws and privileges that apply for each partner agency.		
Review the Alliance's Service Delivery and Intake Toolkit available here .		
Schedule a 1-hour follow-up TA call or webinar with the Alliance to discuss an integrated service delivery model.		
Provide educational offerings to develop an internal and external understanding of domestic violence and abuse, including: <ul style="list-style-type: none"> • Violence Prevention • Youth and adult education on coercive control • Community outreach-prevention services and awareness • Offender accountability 		
Create opportunities for cross-training between partner agencies.		
Develop a "new staff/partner" orientation.		
Work with Law Enforcement Work Group to conduct regular drills for potential issues that may arise during the opening and operation of the Center.		
Develop staff and partner training in linguistic and culturally sensitivity.		
Implement one-day FJC practice run-through to work out any issues in the flow of services, information sharing, etc.		

OBJECTIVE:		
4) Identify and implement a proven practice for engaging survivors.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Conduct a literature review on best practices for engaging survivors in the process and share findings with partner agencies.		
Watch the Alliance's webinars on the Domains of Wellbeing and Survivor-Defined Success available in our Resource Library. https://www.familyjusticecenter.org/resources/top-webinars/		
Watch the Alliance's Monthly Webinar with Developing and Open Family Justice Center's on Implementing a Trauma-Informed Approach into a Center available here .		
Schedule a 1-hour follow-up TA call or webinar with the Alliance to discuss promising and best practices for engaging survivors.		

Operations and Service Delivery Work Group Team Members

Name	Organization

Work Group: Community Engagement and Outreach

For the Center to succeed, the planning should include both short term and long-term activities that will ensure the sustainability of the Center. A sustainability plan for the Center focuses on growing the human and financial resources needed to maintain and expand the Center over time.

GOAL #1: Create volunteer program to support funding and program operations at the Family Justice Center and existing partners.

OBJECTIVE:		
1) Establish a vibrant volunteer program to support the Center's operations.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Review Alliance Website Resource Library for Materials on Developing a Volunteer Program and Review Other FJC Volunteer Manuals. https://www.familyjusticecenter.org/resources/library/family-justice-centers-and-co-located-models/volunteer-programs-fjcs/		
Read Chapter 9, "Volunteer Power," in "Dream Big, Start Small: How to Start and Sustain a Family Justice Center."		
Determine the qualification and selection criteria.		
Develop training curriculum for volunteers/interns.		
Establish who will supervise volunteers.		
Establish a program of security and background checks for volunteers.		
Develop a marketing approach to recruit volunteers.		
Develop system for tracking volunteer hours and tasks.		
OBJECTIVE:		
2) Build relationships in order to effectively engage and educate the community.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Make a calendar and attend community events as a collaborative.		
Establish a monthly open house date for tours.		

Invite community groups to hold monthly meetings in your office space.		
Develop a training series that is open to the public.		
Increase training and coordination with public schools.		
Create warm and inviting space where community will want to return.		
Hold regular focus groups for needs and feedback on services.		
Reach out to local businesses.		
Create and maintain a community newsletter.		
Develop relationships with nontraditional organization.		

GOAL #2: Create and implement a community engagement, education and outreach program with partner agencies that effectively engages and involves the community and that incorporates the survivor viewpoint, is inclusive of all people, eliminates the “us/them” mind set, breaks down barriers and isolation, promotes accessibility and the value of restoration.

OBJECTIVE:

- 3) Develop effective and inclusive internal and external communication plan with consistent message and scripting reflective of Ventura County FJC mission for partners, potential funders and community leaders.

ACTIONS:	TIMING	PERSON RESPONSIBLE
Invite additional members to join the work group and establish work group meetings.		
Establish regular Work Group meetings.		
Review brochure and design additional literature about the collaborative for distribution by partner agencies.		
Develop materials for non-English and non-verbal communications, indigenous languages and illiterate members of the community.		
Develop media protocol and identify spokespersons.		
Enhance speakers' bureau and identify community events.		

Create Website and social media campaign and toolkit.		
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OBJECTIVE: 4) Promote awareness, engage and educate the community.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Build relationships with medical/trauma community, interfaith community, private & public educational institutions for all age levels, community-based organizations, Mexican Consulate, chambers, service groups, and local military branches.		
Advertise via radio, transportation signage, mall, pharmacies, public utility statements.		
Engage VOICES work group.		

Community Engagement, Education and Outreach Work Group Team Members	
Name	Organization

Work Group: Funding and Sustainability

For the Center to succeed, the planning should include both short-term and long-term activities that will ensure the sustainability of the Center. A sustainability plan for the Center focuses on growing the human and financial resources needed to maintain and expand the Center over time.

GOAL: Create and implement a sustainability program that provides for sustainable operations of the Center and its partner agencies

OBJECTIVE:

1) Establish a strong Funding and Sustainability Work Group.

ACTIONS:	TIMING	PERSON RESPONSIBLE
Solicit members to join the Work Group.		
Establish regular Work Group meetings.		
Read Chapter 8, "Funding and Sustainability," in "Dream Big, Start Small: How to Start and Sustain a Family Justice Center."		
Read Chapter 16, "Public Relations," in "Dream Big, Start Small: How to Start and Sustain a Family Justice Center."		
Review Alliance Website Resource Library for Materials on Funding and Sustainability. https://www.familyjusticecenter.org/resources/library/family-justice-centers-and-co-located-models/funding-sustainability-fjcs/		

OBJECTIVE:

2) Develop consistent, sustainable and diverse operational funding sources.

ACTIONS:	TIMING	PERSON RESPONSIBLE
Reach out to existing FJCs that have strong funding and sustainability models.		
Create an annual FJC fundraising event.		
Establish a county employee and retiree charitable giving program.		
Pursue federal and state grants, specifically looking for sources of funding available to collaborative efforts.		
Seek funding for partners in addition to support for the Center.		
Establish a planned giving program in partnership with VCCF.		
Enact legislation that enables County's to increase fees on vital records to fund FJCs		

based on Alameda, Contra Costa etc.		
Dialogue with partner agencies and staff on joint fundraising about how funding will be shared		

OBJECTIVE:

3) Create a Capital Campaign.

ACTIONS:	TIMING	PERSON RESPONSIBLE
Hire a capitol campaign manager with experience leading successful campaigns.		
Tour other FJCs with potential funders to help them see the potential and vision for the Ventura County FJC.		
Leverage strategically connected partners for business or community sponsorship of parts of a FJC building.		
Research the possibility of utilizing a bond.		
Develop a strategy for a phased capitol campaign to fund (1) intermediate remodel of existing building and (2) new construction.		

OBJECTIVE:

4) Create a strategic marketing and fundraising plan.

ACTIONS:	TIMING	PERSON RESPONSIBLE
Ask potential corporate sponsors to engage in the planning process to help shape the vision.		
Invite potential funders to participate in a charrette process.		
Identify in-kind funds to show broad support of the FJC effort.		
Establish media partnerships to tell the FJC story.		
Develop marketing materials to promote FJC giving including: Videos, Brochures, FJC Strategic Plan Synopsis, and Prospectus Synopsis.		

Funding and Sustainability Work Group Team Members.

Name	Organization

Work Group: VOICES and Survivor Accountability

Accountability to survivors is a key component to the planning and operation of a Center. Survivors offer a unique perspective about services provided and can help orient all parts of the planning process around meeting the needs of survivors. Survivors should be at the table in a leadership role. A VOICES Committee can help the Center connect with the community by sharing powerful personal stories about the reality of domestic violence and their success in seeking safety. Survivor stories hold a different kind of weight than statistics and professional experience. They can share the vision of the Family Justice Center and can garner community support by helping identify systemic gaps such as the legal system and offenders not being held accountable.

GOAL: Incorporate survivor feedback into the Center at all levels

OBJECTIVE:

9) Utilize the VOICES Committee throughout the planning process.

ACTIONS:	TIMING	PERSON RESPONSIBLE
Review the Alliance's VOICES Toolkit assist in the development of a vibrant VOICES committee. The Toolkit is available here .		
Recruit survivors to participate as equal members on planning committees.		
Review the Alliance's Focus Group Toolkit here .		
Conduct focus groups with survivors during and after the planning process to continually obtain feedback on the Center and services.		

VOICES and Survivor Accountability Work Group Team Members.

Name	Organization

Work Group: ROI and Benchmarking

Tracking and assessing the impact of the Center is an important part of maintaining buy-in from partner agencies and the long-term success of a Center. Incorporating this into the planning process will give you a clear picture for system-level changes that can be implemented through the Center. Strategies for measuring the effectiveness of the changes can then be incorporated into the Center.

GOAL: Create and implement strategies for determining the impact of the Center in Ventura County

OBJECTIVE: 10) Benchmark the current system in Ventura County.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Identify the frequency and total number of relevant crimes reported to law enforcement.		
Identify the number of cases going through the criminal justice system that are referred to social services and other partners within the system.		
Identify the total number of cases going through administration of justice and the outcomes of the cases. Information should include: <ul style="list-style-type: none"> • level of cases being tried (felony vs. misdemeanor) • Dismissed rates • Admitted rates • Verdicts, cases pled out, etc. 		
Identify the annual domestic violence homicide rate.		
Identify the number of strangulation cases and the outcome of cases.		
Identify any other areas that should be benchmarked in order to begin documenting system-changes.		

OBJECTIVE: 11) Create a case for the positive financial impact a FJC will have on partner agencies.		
ACTIONS:	TIMING	PERSON RESPONSIBLE
Develop comprehensive mapping of what happens in a typical case from the time the crime takes place to when it is resolved in the system. Identify: <ul style="list-style-type: none"> • Agencies and services involved (with the 		

survivor, offender, children, community) <ul style="list-style-type: none"> • Amount of time devoted to the case • Long-term interventions and implicit costs of the crime 		
Determine the average cost of a domestic violence homicide in Ventura County.		

OBJECTIVE:

12) Develop a strategy for assessing the impact of the FJC.

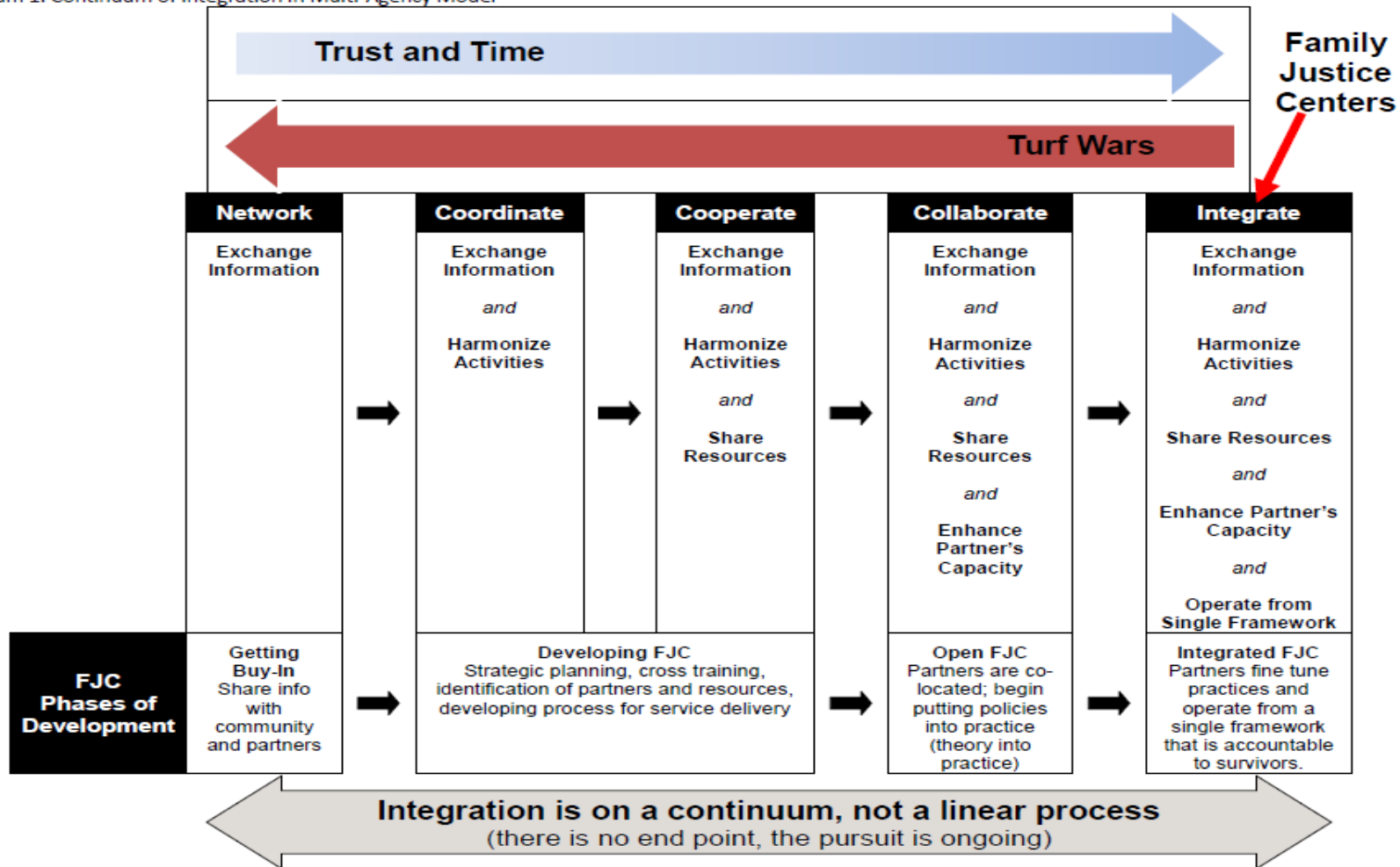
ACTIONS:	TIMING	PERSON RESPONSIBLE
Reach out to existing FJC that have implemented assessment tools to identify methods used, challenges and lessons learned.		
Review Alliance Website Resource Library for materials on evaluation and outcomes in Family Justice Centers. https://www.familyjusticecenter.org/resources/library/family-justice-centers-and-co-located-models/evaluation-outcome-fjcs/		
Identify desired measurable outcomes for the Center.		
Determine the appropriate assessment timeline and method for tracking outcomes.		
Debrief regularly with partner agencies and staff on the methods being used to track outcomes.		

ROI and Benchmarking Work Group Team Members

Name	Organization

Appendix F: Continuum of Integration

Diagram 1. Continuum of Integration in Multi-Agency Model



Adapted from concepts of A.T. Himmelman "Collaboration for Change: Definitions, Models, Roles and A Collaboration Process Guide" and a tool developed by Lancaster Community Health Plan.

Appendix G: Family Justice Center Alliance Guiding Principles

1. **Safety-Focused:** Increase safety, promote healing, and foster empowerment through services for victims and their children
2. **Victim-Centered:** Provide victim-centered services that promote victim autonomy
3. **Culturally Relevant:** Commitment to the utilization of culturally competent services approaches that are measurable and behavior based
4. **Community-Engagement:** Engage all communities through outreach and community education
5. **Survivor-Driven:** Shape services to clients by asking them what they need
6. **Transformative** (willing to change): Evaluate and adjust services by including survivor input and evidence-based best practices
7. **Relationship-Based:** Maintain close working relationships among all collaborators/agencies (law enforcement, prosecution, community- based domestic violence programs, shelters and other social services)
8. **Prevention-Oriented:** Integrate primary, secondary and tertiary prevention approaches into all initiatives, programs, and projects
9. **Kind-Hearted:** Develop a Family Justice Center community that values, affirms, recognizes and supports staff, volunteers, and clients
10. **Empowered:** Offer survivors a place to belong even after crisis intervention services are no longer necessary
11. **Offender Accountability:** Increase offender accountability through evidence based prosecution strategies