On July 1, 2018, with the full support of Mayor Kevin L. Faulconer, the San Diego City Council, and Police Chief David Nisleit, the San Diego City Attorney’s Office assumed control of the San Diego Family Justice Center (SDFJC). We have since created a strategic plan that addresses the next three years of services and growth. Our plan is based on information from a kick-off event led by the City Attorney’s Office on May 30, 2018, and the countless strategic meetings we have since held with elected officials, community partners, survivors, and other stakeholders.

In the planning process, we focused on our shared values: client healing, compassion, safety, education, empowerment, justice, empathy, advocacy, inclusiveness, respect, and hope. We have developed strategic initiatives and action steps to provide top-notch services over the next three years. Our four priorities are:

I. Improving and Expanding our Client Experience and Client Services.

II. Improving and Expanding our Connection to the San Diego Region Through Public Relations, Outreach, and Regionalization.

III. Strengthening our Interdisciplinary Approach: Building Collaborative Partnerships and Ensuring a Healthy, Safe, and Productive Workplace.

IV. Ensuring the Sustainability of the San Diego Family Justice Center.
These steps will ensure that the SDFJC provides a safe place that empowers victims to become confident, self-sufficient survivors.

We recognize that the years to follow will be challenging, and that we will need your continued help and support as we develop a long-term strategy. We envision a SDFJC that will evolve with the needs of our community; a SDFJC that will reach victims throughout the region to provide immediate access to the help they so desperately need. We recognize that we must expand our services to related areas of abuse, including human trafficking, and that funding sources independent of the City of San Diego are essential if the SDFJC is to become the regional jewel that we envision.

We are grateful for your support and excited about the future of this amazing organization. There will be many opportunities in the future to take part in this journey. We invite and look forward to your continued involvement.

Mara W. Elliott
San Diego City Attorney

Yvette Lopez-Cooper
Executive Director
I. IMPROVING AND EXPANDING OUR CLIENT EXPERIENCE AND CLIENT SERVICES.

A. Improve our customer service intake and assessment from the moment a client walks through the door until they meet with a community partner.

- Decrease wait time before assessment not to exceed 10 minutes.

- Explore the possibility of using tablets for self-check-in.

- Work with community partners to avoid duplicating forms between the SDFJC and community partners.

- Develop a follow-up client update system.

- Provide ongoing training to all Victim Service Coordinators, Volunteers and Interns on client service.

- Strengthen relationships between clients and community partners by creating opportunities for partners to meet clients.
B. Evaluate and define our current services and determine appropriate new services.

- Define our current client services and determine how they fit within the SDFJC's mission.

- Create a Human Trafficking Working Group to evaluate and assess the SDFJC's current infrastructure to serve victims of human trafficking.

- Provide more extensive elder and child abuse services in the region.

- Develop opportunities to partner with family law attorneys.
C. Create a sense of community and belonging among survivors and their families.

- Update the existing phone messaging system to include a welcoming message.

- Create a Family Justice Center website and have a social media presence that respects the client’s privacy.

- Provide a phone in the lobby for clients to make local calls.

- Place a monitor screen with educational information in client waiting area.

- Establish a volunteer child program to assist clients with child watch during their time at the SDFJC.
II. IMPROVING AND EXPANDING OUR CONNECTION TO THE SAN DIEGO REGION THROUGH PUBLIC RELATIONS, COMMUNITY OUTREACH, AND REGIONALIZATION.

A. Develop and execute a public relations plan to rebrand the SDFJC.

- Develop a market analysis of the SDFJC and the services it promotes.
- Refine our mission statement.
- Create our brand identity.
- Build human capacity and leverage our strengths.

B. Create an outreach strategy to position SDFJC as "doers" in the San Diego region.

- Grow and share our expertise in our subject-matter areas.
- Examine our best practices in similar cosmopolitan urban environments.
- Create cultural competencies to better serve diverse communities.
C. Strengthen our alliances with the County and seek resources with a view to grow the SDFJC into a regional organization.

- Identify key aspects of regionalization.
- Expand services and reach clients throughout the County.
- Increase funding sources, expertise, and communication reach.
- Develop stronger partnerships with San Diego County stakeholders.
III. STRENGTHENING OUR INTERDISCIPLINARY APPROACH: BUILDING COLLABORATIVE PARTNERSHIPS AND ENSURING A HEALTHY, SAFE AND PRODUCTIVE WORKPLACE.

A. Augment our interdisciplinary approach.

- Create a SDFJC philosophy for client care.
- Develop guiding SDFJC principles.
- Create ties to the San Diego chaplain community.
- Develop a strategic outreach to recruit potential partners.
- Define what it means to be a partner and explore different levels of partnership.

B. Improve collaboration among all community partners and stakeholders.

- Clarify and define the role of our community partners.
- Examine and refine partnership agreements, credentialing, and licensure.
• Include community partners in strategic direction for SDFJC.

• Provide training seminar opportunities to showcase community partner services.

C. Strengthen the SDFJC’s healthy, safe, and productive workplace.

• Enrich staff professional development and inclusion in strategic planning.

• Encourage self-care including regular trainings for staff, volunteers and interns regarding vicarious trauma.

• Create and maintain standards of safety.

IV. Ensuring the Sustainability of the San Diego Family Justice Center.

A. Explore opportunities for future SDFJC location(s).

• Develop a vision for possible relocation.

• Make optimal use of existing space through the lens of providing excellent client service.
B. Capitalize on grant opportunities including private, state and local grants.

- Review and secure grant opportunities for the coming years.
- Research further 501(c)(3) opportunities.

C. Expand and seek other alternative revenue sources.

- Establish a foundation for charitable giving.
- Build an engaged board of directors for the foundation.
- Research alternative revenue sources.
"THE SAN DIEGO FAMILY JUSTICE CENTER IS A SAFE PLACE WHERE VICTIMS BECOME SURVIVORS."

- MARA W. ELLIOTT, SAN DIEGO CITY ATTORNEY

sandiego.gov/FJC
SAN DIEGO
FAMILY JUSTICE CENTER

STRATEGIC PLANNING REPORT

Prepared by
Gael B. Strack, Assistant City Attorney
on Special Assignment to the San Diego City Attorney’s Office

JUNE 2018
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FAMILY JUSTICE CENTER STRATEGIC PLAN
AT-A-GLANCE

FJC TWO-YEAR VISION FOR THE FUTURE
(see page 9)

FOCUS QUESTION:
What do we want FJC operations to look like in two-five years when it’s time to move into its permanent home?

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STRATEGIC DIRECTIONS: NEXT STEPS
(see page 22)

FOCUS QUESTION:
How do we take advantage of the momentum toward making the FJC a reality?

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“Instead of having different perspectives, let’s have a vision together.”
Summer Stephan, District Attorney
This document is the strategic plan framework to guide the re-development of a dynamic, collaborative, trauma-informed, hope-centered San Diego Family Justice Center. Family Justice Centers create a framework to bring services together for survivors of trauma and abuse – allowing survivors 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 San Diego City Attorney’s Office to assist in the re-development process for the San Diego Family Justice Center. The process culminated in a one-day strategic planning event on May 30, 2018, and this report.

“My goal is to make the Family Justice Center financially sustainable, and less reliant on the city over time. Our hope is that the San Diego Family Justice Center will be a stand-alone agency whose future will not fall victim to budget cuts.”

Mara Elliott, City Attorney
Today, the San Diego Family Justice Center is developing a new vision for the future. On July 1, 2018 the Center will transfer its governance structure from the San Diego Police Department back to the San Diego City Attorney’s Office. Under the leadership of City Attorney Mara Elliott and its new Executive Director, Yvette Lopez-Cooper, the Center is working toward creating one of the largest co-located service delivery models in the United States.

The San Diego Family Justice Center was the first of its kind to co-locate government and non-government community partners under one roof to provide wrap-around services to victims of domestic violence. The Center was first recognized by Oprah Winfrey and then by President George W. Bush who created the President’s Family Justice Center Initiative to provide a one-time funding stream for communities in the United States who were interested in creating a Family Justice Center. Fifteen communities were selected and used the San Diego Family Justice Center as their model and guiding force in the creation of their centers.

The idea of providing co-located services for victims of domestic violence and their families was proposed in 1989 by Casey Gwinn who was the elected City Attorney of San Diego. Co-location began in the San Diego City Attorney’s Office in 1990. Seven years later the San Diego Police Department and the San Diego City Attorney’s Office joined forces to launch a Family Justice Center. The San Diego Police Department completed a feasibility study in 2001 and in 2002 the San Diego City Council approved the opening of a center at 707 Broadway. The San Diego Family Justice Center held its grand opening on October 10, 2002 with Gael Strack as its Executive Director.

The San Diego Family Justice Center has become an affiliated Center of Alliance for HOPE International (Alliance). The Alliance 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. 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.
“When the San Diego Family Justice Center first started, it was the first in the nation. Now it’s time to take the Center to the next level. Thank you Mara for making this a priority and thank you to all of you for being here today and sharing this vision with us. We need your help. Victims need our help. I am happy to commit the City’s support to making the Family Justice Center the best it can be. We can make a difference in the lives of our citizen who need us most.”

Mayor Kevin Faulconer

The strategic planning framework for the re-development of the San Diego Family Justice Center was developed in a fast-paced one-day process facilitated by the Alliance team of Casey Gwinn, President, Gael Strack, CEO.

Highlights from the planning day included comments from:

- Mara Elliott, San Diego City Attorney
- City Councilmember Chris Cate, Chair of the San Diego Family Justice Center Steering Committee
- Summer Stephan, San Diego County District Attorney
- Yvette Lopez-Cooper, Executive Director of the San Diego Family Justice Center
- San Diego Mayor, Kevin Faulconer
- Survivor comments by Lakesha Sexton and Michelle Rosenthal
- An overview of the Family Justice Center framework
- An overview of the strategic planning process
- Crafting of the Vision for the Center
- Overview of Work Groups
- Work Group Breakout Sessions
  - Funding and Sustainability
  - Community Engagement and Outreach
  - Funding and Sustainability
  - Service Delivery, Operations and Facility
  - Volunteer Program
- Reports from the Work Groups
- Personal commitments for the creation and operation of the Center
- 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 re-creating the Family Justice Center in San Diego.
Crafting the Vision

Lakesha Sexton recounted her experience as a victim going to the San Diego Family Justice Center and how co-located services helped her recover and feel more human.

“It was a community of people. The police officers at that time did not have the training they have today, training created that community.” “When I see other victims, I see myself.” “To receive help is one thing, but to feel that I am accepted is a whole different ballgame.”

After receiving services and recovering, Lakesha obtained her bachelor’s degree and became an advocate for women transitioning out of domestic violence and trafficking.

“I am now looking at greater possibilities for me, my children, and everyone I encounter.”

Casey Gwinn and Gael Strack then provided an overview of the Family Justice Center movement. Casey led participants in creating a shared vision for the San Diego Family Justice Center by having them close their eyes and imagine the Center in five years – envisioning state and national leaders, and media members coming to the San Diego Family Justice Center to see the effective, successful model of community collaboration that has reduced family violence and dramatically decreased homicides. After five minutes of envisioning the Family Justice Center five years from now, participants wrote their vision on cards and placed them on a large sticky wall. The entire group then organized their vision into categories and linked concepts that allowed the powerful vision to appear on the wall.
After creating a shared vision, the participants 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 are as follows:

**PARTNERSHIP**

- SMARTS CAFE (gardening/nutrition)
- All organizations work in a collaborative effort
- Teach practical skills through workshops
- Art enrichment opportunities
- Child care
- Child life specialist
- VA (military)
- Luna & Associates Immigration Law
- Stronger connection with workforce
- Innovation opportunity act/workforce development programs
- Immigration Center for Women and Children (ICWC)
- Law schools
- Counseling and social change minor (SDSU)
- District Attorney victim services
- Opportunities for people coming in for services to volunteer at the center
- Building strong ties with offices like MX Consul
- Onsite childcare (looking for job, services)
- Marketing services
- Reinforcing services, seamless service and delivery
- Hospitality association (hotels & motels)
- Partnership w/ Bank of America (finances)
- College alternatives - Makerspace (welding, sewing, cooking, woodworking)
- Better cultural training
- Better outreach to minority communities (race, socioeconomic, LGBTQIA+)
- International training center
- Car dealerships (purchase car, low payments, donations)
- Corporate social enterprise
- Uber, Lyft, MTS, friends of FJC
- UCSD and all county campus advocates
- Expanded activities for survivors and children
- College campus
- Collaborative computer system so all partners have needed info to help
- Partnership w/ Birth Line
- Access, INC. VAWA Legal program
- Youth programs
- Adult education
- Kathy’s Legacy
- Outdoor space for therapy
- Hannah’s House
- Promotora/parent partner models
- Longer emergency shelter stays (not relocating every 30 days)
- Big Brothers/Big Sisters
- Volunteers of America
- Travelers Aid SD
- Hyatt Hotels
- Singing/dance groups
- Transportation (Uber)
- Strong collaboration among partners
- Local community groups
- Project Concern International
- San Diego Foundation
- Angel Faces
- Animal shelters
- Casa Cornelia Law Center
- Palomar Health Forensic Health Services
- MCAS Miramar
- San Diego Unified
SERVICES

Art based therapy
Full medical, dental, mental health services
Expansion of medical services
Onsite medical clinics (prenatal, immunizations)
Legal service center
Navigator to help with housing, education and jobs
Life coach
Qualified professionals to meet needs
Pet friendly programs
Human trafficking diversion program, connecting victims to services
Build survivor self-esteem with earned benefits
Support groups
Mobile outreach team
Peer support
Group therapy
Intersectional & multilingual services
Positive parenting classes (infant-teen)
Mobile unit of services
Public health issue and approach
Housing
Arts, music, fitness and wellness
Peer support programs
Survivor led court advocacy program
Every faith-based org, DV, trafficking, assault services connected to FJC
Community gardening
Basic needs coordinator (same day SNAP apps/approval, workshops, finances, budgeting
On call advocates to go to scene
Child care for survivors and professionals
Immigration assistance without fear
Focus on how we want survivor to feel when they engage with us
Wellness center
Couples counseling and community group counseling
Playground
Pet friendly shelters
Restorative justice mediation services
Art therapy
Horticultural therapy
Services for offenders (offsite)
Professional/affordable child care
Forensic nurse on staff 24/7 at every hospital
Fleet of transit vehicles
Ongoing counseling w/alternative healing modalities
Micro loans for survivors
San Diego youth services
Always have interpreter on duty
Pet therapy onsite for victims and staff
Survivor focused services
Trauma informed physical sites
Trauma informed care training for everyone
Multi-disciplinary teams
Military FJC
Onsite judges
Combining all family investigative branches
Access satellite office

DESIGN

Many locations with mobile advocacy
Playground
Campus style layout
Nature inspired environment
4 centers - Escondido, El Cajon, Chula Vista, Central SD
Regionalized & co-located FJC and CA
Satellite offices
Organic garden and fresh food
Free parking
Lots of light, open space and growing things everywhere
Warm and welcoming
Spaces welcoming marginalized communities
Recurring gatherings, community partnerships
Natural light
Create oasis to get away
Fresh popcorn
Disruption of social norms - using design thinking for innovation
MSW field placement site
Open on weekends
Accessible location and means to get there
Hub with spokes
Social space
Open village concept
Perpetrator leaves family hub to get healing
Casual environment
Legal interns from local law schools
Trained social workers (MSW’s)
Diverse board of directors
A huge campus environment with healing for survivors
Outdoor space
Campus - like facility
Communication, positive energy, face to face relationships
No glass windows
Camp HOPE
Camp like room for everyone
Calming music
College campus design - different departments
ARTICULATING BELIEFS AND VALUES

PARTNERS

Salvation Army
Banks, food bank, Big Brothers/Big Sisters
Wellness center include yoga/ exercise in a group therapy
Screening for Polyvictimization
Center for Hope and Strength
Local grocery stores
YMCA, KROC Center for fitness and swim classes
License to Freedom

SD Commission on Status of Woman and Girls
Chadwick Center
Unlimited funding for centers and programs
Expand SDPD star pass program
Rancho Coastal Humane Society
Diverse staff & partner agencies that are representative of all people
Boys and Girls club mentor
Neighborhood Housing Association

Uber
Religious community
On-site unified judge
Mexican Consulate
Hospitals and community clinics
CSA San Diego county
SDVLP
Free to Thrive

OUTCOMES

Track healthy outcomes
Point person for aftercare support
Outcomes measured

Leave people to where they no longer need us
Centralized reporting to track perps
Information sharing among agencies

GPS of services throughout country
Goal - Zero Aces
Empirically tested best practices

HOUSING

Creative housing solutions
Incentives for landlords for TH units
Housing for DV without a Social Security number
Permanent housing for teen moms and adults

Housing affordability for single income
Shelter that allows pets
Adopt a housing first model
Limit number of housing changes survivors have to make

Shelter to community housing off campus
Increase length of time at rapid housing
Residential program for unaccompanied minors
Non-DV housing opportunities

CHILDREN

Feel understood
Children increasing hope in other children
Partnering with recreation centers to work with students
Camp HOPE America - California, San Diego
Park Rec + library on site
Actual School K-12

Social activities support groups
Expand Starpal - FJC partnership
Living in a hopeful community
Services for the whole family
Internship programs for high schoolers to see good and bad
CWS co-located in FJC

Media awareness
Social media trainings
Transitional youth programs
On-site childcare
Special needs and disabilities aid and awareness
Children teaching children

FUNDING

Large investment in advertising/marketing
Advertise on TV, billboards, bus stops, etc.
Comprehensive funding
Adequate $ streams
Hand-over-hand grants to pay for school
Grants for survivors for self-independence and

self-esteem
County land - private funding
City/County money
Strategic marketing
Strong financial foundation (donors, grants, etc.)
Helen Robbins-Meyers (Board of Supervisors)

Mr. Rady!
Mr. Price $
Income-generating activities that employ survivors
Treating FJC concept-like trauma services each organization contribute small amount
ARTICULATING BELIEFS AND VALUES

PHILOSOPHY

Trauma-informed  
Hope-centered  
Branding justice center to hope center  
Restorative justice  
Create hope and resilience center  
Case management with hope navigator  
Transformative justice lens  
Community and practice-based research  
Survivor hospitality  
Immigrant/refugee needs are met  
Tailor Tx to research - spectrum of success  
Love is vital for media awareness  
Start with the problem  
True empowerment, not rescuing or saving  
Sustainability  
Rethink practice of background checks before services provided  
Allow people to feel heard and supported before being background checked  
Culturally sensitive response  
Open up perspective (no tunnel vision)  
Survivors are the center of every decision  
Be with survivors every step of the way  
Real, meaningful resources  
Put power and choices into hands of the survivors  
Allow offenders to acknowledge the harm they’ve done  
Huge survivor community  
Community forum  
Empowerment  
Everyone is “can do”  
Unified theory of advocacy  
Simple and accessible technology  
Collaboration with three court systems  
Post structural decolonial feminism  
Transformative justice systems change and accountability  
Collective impact model  
Survivors express they want violence to stop  
Prevent the violence before it starts

EDUCATION

Virtual FJC training center  
Trauma informed training service providers (SDG&E, Cox)  
Training for school personnel (effects on children)  
Education for at risk  
Disconnected members education  
Career center on site  
Learning and cross training of all partners  
Educate first time parents  
Self-defense classes  
Education that is positive, inclusive, and empowering  
World-class training center  
Specialty educators (life-skills)  
adult/continuing education  
Job retraining  
High school cross-cultural classes  
Home economics classes  
Survivor led, survivor informed, and peer support programs  
Comprehensive ongoing Training  
Genealogy of DV services for staff  
Youth education around prevention of family violence  
Law enforcement educating young people how to stay out of the system  
Education and job skills  
Creating a learning community transdisciplinary  
De-escalation training for Law Enforcement  
Culturally appropriate training for all service  
Education - sexual assault prevention in schools  
Social justice and intersectionality  
Advocate training to assist victims  
Relational understanding of violence  
Educational piece - workshops on nutrition  
Training for Law Enforcement  
Education and early intervention for newcomers (Immigrant/refugee)  
Grocery shopping on a budget  
Mandatory for schools to have education on building healthy relationships  
Training that is age and gender appropriate  
Training for school personnel  
Stages of change frame and trauma informed practices  
Youth and seniors teaching each other  
Literacy, language and education for all  
Go to place for centralized training for all  
Planned parenthood  
Paid employment training (teens and adults)
ARTICULATING BELIEFS AND VALUES

“We are only as strong as the partners trying to accomplish this mission.”
City Councilmember Chris Cate
Chair of the San Diego Family Justice Center Steering Committee

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. Executive Director, Yvette Lopez-Cooper, the Center is dreaming big and working toward evolving into a family safety center that will be the largest co-located service delivery model in the United States.

We Believe...

It is important to put power and choices into the hands of survivors and remember they are the center of every decision.

Our true role is to empower others, not rescue or save.

There is a future where children become the voice to increase hope in other children.

Offenders deserve supportive wrap-around services that provide opportunities to acknowledge the harm they caused others and themselves.

Vision (what we see in the future)

The San Diego Family Justice Center is a collaboration of government and non-government organizations working under a trauma-informed, unified theory of advocacy. We work together creating resilient, hopeful and thriving communities by preventing violence before it starts.

Mission

Our mission is to provide a hope-centered, culturally sensitive, coordinated response using real, meaningful resources to ensure the needs of all who enter our doors are met.
The Alliance shared a powerful 45-minute video featuring Dr. Ellen Pence during lunch. In the video, Casey Gwinn interviews Ellen about her work in Duluth, her leadership at Praxis, and her thoughts about the Family Justice Center framework. The video was recorded before Ellen died in January 2012 at the age of 63 from breast cancer. Ellen Pence was a national leader and visionary in the movement to address gender-based violence. She has been credited with developing the power & control wheel, programs for offenders, launching the coordinated community response model, creating a Safety Audit process, and the best-practices oriented Blueprint for Safety to improve the criminal justice system’s response to gender-based violence. Attendees at the San Diego Family Justice Center Strategic Planning were encouraged to watch the video at lunch, listen to Ellen’s comments and share their reflections with the entire group. Casey and Gael continue to honor Ellen’s work by incorporating her thinking, her advice, and her challenges into every strategic planning process in communities across the country and around the world who are developing a Family Justice Center framework.

Here are some key points from Casey Gwinn’s Interview with Ellen Pence:

**CCRs/Blueprint for Safety**

- Put model policies into writing
- Keep it going after people come and go
- Good programs need to survive the loss of charismatic personalities
- We can’t have a “go it alone” attitude
- Work together as a team
- Co-location of professionals is a method to an end – increasing safety, increasing offender accountability, and creating community for survivors
- We need to become a “Collective” with collective goals – not simply professionals in a building doing things that don’t work and more increase danger to survivors
- We need to realize we are all part of a bigger vision and calling than our own job
- Can’t just work together or live together and be friends because there is no mutual accountability without processes in place
- Need to ask each other – “What do you need from me so you can do your job well?”
- Women do use violence at times but we cannot ignore 6,000 years of human history and male violence, privilege, and power
- The criminal justice system has an important role to play
- We have a message to deliver which is DV is a crime and it will not be tolerated
- Co-location that leads to change and integration is the goal
Family Justice Centers

- Cancer Centers of America are trying to do what FJCs are doing – bringing everything together to create a “we”
- “When you come here, you get the whole deal”
- How will you make this system work for victims?
- Need to challenge each other to think differently
- Menu of services – FJCs need to take special orders
- Ask survivors: “What do you need?”
- Create a dialogue versus an assessment
- Don’t co-locate unless it is going to represent the richness of the community, culture, and diversity
- Be strategic in what agencies you bring together
- Create Guiding Principles – this is what we are going to believe together
- Create a victim-driven Center where the victim drives the interaction/process and the process doesn’t “act upon her”
- Change the paradigm from what do we have to offer to what does she need
- Can’t be just a nice place but do the same thing that might create danger or harm
- Ask yourselves – what do we need to change?
- A healthy FJC is “the Duluth model on steroids”
- Your job is to kick it up a notch from just everybody doing good work separately
- Focus on victim safety and co-think and co-plan about everything
- Do-over for my career – “Wish I had focused on things that took longer to do.”
- Spiritual approach – “Wish I had maintained my spiritual focus over my career instead of going in and out of it.”
- Calling victims “clients” – instead of thinking of them as “women I work with”
- Develop “community for victims” should be the call of FJCs
- We should all view our work with survivors as a “long-term relationship”
- Power of support groups “if they don’t individualize or pathologize women”
- Goal: Go from silos to “integration”
- Survivors should be volunteering at FJCs welcoming survivors

Justice is...
(quoting Desmond Tutu)

Telling the truth about injustice
Repairing the harm as much as humanly possible
Changing the conditions that caused the injustice in the first place
During lunch attendees watched a video featuring an interview by Casey Gwinn with Ellen Pence, co-founder of the Domestic Abuse Intervention Project in Duluth, MN.

Attendees were then asked to share their reflections:

“Her holistic approach is multifaceted in many different ways”

“Sometimes as service providers we forget that the client is a human being like we are a human being; sometimes we can make a decision for the client without thinking about them”

“I liked her quote from Desmond Tutu; it speaks to what we are doing here today”

“I love what she said about using policy and procedure to create cultures that last forever”
Prior to the planning event, a total of four Work Groups were established:

**FUNDING AND SUSTAINABILITY**

**COMMUNITY ENGAGEMENT AND OUTREACH**

**SERVICE DELIVERY, OPERATIONS AND FACILITY**

**VOLUNTEER PROGRAM**

This session began with the following scenarios put forth by Casey Gwinn: “The current San Diego Family Justice Center lease with the Housing Commission expires in 2020. Question will be if the Center remains at 11th and Broadway or moved elsewhere.” Casey then encouraged participants to focus their discussions on the immediate term (one year from now). “The general public does not know what the San Diego Family Justice Center is, and there has been a lack of media coverage, even positive media coverage.”

These ideas were taken back to the four Work Groups.

The planning session 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 San Diego. A list of the commitments is included in the Appendix B.

The goals of each Work Group are included here. The goals for each Work Group will likely evolve as the planning process progresses.
The Work Group Exercise during this strategic planning event was intended to begin to identify the initial goals, objectives, and actions needed by each Work Group to address the scenarios presented by Casey. There will be many other goals, objectives, and actions identified as the Work Group process moves forward. For now, the Work Groups must begin meeting regularly under the oversight of Executive Director Yvette Lopez-Cooper. Initially, we recommend that the Work Groups meet at least monthly to make rapid progress on their initial goals, hold members accountable, and track the work they have accomplished. The Work Groups are responsible for finalizing plans for their respective focus areas and then executing the plan. Work Groups should meet as needed as the planning process proceeds to complete work and report out at the Steering Committee meetings.

The planning process identified key focus areas that fall under the scope of each Work Group. This list may be adapted and amended overtime. Based on the Alliance’s experience in planning many other Centers, these are the general areas of responsibility for each Work Group. Work Groups should reference these focus areas to ensure they are on track to complete essential actions needed to operate a dynamic, trauma-informed, hope-centered Family Justice Center.

Work Group: **FUNDING AND SUSTAINABILITY**

- Establish Center Identity
- Funding Plan
- Public/Private Fundraising Mix
- Work with Community Engagement and Outreach
- Work Group
- Foundation

Work Group: **COMMUNITY ENGAGEMENT AND OUTREACH**

- Media Spokespersons
- External Communication
- Communication Materials
- Speakers Bureau
- Branding and Marketing
- Events
- Education and Awareness

Work Group: **SERVICE, DELIVERY, OPERATIONS AND FACILITY**

- Training and Retention
- Screening, Intake, and Oversight of Services
- Operational Staffing/Structure
- Partnership Agreements
- Client Intake System
- Facility Safety and Security
- Transportation Plan
- Data collection
- Identify service gaps
- Evaluation/Feedback
- Operations Manual
- VOICES Committee (Survivors) – Coordinated with the Community Engagement Work Group
- Community Partner Program Development
- Onsite/Offsite Community Partners
- FJC Environment
- Internal Communications
- Technology considerations

Work Group: **VOLUNTEER PROGRAM**

- VOICES Committee (Survivors)
- Recruitment Strategies
- Screening Tool
- Training
ALIGNMENT OF THE WORK GROUPS WITH THE VISION/BELIEFS/VALUES

Goals

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

The Alliance identified 10 major organizational goals associated with the Work Groups based on their initial meetings during the planning process. These are as follows:

<table>
<thead>
<tr>
<th>WORK GROUP</th>
<th>GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Funding and Sustainability</strong></td>
<td>1. Acquire non-profit status</td>
</tr>
<tr>
<td></td>
<td>2. Develop fundraising team</td>
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<tr>
<td></td>
<td>3. Secure grants and begin creative philanthropy</td>
</tr>
<tr>
<td><strong>Community Engagement and Outreach</strong></td>
<td>4. Create a new awareness plan</td>
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<tr>
<td></td>
<td>5. Create an outreach plan</td>
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<td></td>
<td>6. Create Speakers Bureau</td>
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<tr>
<td><strong>Service Delivery, Operations and Facility</strong></td>
<td>7. Re-evaluate service delivery</td>
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<td></td>
<td>8. Rejuvenate facility</td>
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<td></td>
<td>9. Review operations</td>
</tr>
<tr>
<td><strong>Volunteer Program</strong></td>
<td>10. Create a robust volunteer program</td>
</tr>
</tbody>
</table>
“I am honored to be part of the amazing groundswell as we transfer the Family Justice Center back to the City Attorney’s Office. Domestic violence is not an isolated event; it connects with homelessness, drug use and other issues.”

Yvette Lopez-Cooper, Executive Director
San Diego Family Justice Center

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 four 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.

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 Family Justice Center staff and partner agencies. To create a truly integrated Family Justice Center 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 E.

The Alliance has attached Worksheets for each of the Work Groups in Appendix C and included next steps here.
These are the next steps to reaching our vision...

<table>
<thead>
<tr>
<th>Engage with the Alliance</th>
<th>Expand Planning Groups</th>
<th>Keep Meeting Together</th>
<th>Review Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participate in the Family Justice Center Alliance’s <a href="https://familyjusticecenter.com">Monthly Calls for Developing and Open Centers</a> (second Wednesday of each month – 11:30 AM Pacific Time)</td>
<td>Expand Steering Committee to increase representation and decide who is best to serve here and on an Advisory Committee</td>
<td>Set up a regular meeting schedule for the Work Groups and create a feedback mechanism to the rest of the group</td>
<td>Develop a short briefing document to send monthly to elected officials, policy makers, and all potential partner agencies</td>
</tr>
<tr>
<td>Encourage all participants to participate in Alliance webinars and spend time reviewing webinars, webcasts, and relevant documents in the <a href="https://familyjusticecenter.com">online Resource Library at familyjusticecenter.com</a></td>
<td>Recruit additional Work Group members to support plan execution</td>
<td>Schedule a meeting with the entire Strategic Planning Team to review the plan, gather comments and solicit support</td>
<td>Dream big, start small, and continually adjust to overcome the obstacles and take advantage of the opportunities!</td>
</tr>
<tr>
<td>Send a diverse, multi-disciplinary team to the Annual International Family Justice Conference</td>
<td>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”</td>
<td>Reconvene planning team, partner agency heads and other stakeholders to reaffirm commitment to the collaborative vision, mission, values and goals</td>
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<tr>
<td>Schedule a conference call with the Alliance to finalize the Strategic Plan process</td>
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<tr>
<td>Schedule a conference call with the Alliance to discuss critical issues that arise from the work groups during the planning process</td>
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</table>
Hope Rises for Victims of Abuse in San Diego

May 31, 2018

By Marielena Castellanos

Eight years ago, Lisbet Perez called the police for the second time. Perez had no idea what would happen, and all she could think of was protecting her children from their abusive father, now her ex-husband.

The police officer told her she had to go to the San Diego Family Justice Center to get a restraining order. Perez went to the center the very next day.

“At the time, I had no idea about anything, but I was assigned to a very compassionate defender who told me everything was going to be okay. A detective who looked at my file told me I was in danger and needed to get out,” Perez said.

Perez, who was living in the country without documentation at the time, remembers that
## Appendix A: PLANNING AGENDA

### San Diego Family Justice Center – Strategic Planning Meeting

**Wednesday, May 30, 2018**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:30 – 9:00 am</td>
<td>Opening &amp; Welcome</td>
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<tr>
<td></td>
<td>• San Diego City Attorney Mara Elliott</td>
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<td></td>
<td>• District Attorney Summer Stephan</td>
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<td></td>
<td>• City Councilmember Chris Cate</td>
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<td></td>
<td>• San Diego Family Justice Center Executive Director Yvette Lopez-Cooper</td>
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<td></td>
<td>• Participant Introductions – Alliance Team</td>
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<tr>
<td>9:00 – 10:15 am</td>
<td>The Family Justice Center Framework – Alliance Team</td>
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<td>• Survivor Comments – Lakesha Sexton</td>
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<td>• History of the San Diego FJC</td>
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<td>• The Big Picture – What we’re learning in the FJC movement</td>
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<td></td>
<td>• Essential Ingredients of Family Justice Centers around the country</td>
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<td>• Creating a Culture of Hope</td>
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<tr>
<td>10:15 – 10:30 am</td>
<td>Break</td>
</tr>
<tr>
<td>10:30 – 10:45 am</td>
<td>Overview of the Strategic Planning Process – Alliance Team</td>
</tr>
<tr>
<td>10:45 – 11:45 am</td>
<td>Crafting the Vision – Casey Gwinn</td>
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<tr>
<td></td>
<td>• What do we want the San Diego FJC to be in two years?</td>
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<td></td>
<td>• Survivor Comments - Michelle Rosenthal</td>
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<tr>
<td>11:45 am – 12:00 pm</td>
<td>The City’s Commitment to the San Diego Family Justice Center – Mayor Kevin Faulconer</td>
</tr>
<tr>
<td>12:00 - 12:15 pm</td>
<td>Group Photo</td>
</tr>
<tr>
<td>12:15 – 1:15 pm</td>
<td>Working Lunch (lunch to be provided)</td>
</tr>
<tr>
<td></td>
<td>• Words of Wisdom for FJC Directors from Ellen Pence – Video</td>
</tr>
<tr>
<td>1:15 – 1:30 pm</td>
<td>Overview of the Work Groups</td>
</tr>
<tr>
<td></td>
<td>• Funding and Sustainability</td>
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<td></td>
<td>• Community Engagement and Outreach</td>
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<td>• Service Delivery, Operations and Facility</td>
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<td>• Volunteer Program</td>
</tr>
<tr>
<td>1:30 – 2:45 pm</td>
<td>Break Out into Work Groups</td>
</tr>
<tr>
<td>2:45 – 3:45 pm</td>
<td>Break</td>
</tr>
<tr>
<td>2:45 – 3:30 pm</td>
<td>Reports from Work Groups</td>
</tr>
<tr>
<td>3:30 – 4:00 pm</td>
<td>Closing Reflections &amp; Next Steps:</td>
</tr>
<tr>
<td></td>
<td>• What will you do to make the San Diego FJC vision a reality?</td>
</tr>
</tbody>
</table>
Appendix B: PERSONAL COMMITMENTS

Whatever it takes.
Michelle Rosenthal

I personally commit to help/support in any way.
Lis Perez

I am personally willing to serve on a committee for outreach and marketing.
Alicia Frometa (619-663-7244)

I am willing to serve a committee to revision and build a truly colored Family Justice Center/Child Advocacy Center countywide system.
Karls Wilson

I personally am willing to do whatever I am qualified to do to help the cause:
Sit on a committee, fundraise, and spread the word! (big or small)
Ginny (Kathy’s Legacy)

I will help raise money to make this work, help spread the word about what the Family Justice Center is and does, continue to support the domestic violence unit at the Family Justice Center on a weekly basis.
Mechals

I am willing to commit a team of District Attorney employees to co-locate at four centers across the county.
Tracy Prior

Continue being a strong community partner at the Family Justice Center and in the community. Continue creating options for survivors in ways they want them. Continue ensuring we are accountable to survivors for safety and resources as they define them.
Marielle Downs (CCS)

I will talk to schools about the Family Justice Center. I will become a victim advocate and will organize fundraisers.
Amy Stobbe

I am personally committed to engaging with the military liaison to be a better partner with the Family Justice Center.
Rachel Nolan
Victim Advocate Marine Corps, Miramar

Support Family Justice Center with staff to preserve military customers.
Serve on a committee.
Morrie Touriel
619-556-8818

I am willing to provide training to staff/volunteers/survivors about District Attorney victim services and the Victim Compensation Board.
Alana Harrell
D.A. Victim Advocate Supervisor
619-531-2772

Refer funding agencies to the Family Justice Center.
Anonymous
Appendix B: PERSONAL COMMITMENTS

If you form a steering office to activate the strategic plan, I’d like to join. Provide pro-bono public speaking training for survivors (and members of Speakers Bureau when it is revitalized).
Add San Diego County Commission for Women and Girls as a partner. Provide voiceover for video (pro bono).
Jenni Prisk
jenni@prisk.com

Support and prevention programs for kids (i.e. gender equality, group mentoring prevention of GBV), serve on a committee, engage our community health workers in outreach, help with operation management how-to.
Bianca Morales
Egan PCI, Tech Advisor on Human Trafficking Prevention 612-805-8043
bmorales-egan@pciglobal.org

I am personally willing to train/present on domestic violence in the military to Family Justice Center staff and volunteers.
I am willing to advocate the need of pet friendly shelters. I am willing to participate in an open conversation as to how else I can help.
Priscilla Martinez
FJC military Liaison
619-533-3592

Priscilla Martinez
FJC military Liaison
619-533-3592

I am ready to be a community partner.
To train my peers in my work at the Immigration Center for Women and Children and to be trained in other services by other community partners.
I am willing to engage and be committed to this growth and project as we “WE” in the Family Justice Center.
Jacqueline Ramos
619-515-2200
jacqueline@icwclaw.org

I commit to building the Justice Legal Network intake platform with legal, getting a list of friends and family to William at the Alliance, continue to be responsive to the needs and requests of the Alliance and the Family Justice Center.
Lilys McCoy

Work hard to help get it done, not worry about red tape, and focus on job function that is needed.
Kevin Westover

Attend future planning meetings and help with implementing ideas as well as evaluation.
Gloria K.

Get university and college advocates involved in the transformation of the Family Justice Center; be the point of contact for advocates and clients enrolled and working on campus.
Cindy Villattones

Give my support, time and volunteer to help the center.
Chelsea Armstrong

Volunteer and offer my gifts to help children through art.
Alexa Peterson
Appendix B: PERSONAL COMMITMENTS

I am the program coordinator for the I Care Drop-In center at San Diego Youth Services. It’s a drop-in center open 7 days a week for youth who have been sex trafficked. We partner with and are in the same building as STARS, a program with therapy and case management services for youth who have been sex trafficked. I will be the personal point person to ensure I Care, STARS and San Diego Youth Services partners with the Family Justice Center.

Jennifer Gigliotti
520-235-1229
jenn.gigliotti@gmail.com

Teach self-defense education for Family Justice Center. Travel to different locations help with other aspects as needed.
Charles

I am personally committed to collaborating with all of the community partners to expand services and rebuild connections to provide the best comprehensive experience for each of the clients we serve.
Elicia Lass

Work hard to help get it done, not worry about red tape, and focus on job function that is needed.
Kevin Westover

I am personally willing to advocate for Family Justice Center services. This is important to me as an intersecting issue with human trafficking. As an advocate, researcher and City of San Diego commissioner I am eager to see and participate in the growth of today’s dreams.
Samantha
Christian Family Medical and Public Health
619-818-0809

I plan to contribute my knowledge of Workforce Development/Department of Labor/San Diego Workforce Partnership to help San Diego Family Justice Center develop a solid employment and education program.
Carolyne Ouya Access Inc.
858-560-0871 x 106
couya@access2jobs.org

Help bring community partners and services with a focus on human trafficking victims and survivors.
Jamie Phiant 619-684-0025
jamie@freetothriveSD.org

I am personally willing to sit on a committee, form a board, and fundraise.
Nick Moore
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.

### Work Group: Funding and Sustainability

**GOAL #1**

**Acquire non-profit status**

**OBJECTIVE:** Submit application to become a 501(c)(3)

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timing</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine who will complete application</td>
<td></td>
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<tr>
<td>Create mechanism to ensure 501(c)(3) is in process/completed</td>
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**GOAL #2**

**Develop a fundraising team**

**OBJECTIVE:** Identify a fundraising team

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timing</th>
<th>Person Responsible</th>
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<tbody>
<tr>
<td>Identify members from strategic planning team</td>
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<tr>
<td>Invite current stakeholders to the team:</td>
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<tr>
<td>City Attorney</td>
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<td>DA's Office</td>
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<td>San Diego PD</td>
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<tr>
<td>Alliance</td>
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<td>Sheriff's Department</td>
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<td>DV service providers</td>
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<td>Emergency shelters/housing</td>
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<td>Major corporations</td>
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<td>Media</td>
<td></td>
<td></td>
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<tr>
<td>Tribal councils</td>
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<tr>
<td>Engage entire county by including organizations that are well-known and can attract investment in the Center</td>
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<tr>
<td>Read Chapter 8, “Funding and Sustainability” in <em>Dream Big, Start Small</em></td>
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<tr>
<td>Create shared fundraising plan with onsite partners</td>
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<tr>
<td>Create plan to share funds amongst partners</td>
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## GOAL #3
Secure grants and begin creative philanthropy

**OBJECTIVE:** Establish a sustainable funding plan

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timing</th>
<th>Person Responsible</th>
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<tbody>
<tr>
<td>Develop Center budget</td>
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<tr>
<td>Designate/hire a grant writer</td>
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<tr>
<td>Consider:</td>
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<tr>
<td>- Public benefit corporations</td>
<td></td>
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<tr>
<td>- Public/private partnerships</td>
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<tr>
<td>Create an endowment</td>
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<tr>
<td>Explore different types of fundraisers to target</td>
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<tr>
<td>large and small funders in San Diego</td>
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<tr>
<td>Revise Center website to include specific</td>
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<td>fundraising tab</td>
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<tr>
<td>Work with Community Engagement and Outreach</td>
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<tr>
<td>Work Group to ensure information on fundraising</td>
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<td>events is regularly updated on social media</td>
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</tbody>
</table>

### FUNDING AND SUSTAINABILITY WORK GROUP TEAM MEMBERS

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
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Survivors often tell us that Family Justice Centers are the community’s best kept secret. Reaching out, as a collaborative, to other stakeholders, potential partners, community members, victims, local, state, national government officials and funders and letting them know of the services and successes of the Center is a critical part to success. Learning to tell the story as a united front of service providers rather than individual agencies helps communities engage more and more supporters and maintain momentum.

### GOAL #4

Create a new awareness campaign

**OBJECTIVE:** Develop short and long-term outreach strategies

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timing</th>
<th>Person Responsible</th>
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</thead>
<tbody>
<tr>
<td>Develop presentations that can be modified based on audience</td>
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<tr>
<td>Develop marketing materials that can be modified based on audience</td>
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<tr>
<td>Branding:</td>
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<td></td>
</tr>
<tr>
<td>- Website</td>
<td></td>
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<tr>
<td>- Social Media</td>
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<tr>
<td>- Logo</td>
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<tr>
<td>Create a calendar of community events and attend regularly as a collaborative</td>
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<tr>
<td>Reach out to local businesses</td>
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<tr>
<td>Create messaging that distinguishes the Center from Alliance for HOPE International</td>
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<tr>
<td>Invite community input to rename the Center</td>
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<tr>
<td>Invite community organizations and various media outlets to tour the Center</td>
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<tr>
<td>Read Chapter 16, “Public Relations” in <em>Dream Big, Start Small</em></td>
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</table>
## GOAL #5  
**Create an outreach plan**  
**OBJECTIVE:** Develop short and long-term outreach strategies

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timing</th>
<th>Person Responsible</th>
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</thead>
<tbody>
<tr>
<td>Create team to manage outreach opportunities</td>
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<tr>
<td>Create list of outreach venues:</td>
<td></td>
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<tr>
<td>- Schools/colleges</td>
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<tr>
<td>- Churches/faith communities</td>
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<tr>
<td>- Community-based agencies</td>
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<tr>
<td>- Collaborative meetings</td>
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<tr>
<td>- Government meetings (city council)</td>
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<tr>
<td>- Military</td>
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<tr>
<td>Create list of advertising opportunities:</td>
<td></td>
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<tr>
<td>- Hair salons</td>
<td></td>
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<tr>
<td>- Police substations</td>
<td></td>
<td></td>
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<tr>
<td>- Movie theater ads</td>
<td></td>
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<tr>
<td>- Playbill inserts</td>
<td></td>
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<tr>
<td>- Work with Google for search placement</td>
<td></td>
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<tr>
<td>- Sporting events</td>
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<tr>
<td>- Buses</td>
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<tr>
<td>Partner with agencies already doing outreach</td>
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## GOAL #6  
**Create Speakers Bureau**  
**OBJECTIVE:** Develop team of speakers

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<thead>
<tr>
<th>Actions</th>
<th>Timing</th>
<th>Person Responsible</th>
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<tbody>
<tr>
<td>Identify/hire a consultant in the area of persuasive communication</td>
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<tr>
<td>Create calendar of speaking engagement opportunities</td>
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<tr>
<td>Invite survivors to share their stories to raise awareness</td>
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<tr>
<td>Work with Volunteer Program Work Group</td>
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<tr>
<td>Explore different types of fundraisers to target large and small funders in San Diego</td>
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<tr>
<td>Revise Center website to include specific fundraising tab</td>
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<tr>
<td>Work with Community Engagement and Outreach Work Group to ensure information on fundraising events is regularly updated on social media</td>
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</table>
### COMMUNITY ENGAGEMENT AND OUTREACH WORK GROUP TEAM MEMBERS

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
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</table>
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.

### Work Group: Service Delivery, Operations and Facility

<table>
<thead>
<tr>
<th>GOAL #7</th>
<th>Re-evaluate Service delivery</th>
</tr>
</thead>
</table>

| OBJECTIVE #1: Short-term plan to strengthen service delivery |
|---|---|---|
| Actions | Timing | Person Responsible |
| Work with survivors to identify gaps in existing services | | |
| Hold focus groups with community partners | | |
| Engage offsite partners | | |
| Read Chapter 1, “Getting Buy-In” in *Dream Big, Start Small* | | |
| Read Chapter 5, “Partnerships in Family Justice Centers” in Dream Big, Start Small | | |

| OBJECTIVE #2: Long-term plan to strengthen service delivery |
|---|---|---|
| Actions | Timing | Person Responsible |
| Ensure services are delivered in accordance with the Center’s mission and philosophy | | |
| Create solid case management system:  
  - Centralized intake  
  - Needs assessments  
  - Manage wait-times  
  - Warm hand-offs  
  - Safety assessments  
  - Survivor choice  
  - Holistic approach | | |
| Utilize Exit Surveys | | |
| Have regular cross-trainings with advocates and onsite partners | | |
| Hold regular community partner meetings | | |
| Read Chapter 7, “Serving Victims and Their Children” in *Dream Big, Start Small* | | |
### GOAL #8  Rejuvenate Facility

**OBJECTIVE:** Review current facility

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timing</th>
<th>Person Responsible</th>
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<tbody>
<tr>
<td>Is Center welcoming?</td>
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<tr>
<td>Re-evaluate use of space</td>
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<tr>
<td>Look at overall atmosphere:</td>
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<tr>
<td>- Culturally sensitive/aware</td>
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<td>- Warm and inviting</td>
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<tr>
<td>- Access to food and drink</td>
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<tr>
<td>- Quiet spaces</td>
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<td></td>
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<tr>
<td>- Comfortable waiting area and interview rooms</td>
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<tr>
<td>- Ample space for onsite partners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Update resources</td>
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<td>Consider satellites</td>
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### GOAL #9  Review Operations

**OBJECTIVE:** Review overall Center operations

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<thead>
<tr>
<th>Actions</th>
<th>Timing</th>
<th>Person Responsible</th>
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<tbody>
<tr>
<td>Review and revise Operations Manual</td>
<td></td>
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<tr>
<td>Distribute Operations Manual to all onsite partners and staff</td>
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<tr>
<td>Provide regular updates to partners and staff</td>
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### SERVICE DELIVERY, OPERATIONS AND FACILITY WORK GROUP TEAM MEMBERS

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<tr>
<th>Name</th>
<th>Organization</th>
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At the heart of every Family Justice Center is a robust group of dedicated volunteers. Many centers could not operate to their full potential without support from individuals with hearts of gold who give their time serving survivors and staff alike.

**Work Group: Volunteer Program**

---

**GOAL #10**

*Create a robust volunteer program*

**OBJECTIVE:** Establish a vibrant program to support the Center’s operations

<table>
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<tr>
<th>Actions</th>
<th>Timing</th>
<th>Person Responsible</th>
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<tbody>
<tr>
<td>Read Chapter 9, “Volunteer Power,” in <em>Dream Big, Start Small</em></td>
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<tr>
<td>Tap into existing volunteer groups and build relationships with volunteer coordinators within the community</td>
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<td>Determine the qualification and selection criteria</td>
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<tr>
<td>Develop training curriculum for volunteers/interns</td>
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<td>Establish who will supervise volunteers</td>
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<tr>
<td>Establish a program of security and background checks for volunteers</td>
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<tr>
<td>Develop system for tracking volunteer hours and tasks</td>
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<tr>
<td>Develop a mechanism to prevent burnout and vicarious trauma</td>
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<tr>
<td>Create an awards and recognition program</td>
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**VOLUNTEER PROGRAM WORK GROUP TEAM MEMBERS**

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<th>Name</th>
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Integration is on a continuum, not a linear process (there is no end point, the pursuit is ongoing).

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.

**Phases of Development: FJC**

1. **Getting Buy-In**
   - Shares information with community and partners
   - Partners are co-located; begin putting policies into practice (theory into practice)

2. **Developing FJC**
   - Strategic planning, cross training, identification of partners and resources, developing process for service delivery

3. **Open FJC**
   - Partners and framework from single practice into practice (theory into practice, policies into practice)
   - Partners are co-located; co-ordinate, coordinate exchange information and harmonize activities

4. **Integrated FJC**
   - Survivors is accountable to framework that operates from a single practice and partners are fine tuning practices and operate from a single framework that is accountable to survivors

**Turf Wars**

**Trust & Time**

**Network**

**Collaborate**

**Coordinate**

**Integrate**

**Coordinate**

**Trust**

**Turf Wars**
### Appendix E: FAMILY JUSTICE CENTER ALLIANCE GUIDING PRINCIPLES

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