

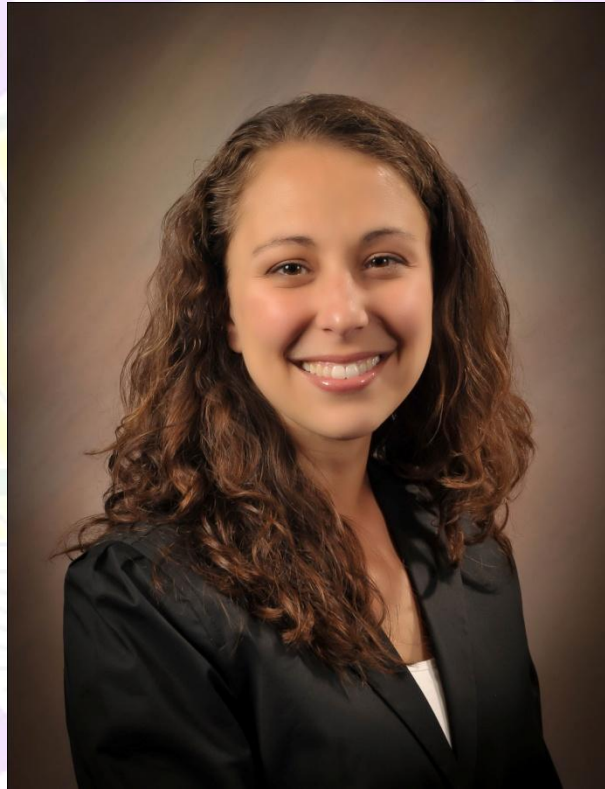
# Welcome!

*While waiting for the presentation to begin, please read the following reminders:*

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- If you are experiencing technical difficulties, email [melissa@nfjca.org](mailto:melissa@nfjca.org)
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- The presentation will be recorded & posted on [www.familyjusticecenter.org](http://www.familyjusticecenter.org)
- Please complete the evaluation at the end of the presentation. We value your input.



# Your host today:



Jennifer Anderson

Project Director, California Family Justice Initiative  
Family Justice Center Alliance

# Thank You to Our Sponsor

Thank you to the US Department of Justice,  
Office on Violence Against Women  
for making this training possible!

This project is supported all or in part by Grant No. 2007-TA-AX-K032 awarded by the Office on Violence Against Women, U.S. Department of Justice. The opinions, findings, conclusions, and recommendations expressed in this publication/program/exhibition are those of the author(s) and do not necessarily reflect the views of the Department of Justice, Office on Violence Against Women.



# The FJC Alliance Team



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# Webinar Download Reminders

This webinar presentation is being recorded and will be posted on our website by the end of today's business day. We would like to remind you that in order to download webinar files and other materials from our Resource Library on our website, FJC Alliance Membership is required- it's free, quick, and easy to do. Members can log in to access members-only information.

**Please note that registering for today's live webinar training does not sign you up as a member of the FJC Alliance.** If you wish to become a member and obtain login credentials, please visit our website at [www.FamilyJusticeCenter.org](http://www.FamilyJusticeCenter.org) and click on “**Get Involved**” → “**Become a Member**”. Please allow 24 hours for your application to be reviewed. Once your membership application is approved, you will be notified via email.



# Today's Presenters:



Casey Gwinn, JD  
President and Co-Founder  
FJC Alliance



Gael Strack, JD  
CEO and Co-Founder  
FJC Alliance

# “The Power of Effective, Collaborative Leadership OR One Person Can Screw It All Up”

Casey Gwinn, Esq.

President, National Family Justice Center Alliance

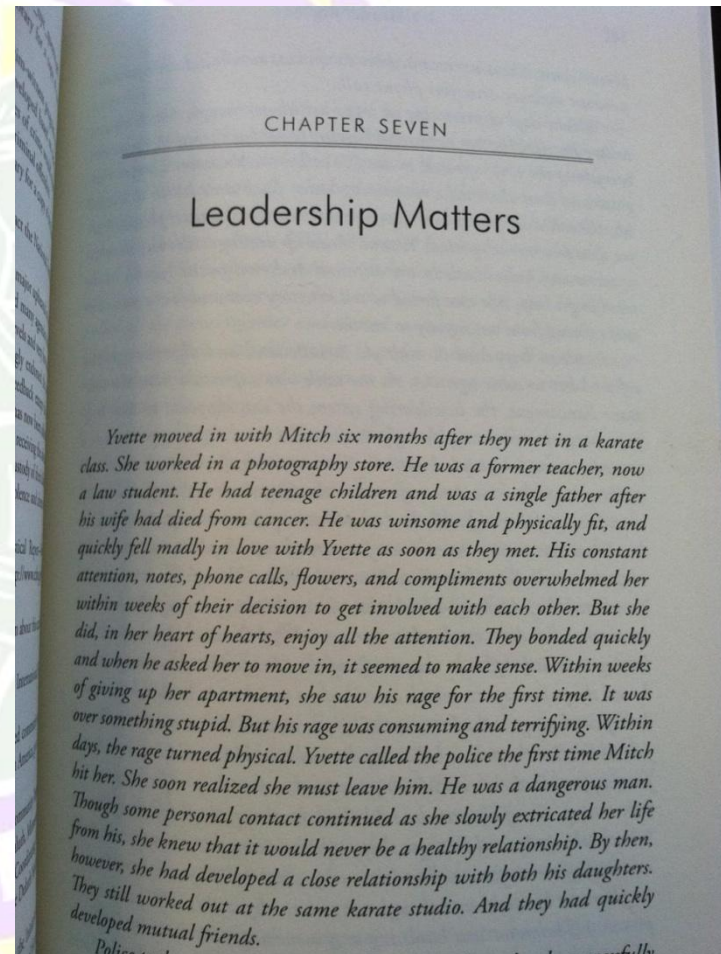
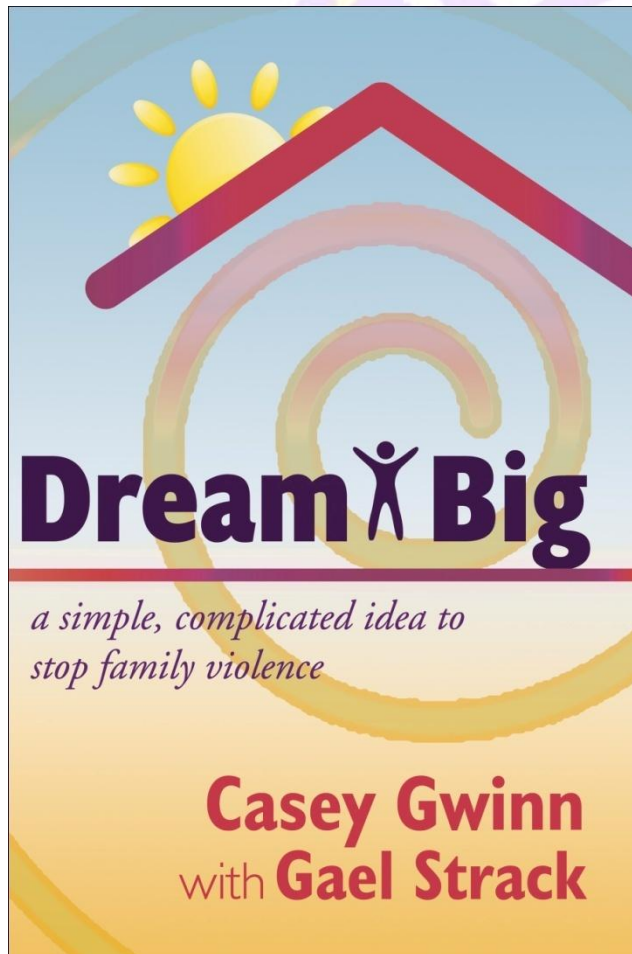
August 11, 2011

Website: [www.familyjusticecenter.org](http://www.familyjusticecenter.org)





# Dream Big





# Themes Today

- Leadership Matters
- Come together and stick together
- Be the best!
- Innovate, innovate, innovate
- Stay accountable to survivors
- Working together changes the world for victims and their children
- Effective Leadership is a Life and Death Issue



*"Local Services, Global Reach"*

**“Leadership is not an occasional task. It's a way of being.** Leadership is not a job or a title, but the set of micro actions we take every day. They add up. Leaders don't just make an appearance to be able to say they were there. No, no, no. Leaders show up having dealt with their other obligations so they can be fully engaged — to participate, to co-create, to inspire. To lead.”

Nilofer Merchant

[www.nilofermerchant.com](http://www.nilofermerchant.com)



*"Local Services, Global Reach"*

“If I am personally committed to your success and you are personally committed to my success, we have the basis for a strong collaboration.”

**Casey Gwinn and Gael Strack in “Dream Big”**

# Overview

- What We Know Victims Need
- Lessons Learned from the FJC Movement
- The Power of Leadership
- The Research on Collaborative Models
- Lessons Learned and Reminders for Leaders (at all levels)



# Dedication



Deputy Sheriff Roger Rice  
Lauren's County Sheriff's  
Office – South Carolina  
July 14, 2011



Sgt. Steve Kenner  
Bismarck Police  
Department  
North Dakota  
July 8, 2011

# Personal Reflections

- We need passionate determined leaders, advocates, police officers, detectives, and prosecutors, and community partners
- If you don't have passion, go do something else
- If you are burned out, go do something else
- Submit yourself to advocates and survivors...
- Be willing to be unpopular to do what is right...
- Keep your commitment to make sure the law keeps its promise...

# The Latest Research

- Reduced DV Homicides for Men and Women of Color Over Last Twenty Years
- Criminal Justice System Intervention has increased safety and reduced homicides in many communities
- Four women/men still die every day...
- Ongoing re-victimization of victims in intervention systems
- Decline in abuser accountability in last five years ([www.familyjusticecenter.org](http://www.familyjusticecenter.org))
- Collaboration improves outcomes

# We Know What Happens Before Most DV Homicides

- [www.dangerassessment.com](http://www.dangerassessment.com)
- [www.mosaicmethod.com](http://www.mosaicmethod.com)
- ROC Curves
- Prior history of abuse
- Abuser has access to firearms
- Prior “choking” (Strangulation)
- Failure to comply with court orders
- Unemployment
- Drugs and Alcohol
- Failed intervention/failed collaboration



**Don't Buy the Lie... That You  
Cannot Afford to Build a Strong  
Collaborative Service Model...**

# The Cost of One Murder

	<u>Cost</u>
<b>Four Police Responses</b>	<b>\$ 1,582</b>
<b>Two Temporary Restraining Orders</b>	<b>1,400</b>
<b>180 day Jail Term</b>	<b>\$19,292</b>
<b>Two years Probation</b>	<b>\$ 5,104</b>
<b>One Emergency Room Visit</b>	<b>\$ 1,855</b>
<b>Two weeks in a DV Shelter</b>	<b>\$ 2,094</b>
<b>One week @ Polinsky x 3</b>	<b>\$ 4,200</b>
<b>One Year of Foster Care x 3</b>	<b>\$18,756</b>
<b>Coroner's Autopsies (2)</b>	<b>\$ 5,510</b>
<b>Court Prosecution</b>	<b>\$1,500,000</b>
<b><u>State Prison Sentence</u> (2 life terms)</b>	<b><u>\$1,000,000</u></b>
<b>TOTAL</b>	<b>\$2,558,793</b>

Source: HHSA – Office of Violence Prevention



# COPS Conference 2011

Power of Family Justice  
Centers

Priority - Collaboration



# The Grand Vision

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



# Tarrant County (Fort Worth) One Safe Place FJC Planning Team



# What changes the world for victims and their children?

- Collaborative Service Delivery
- Increased safety
- Accountability for the Offenders
- Well-run Domestic Violence Courts
- Peer/System Advocacy & Support
- Parenting Support
- Alcohol and drug treatment if needed
- Job training/Economic justice
- Changed behavior of their partner
- Wraparound, co-located services – the Verizon Network!
- Resources that meet physical, emotional, and spiritual needs
- HOPE

# What changes the world for offenders?

- Collaborative Service Delivery
- Accountability/Consistency
- Appropriate punishment with long-term accountability
- Well-run Domestic Violence Courts
- Affirmation/Respect
- Sensitivity to their family history
- Education/Tools/Life Skills
- Economic justice
- Drug and alcohol treatment
- Wraparound services
- Opportunity for redemption/restoration
- HOPE



# When do victims and children die?

## When do victims and children get re-victimized?

- When:
  - When misdemeanors don't matter
  - Repeat offenders are not held accountable
  - Dangerous offenders have guns
  - Offenders manipulate the system and avoid real accountability
  - The community does not work together to increase safety, offender accountability, and resources for families in need
  - Victim safety is not prioritized
  - Information is not responsibly shared
  - Leadership is weak and ineffective





*"Local Services, Global Reach"*

Reaching the Vision  
is not an event...  
It is a long journey...



*"Local Services, Global Reach"*

From the Women's Movement, to  
the Sexual Assault Movement, to the  
Battered Women's Movement, to  
intervention, to prevention, to  
specialization...  
Leading to...



*"Local Services, Global Reach"*

A Big, big problem...

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# Professionals are scattered

Police Substations  
(8 locations)

IFAC  
(25th Street)

UCSD Hospital  
(Hillcrest)

Marine Corps  
(MCAS  
Miramar)

City Attorney  
(3rd Avenue)

Navy Family  
Advocacy  
(32nd Street)

YWCA  
(Downtown)

SART  
(Villa View  
Hospital)

CPS  
(Linda Vista)

The Center  
(Hillcrest)

Women's  
Resource  
Center  
(Oceanside)

CCS  
(Mission Bay)

Rancho Coastal  
Humane  
Society  
(Encinitas)

Border Patrol  
(South Bay)

South Bay  
Community  
Services  
(South Bay)

Becky's House  
(Safe House)



# Victims of Our Own Success: The Inadequacy of “Coordinated, Community Response” —

- Law Enforcement
- Prosecutors
- Advocates/Shelters
- Judges
- Court Staff
- Probation/Parole
- Military
- Social Services/Advocacy
- Government – City, County
- Government – State, Federal
- Federal agencies
- Medical/Fire
- Media
- Business/Employers
- Education (K-12, Secondary)
- Faith Community
- Parenting Programs
- Pregnancy Services
- Pet Care Services
- Prevention Programs
- Public Health
- Sexual Assault Professionals
- Child Abuse Professionals
- Elder Abuse Professionals



*"Local Services, Global Reach"*

**True Collaboration in Most  
Communities is Still Rare...**

# What are the biggest problems developing true collaboration?

- **Power and control**
- Personality conflicts
- Ego struggles
- Politics/Competition/Limited resources
- Different value systems, priorities, goals
- Different visions for service delivery
- Lack of grace, mercy, forgiveness
- Lack of accountability, mutual respect
- Poor, inconsistent communication
- Lack of compromise, negotiation
- No one listens to survivors and let's them participate in the design of the service delivery model
- Weak collaborative leadership

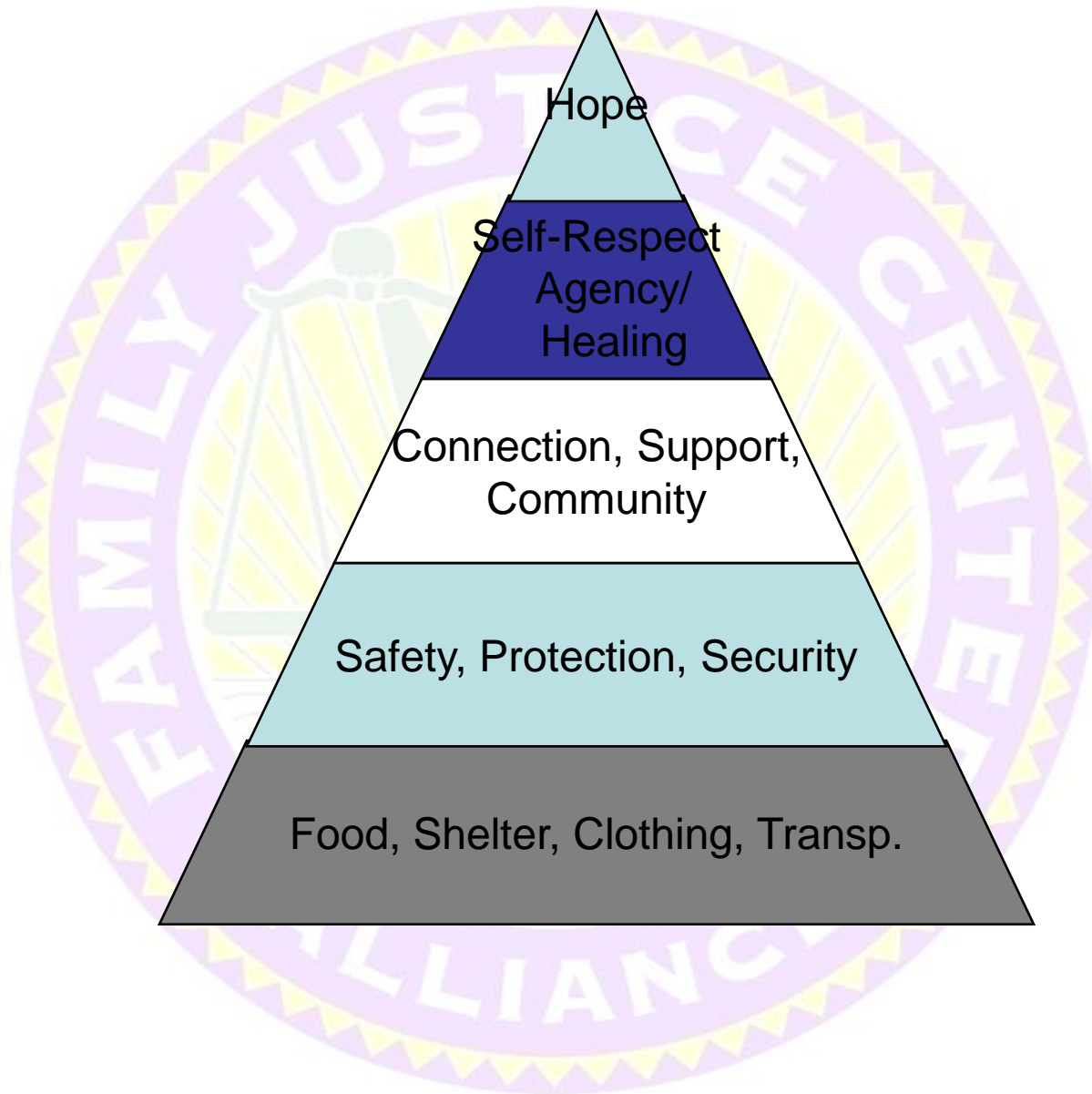
# One Person Can Screw It All Up

- Command style leadership and decision making
- Arrogance
- Unwillingness to share power and credit
- Failure to respect the past
- Inability to say “I am sorry”
- Failure to keep everyone focused on the shared mission and vision
- Personal agenda
- Isolation
- Negative attitude
- Failure to affirm and support good work



# Leadership Matters

- Collaborative Leadership is an Art Form
- Five Qualities of a Collaborative Leader
  - Willingness to Take Risks
  - Eager Listener
  - Passion for the Cause
  - Optimistic About the Future
  - Able to Share Power and Credit



# **Vision Economic Justice/Healing**

- **Safe and Affordable Housing**
- **Safe and Affordable Transportation**
- **Safe and Affordable Childcare**
- **Affordable Healthcare**
- **Affordable Education/Job Skills**
- **Jobs that are family-friendly/well-paying**
- **Sufficient Income Supplements/Support**
- **Restoration; timely payment of all losses & costs, broadly define; actualized & prospective**
- **Economic safety net; government & community**
- **Access to Civil/Criminal Legal Systems**

# Recent outcomes provide encouraging signs...

**The new collaborations are... simply problem-solving partnerships, groups of practitioners and researchers convened to "unpack" particular problems; craft solutions to them; and implement, adapt, and evaluate those solutions....**

**[T]he new atmosphere of knowledge-driven interagency collaborations holds the prospect that very innovative, and sometimes very complex, interventions can be designed....**

**[T]here are clashes of cultures to be bridged, pitfalls to be avoided or survived, and standards and methods to be worked out. All this is well worth doing. Collaborations promise new knowledge and insights for researchers, new and powerful ways of doing business for practitioners, and progress in the crucial agenda of crime control...."**

**David Kennedy, Ph.D., Harvard University**







# **Lessons from Our Past: The September 11 Commission Report**

Madeline Carter  
Center for Effective Public Policy



# The 9/11 Commission Report: Final Report of the National Commission on Terrorist Attacks Upon the United States

“Earlier in this report we detailed various missed opportunities to thwart the 9/11 plot. Information was not shared, sometimes inadvertently or because of legal misunderstandings. Analysis was not pooled. Effective operations were not launched. *Often the handoffs of information were lost across the divide* separating the foreign and domestic agencies of the government.

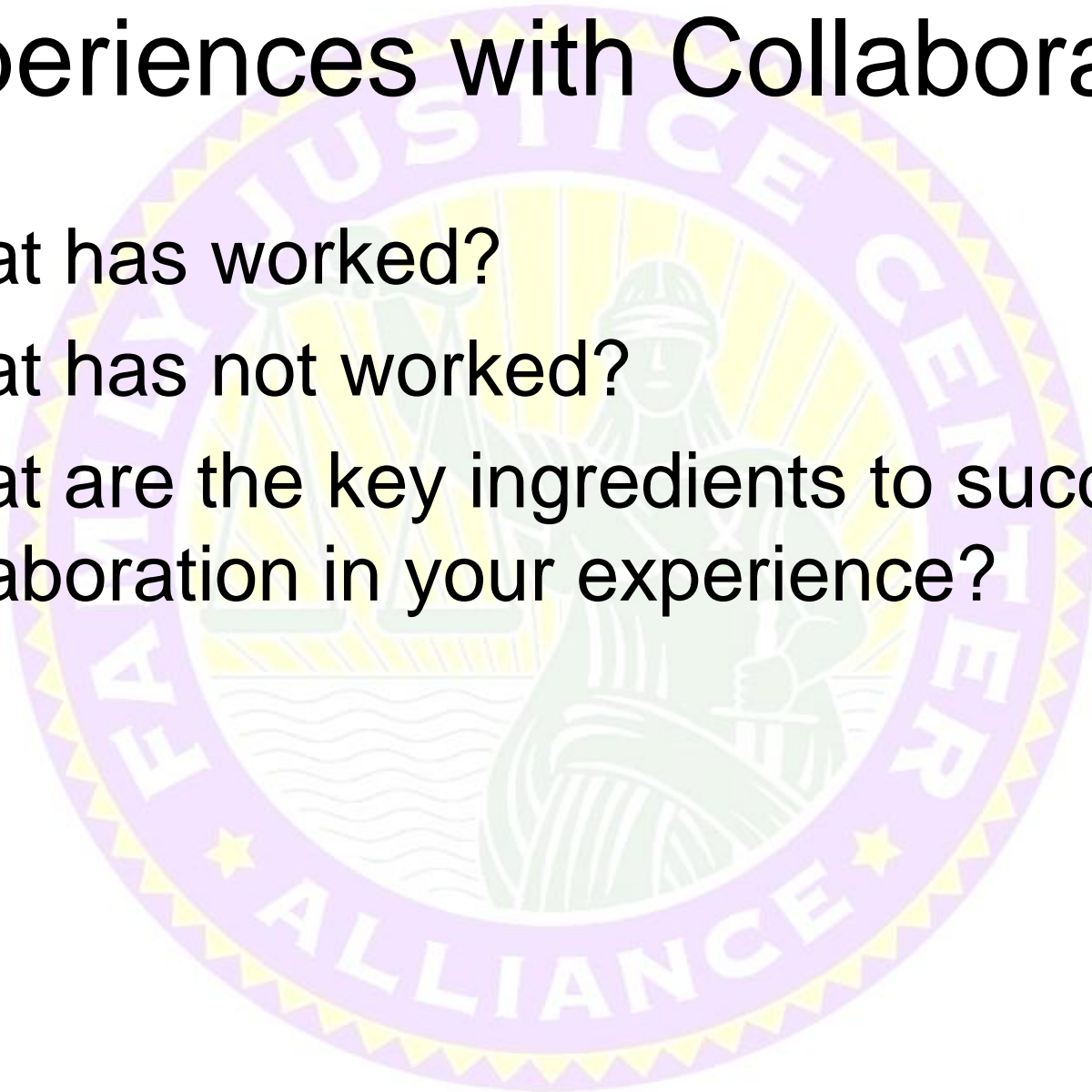
However the specific problems are labeled, we believe they are symptoms of the government’s broader inability to adapt how it manages problems to the new challenges of the twenty-first century. *The agencies are like a set of specialists in a hospital, each ordering tests, looking for symptoms, and prescribing medications. What is missing is the attending physician who makes sure they work as a team.”*

“We recommend significant changes in the organization of the government. We know that the quality of the people is more important than the quality of the wiring diagrams. Some of the saddest aspects of the 9/11 story are the outstanding efforts of so many individual officials straining, often without success, against the boundaries of the possible. *Good people can overcome bad structures. They should not have to.*”

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# Experiences with Collaboration

- What has worked?
- What has not worked?
- What are the key ingredients to successful collaboration in your experience?





Despite good intentions,  
collaborations often fail.

What sets apart those that  
succeed?

# **What do we Know about Collaboration?**

## **Lessons from the Research**

Madeline Carter  
Center for Effective Public Policy



# Lessons from Research: Characteristics of Highly Effective Teams

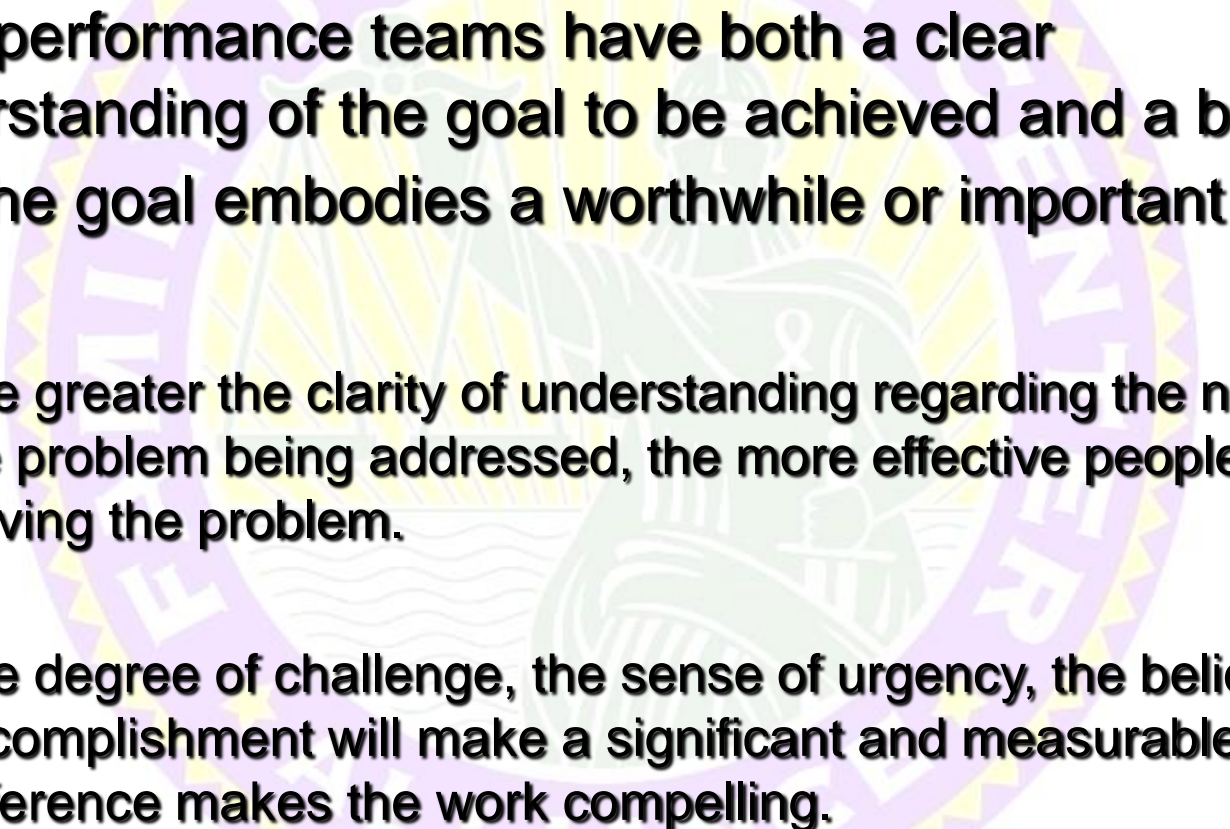
- A clear and elevating goal
- A unified commitment to the goal
- A results-driven structure
- The right people on the team
- Effective leadership
- A climate conducive to collaborating
- Standards of excellence
- External support and recognition

Adapted from: *Team Work*, Larson, Carl E. and LaFasto, M.J., Sage Series, 1989

Madeline Carter

Center for Effective Public Policy



- 
- **High performance teams have both a clear understanding of the goal to be achieved and a belief that the goal embodies a worthwhile or important result.**
    - **The greater the clarity of understanding regarding the nature of the problem being addressed, the more effective people are at solving the problem.**
    - **The degree of challenge, the sense of urgency, the belief that the accomplishment will make a significant and measurable difference makes the work compelling.**



# What Does the Research Say?

- The most effective teams are those who are focused squarely on the result because *whether or not the team succeeds clearly makes a difference.*
- The greatest threat to successfully working toward a clear and elevating goal is *politics and personal agenda.*

- **The importance of structure is not its specific design. More important is whether a structure is in place that is appropriate for the achievement of the performance objectives.**
- **To be successful, a team's structure should be designed around the results to be achieved.**
- **Trust among team members is central...**

# Trust is Produced in a Climate that Includes Four Elements

- Honesty — Integrity, truthfulness.
- Openness — A willingness to share and be receptive to new ideas.
- Consistency — Predictable behavior and responses.
- Respect — Treating others with dignity and fairness.

# What Does the Research Say?

- Collaboration flourishes in a climate of trust.
- Trust allows team members to stay problem-focused.
- Trust promotes more efficient communication and coordination.
- Trust improves the quality of collaborative outcomes.
- Trust leads to compensating (one team member picks up the slack when another team member falters).
  - Compensating is positively correlated with success. Teams that are able to function in this way are able to achieve higher levels of performance.



# Standards of Excellence

- A standard is the pressure to achieve a required or expected level of performance.
- Standards define those relevant and very intricate expectations that eventually determine whether the level of performance is acceptable.

# What Does the Research Say?

- There are three variables integral to establishing and sustaining standards of excellence.
  - The extent to which:
    - Standards are clearly and concretely articulated.
    - Team members require one another to perform according to the established standards of excellence.
    - A team exerts pressure on itself to make those changes that will improve the performance standards.
      - Successful teams do not become complacent. They actively work at finding reasons to be dissatisfied with their performance. *Each performance is an opportunity to discover ways of doing it better next time.*

# What is the future in family violence intervention?

- Collaborative, coordinated community approaches
- Co-located services (Victim-centered)
- Multi-disciplinary and multi-agency services
- New communities/cultures with increasing focus on prevention...the “before”
- Criminal and civil justice system professionals and community-based domestic violence/sexual assault programs, counseling services, medical services, spiritual support, economic assistance, and...
- A rejection of the categorical social service referral system...
- Creating vehicles for community capacity building with accountability to survivors
- Collaborative Leaders...Leading...

# Reminders for Leaders

- Find the personal motive for collaborating
- Find ways of simplifying complex problems to create smaller pieces to bite off at a time
- Prepare for handling conflict before it happens
- Recognize that there are some people you cannot work with...and move on...
- Have the courage to act for the long-term



# Reminders for Leaders

- Invest in strong personal relationships
- Inject energy, passion, and drive into your leadership style
- Have the confidence to share the credit generously
- Make sure your skills stay sharp:  
Empathy, patience, tenacity, coalition building, and honest communication.



*"Local Services, Global Reach"*

**“If I am personally committed to your success and you are personally committed to my success, we have the basis for a strong collaboration.”**

# So...collaborate...

- 911 Call/Dispatch – Neighbor calls 911. Man hitting a woman in apartment building; Children present; Suspect has weapons; Both have been drinking
- Injuries: Faint red marks on right arm of woman; Swelling around eye; Scrape under her chin; Man has scratches on his face
- Woman angry; Man very calm...says she hit him first and he had to defend himself
- She says he choked her. She does not want to “press charges.”
- Two prior police reports
- Prior protective order from last year
- Man unemployed for over six months

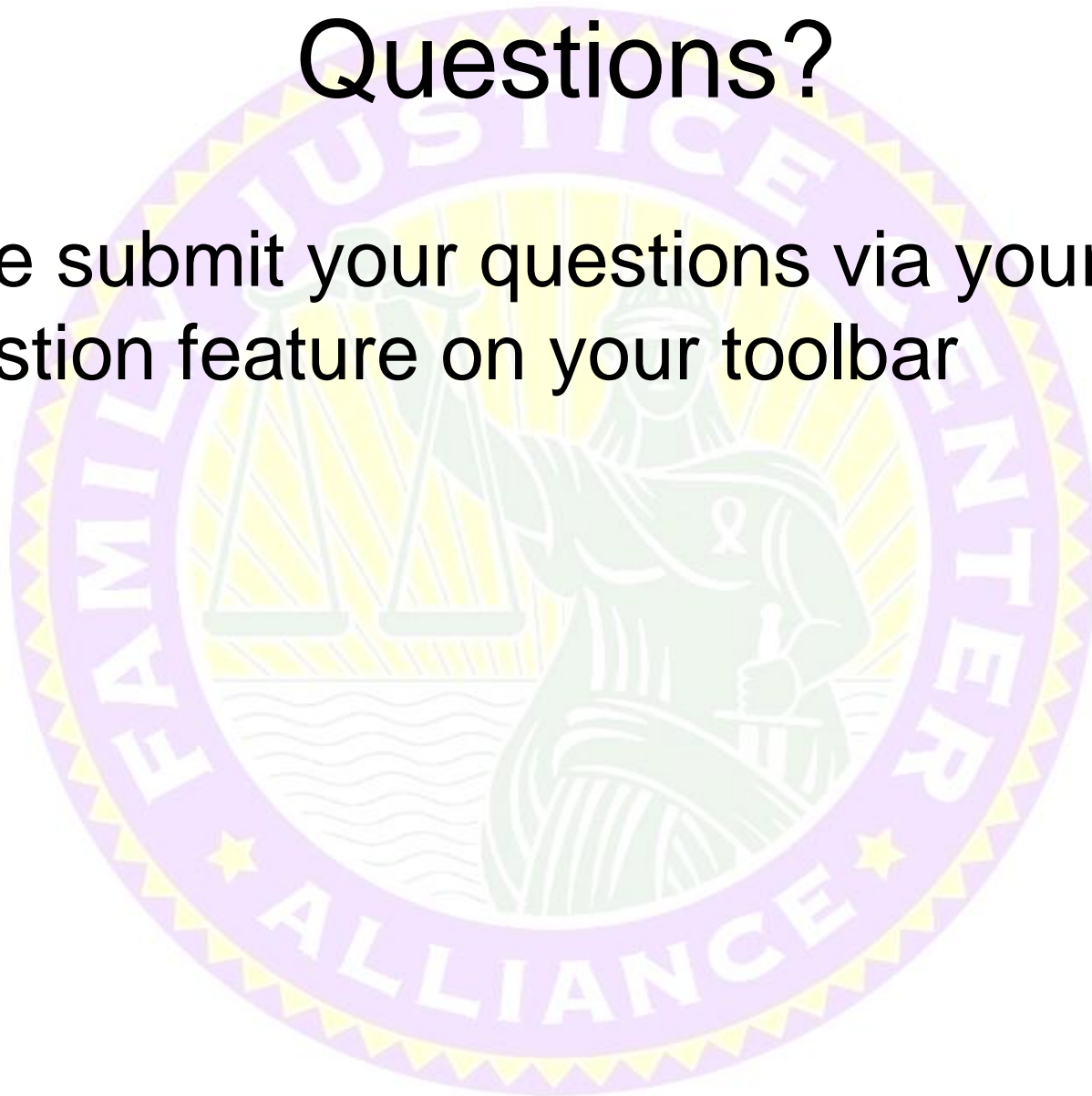
# Questions

- What is your current level of collaboration in your FJC or CCR on these facts?
- What is happening?
- What could be happening?
- What needs to occur to get to the best collaborative approach between all criminal justice, civil justice, social service, advocacy, medical, mental health, spiritual care, and long-term support services systems?



# Questions?

Please submit your questions via your question feature on your toolbar



# Save The Date

2012 International Family Justice Center Conference  
April 17-19 2012 in New Orleans, LA



The three-day conference will include discussions on issues related to the handling of domestic violence, child abuse, sexual assault, and elder abuse cases in the context of the Family Justice Center model. The conference faculty includes nationally & internationally recognized subject matter experts, advocates, and survivors. During the conference participants will have the opportunity to meet with survivors and professionals who currently work in Family Justice Centers in the United States and internationally.

# Thank You

Thank you for joining today's presentation

Family Justice Center Alliance

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