



STRATEGIC PLANNING REPORT
DELAWARE DOMESTIC VIOLENCE COORDINATING COUNCIL
STATE OF DELAWARE **2022**

Prepared by Casey Gwinn, Ken Shetter and Joe Bianco
on behalf of the Family Justice Center Alliance,
a program of Alliance for HOPE International

Dear Steering Committee,

Our team at Alliance for HOPE International has been honored to work with you since April 2022 to support your bold vision for improving services for Delaware adult and child survivors of domestic and sexual violence. Congratulations for the tremendous progress you have made toward developing the very first statewide Family Justice Center framework in the United States.

In our April 2022 visit, Ken Shetter, National Director of the Family Justice Center Alliance (FJCA), Michelle Morgan, Executive Vice President and Director of One Safe Place in Fort Worth, Texas, and Sarah Pike, FJCA Program Manager, conducted a three-day study tour, made 24 recommendations and concluded your community was engaged and ready to conduct a Strategic Planning event.

In our Study Tour visit we were impressed with the existing level of collaboration among service providers and inspired and encouraged by a number of prominent community champions. We assessed Delaware to be well-positioned to proceed with Strategic Planning and further develop and implement a statewide Family Justice Center Framework.

The vision that emerged over our two days of strategic planning together only reinforced our finding that you are poised and ready to change the paradigm for offering hope and healing to survivors of domestic violence, sexual assault, child abuse, elder abuse and human trafficking in Delaware. Your vision is worthy of affection from every citizen and has the potential to set a standard for all three counties in Delaware and create a template for other states to emulate.

Congratulations! Your dreams are BIG and your vision is achievable as you all lean in and work together for adult and child survivors of violence and abuse. Like Laura Graham said,



We are all in this together.

We submit your Strategic Planning Report to support your efforts to make your vision a reality.

With Great Hope,

Casey Gwinn, Esq.
President,
Alliance for HOPE International

Ken Shetter, Esq.
National Director,
Family Justice Center Alliance
Alliance for HOPE International

Joe Bianco
Law Enforcement Support Coordinator,
Training Institute on Strangulation Prevention
Alliance for HOPE International

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DELAWARE FAMILY JUSTICE CENTERS
STRATEGIC PLANNING DELAWARE OCTOBER 17-18, 2022



ALLIANCE FOR HOPE INTERNATIONAL AND THE FAMILY JUSTICE CENTER FRAMEWORK

The Family Justice Center Alliance, a program of Alliance for HOPE international, is the training and technical assistance provider for the U.S. Department of Justice for all Family Justice Centers in the United States. It was founded by President Casey Gwinn and CEO Gael Strack in 2003.

Casey Gwinn is the visionary behind the Family Justice Center framework and Gael Strack was appointed by then-City Attorney Casey Gwinn as the founding director of the San Diego Family Justice Center in 2002, the inspiration for the President's Family Justice Center Initiative in 2004.

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 adult and child survivors of trauma. The Alliance and its allied Centers serve more than 150,000 survivors and their children each year in the United States.

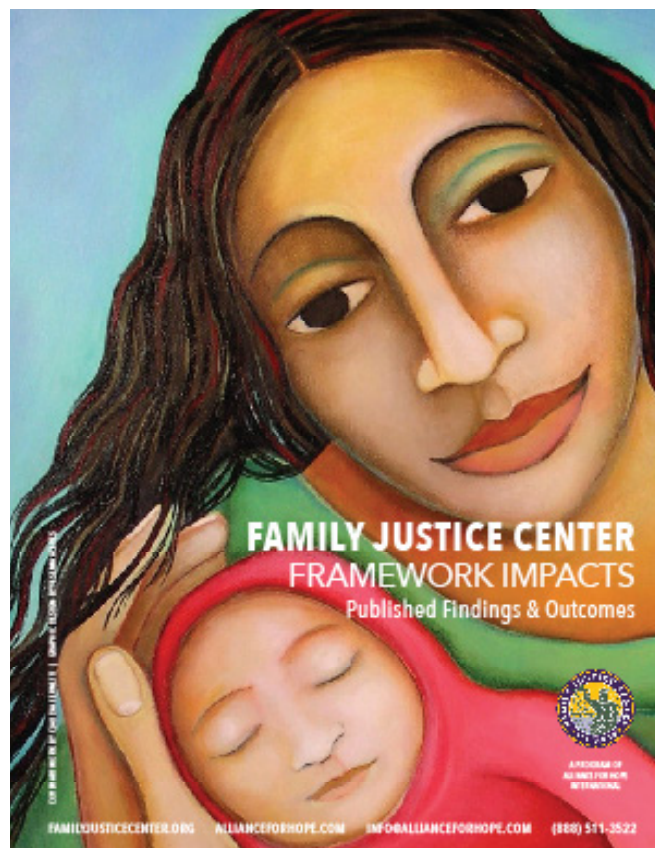
The Alliance supports multi-agency Centers in 44 states and 25 countries and trains more than 35,000 disciplinary professionals every year. The mission of the Alliance is to create pathways to hope for women, children and men who are victims of domestic violence,

sexual assault, child abuse, elder abuse and human trafficking through collaborative, integrated multi-disciplinary centers, teams and initiatives in order to break the generational cycle of violence and abuse in families across the United States and around the world.

Family Justice Centers bring services together for survivors of trauma and abuse, allowing

clients to access

comprehensive wraparound services from one location, while fostering a community of support for survivors that endures long after the crisis has passed. The Family Justice Center framework is supported by research and has been identified as a best practice by the Department of Justice.



[CLICK IMAGE TO VIEW](#)

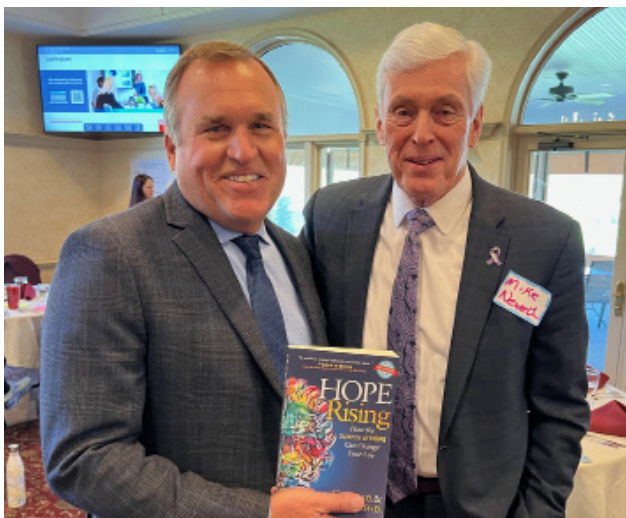
DELAWARE'S JOURNEY TO A FAMILY JUSTICE CENTER

The state of Delaware has been supportive of the Family Justice Center movement for decades. In 2005, a task force was established to assess the feasibility and impacts of establishing a Family Justice Center in the state. The Task Force was chaired by current Governor John Carney and included 30 agencies/departments critical to developing a Family Justice Center. Some of the anticipated positive impacts of establishing a Family Justice Center the 2005 task force identified included:

- Victims of Domestic Violence would be able to access services more efficiently and effectively.
- Service providers would have a more complete understanding of service availability and limitations.
- Unnecessary service duplication can be minimized.

The task force also identified the need for wrap-around services including victim assistance services, basic life services, and governmental non-legal services. The scope of recommended services were, in part, informed by a survey administered to 86 survivors.

This context demonstrates the rich, long, history of Delaware envisioning a future where victims of violence are served holistically and effectively by co-locating agencies and allowing victims to lead the way. While the community assessment completed in 2005 was in favor of establishing a Family Justice Center, it ultimately did not come to fruition at that time. In the intervening years, many in Delaware supported the vision for Family Justice Centers including former Attorney General Beau Biden. In 2021, the Delaware Domestic Violence Coordinating Council established a Family Justice Center Steering Committee to revitalize the conversation on the feasibility, impacts, and steps on the path to establish one or more Family Justice Center to support victims of violence. The committee has worked with Alliance for HOPE International to coordinate two statewide events: a three-day Study Tour event and a two-day Strategic Planning event. This report is the result of the two-day Strategic Planning event that involved the active participation of more than sixty stakeholders.



CASEY GWINN AND JUDGE MICHAEL NEWELL



There is an enthusiasm
and momentum to develop
a Family Justice Center
for Delaware.

JUDGE MICHAEL NEWELL

FAMILY JUSTICE CENTER STRATEGIC PLAN AT-A-GLANCE

This is a brief overview of the outcome of the Family Justice Center strategic planning event in Dover in October, 2022.

FIVE-YEAR VISION FOR THE FAMILY JUSTICE CENTER: WHAT DO WE WANT OUR CENTER TO BE IN FIVE YEARS?

- Comprehensive wraparound services
- Statewide framework
- Safe, modern, open, welcoming facilities
- Wide range of onsite and off-site partners
- Shared sustained funding
- Diversity, cultural awareness and accessibility for ALL
- Effective data collection, sharing and evaluation

VALUES AND BELIEFS: WHAT DO WE VALUE AND BELIEVE?

- Safety
- Respect
- Survivor-driven and focused
- Fairness and Equality
- Hope and Kindness
- Honesty and Integrity

BLOCKS AND BARRIERS TO THE VISION: WHAT BLOCKS AND BARRIERS STAND IN OUR WAY?

- Silos and ego
- Competition for funding and human resources
- Lack of data
- Lack of leadership
- Staffing issues
- Lack of awareness of issue



Survivors ***always*** tell us they would rather have all their services available in one place. We need to be responsive to what survivors want and need.

CASEY GWINN

STRATEGIC DIRECTIONS: HOW DO YOU MAKE THE FAMILY JUSTICE CENTER A REALITY?

- Keep meeting: Regularly convene the Steering Committee and Work Groups
- Review recommendations, prioritize and implement changes
- Create a 30-second elevator speech for everyone to share
- Launch a VOICES committee
- Keep sharing: Share the vision for a Delaware statewide Family Justice Center framework with everyone
- Stay engaged with the Alliance

THE STRATEGIC VISIONING AND PLANNING PROCESS

The Strategic Visioning Framework for the development of the Delaware Family Justice Center has been developing for more than a year. From the beginning of the Alliance's involvement, we have had the opportunity to meet with elected officials, policy makers, funders, allied partner agencies, survivors and staff from the Domestic Violence Coordinating Council. We have conducted multiple zoom meetings, on-line surveys, information sharing, individual meetings, and community forums. The Alliance's community assessment, study tour, focus groups, and strategic planning were key steps toward adding depth and detail to the framework.

In preparation for Strategic Planning, the Alliance provided the Steering Committee a digital copy of our manual "Dream Big, Start Small: How to Start and and Sustain a Family Justice Center." Chairs and Co-chairs were identified for each work group. The Alliance provided guidance to the Chairs and Co-Chairs and provided key documents for their review, including the FJC Impact Report, our new FJC Info Guides, and selected webinars.

This Strategic Visioning Report is the compilation of our work together and a direct result of a two-day Strategic Planning event. It was created during a fast-paced event held October 17-18, at Maple Dale Country Club in Dover, Delaware with more than 60 attendees participating in-person. The Strategic Visioning was facilitated by Alliance President Casey Gwinn, FJCA National Director Ken Shetter, and Joe Bianco, Law Enforcement Support Coordinator, The Training Institute on Strangulation Prevention. This document serves as the strategic framework to guide the development of a Family Justice Center for Delaware.

The shared vision for the Delaware Family Justice Center is dynamic, viable, and inspiring. There is no question it deserves the funding and support from philanthropists, foundations, local government, state government, the federal government, and other potential supporters. It is a transformative vision that will increase safety, hope, resiliency and wellbeing for adult and child survivors of trauma, violence and abuse.



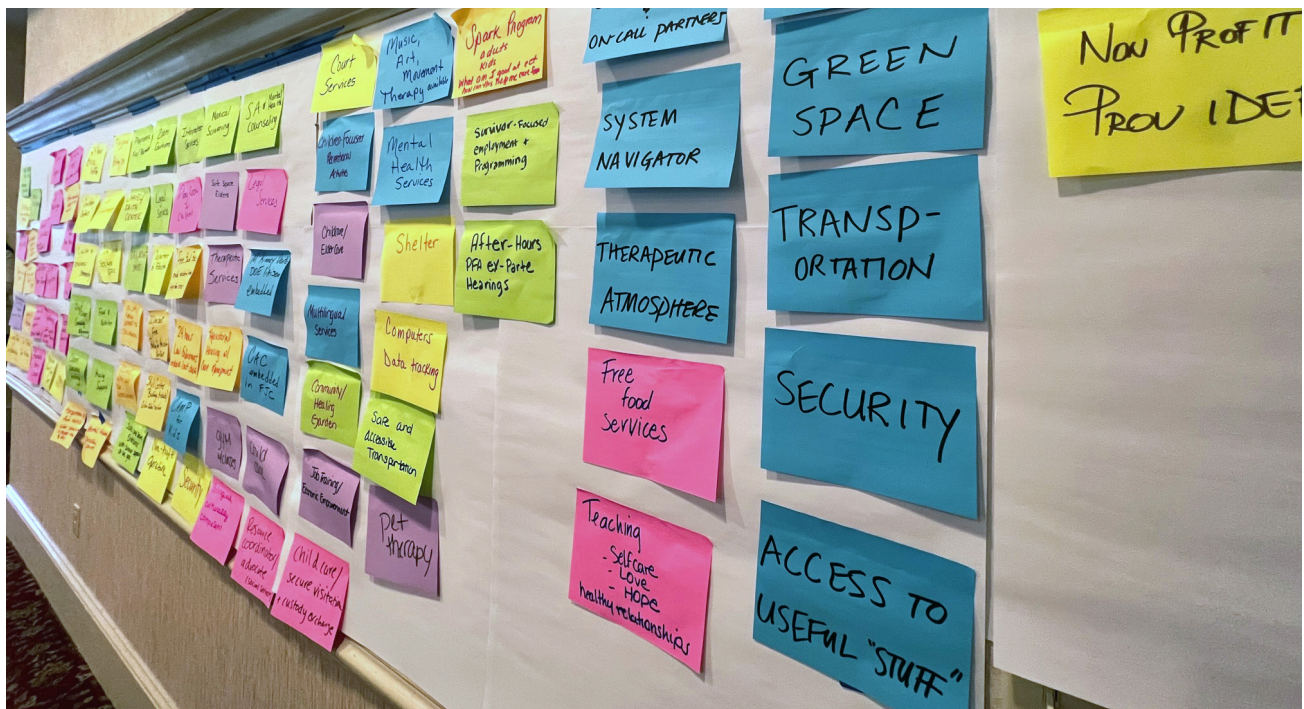
LAURA GRAHAM ADDRESSING THE GROUP

HIGHLIGHTS FROM STRATEGIC PLANNING

Judge Michael Newell, Chief Judge of the Family Court for the State of Delaware and Chair of the DVCC, welcomed participants and shared opening remarks. Laura Graham, Esq, DVCC FJC Committee Chair, provided a summary on where Delaware is in the overall development process and shared that the DVCC had received \$250,000 from the state's bond committee to hire an architect to determine the feasibility of various sites.

The Alliance team, led by President Casey Gwinn, facilitated two-days of an action-packed agenda, which also included:

- Study Tour highlights and survivor feedback
- Overview of the Family Justice Center Framework
- Overview of the Strategic Planning Process
- Crafting the Vision
- What do we want our Center to be in five years?
- Working lunch with video presentation of interview with Ellen Pence
- Articulating our Mission, Values and Beliefs
- Identifying Blocks and Barriers
- Overcoming Blocks and Barriers with Proactive Strategies and Actions
- Funding and Sustainability
- Overview of the Work Group Process and Group Rotations
- Reports from the Work Groups
- Personal Commitments from Participants
- Next steps



FAMILY JUSTICE CENTER MOVEMENT OVERVIEW

Alliance President Casey Gwinn started his presentation with a summary from the Study Tour, results of the on-line surveys and individual meetings and highlighted emerging themes:

- High level of enthusiasm for collaboration
- Strong support for the Family Justice Center vision
- Overwhelming commitment to the ultimate vision of bringing agencies together on a collaborative campus
- Biggest questions:
 - Who will be the lead agency?
 - Where will the first Center be located?
 - What services will be housed at the FJC?
 - Who will the FJC focus on serving?

Casey highlighted key findings from survivor focus groups:

- Survivors unanimously want the Family Justice Center framework in Delaware.
- Survivors felt under-served in many ways, particularly in response to near-fatal strangulation assaults—in some cases no arrest occurred and no documentation was made.
- Many had negative experience with systems and agencies.
- All Spanish-speaking survivors shared experiencing barriers in accessing services due to a lack of interpretation services.
- Survivors urged high visibility and outreach, saying,



It would be a tragedy to build
a Family Justice Center,
and no one knows it's there.

He continued his presentation with an overview of the Alliance today, a brief history of the FJC movement, what a Center is and is not, essential ingredients of a Family Justice Center, and provided a virtual tour of Centers in the United States and around the world. He also shared common fears and concerns experienced by staff and onsite partners located in Centers. Casey highlighted the increasing use of the science of hope in more effectively serving clients of Family Justice Centers and mitigating the trauma experienced by survivors and vicarious trauma experienced by staff and partner agencies in Centers. He also shared the Alliance's four strategic directions: Collaborative Leadership; Commitment to Best Practices; Guiding Principles; and Accountability to Survivors. Casey provided a few highlights about the Family Justice Center movement today, including the Family Justice Center Impact Report (peer reviewed, academic outcomes) included highlights of the latest research and outcomes on:

- Co-location of Child Advocacy Centers at Family Justice Centers
- Multiple statewide networks
- Family Justice Center legislation
- Highlights from the Polyvictimization Initiative
- The intersection between domestic violence and substance use
- How services are expanding to include Forensic Medical Units and Health Clinics
- The need to address high-risk victims including strangulation assault survivors



WE ARE BORN WITH HOPE.

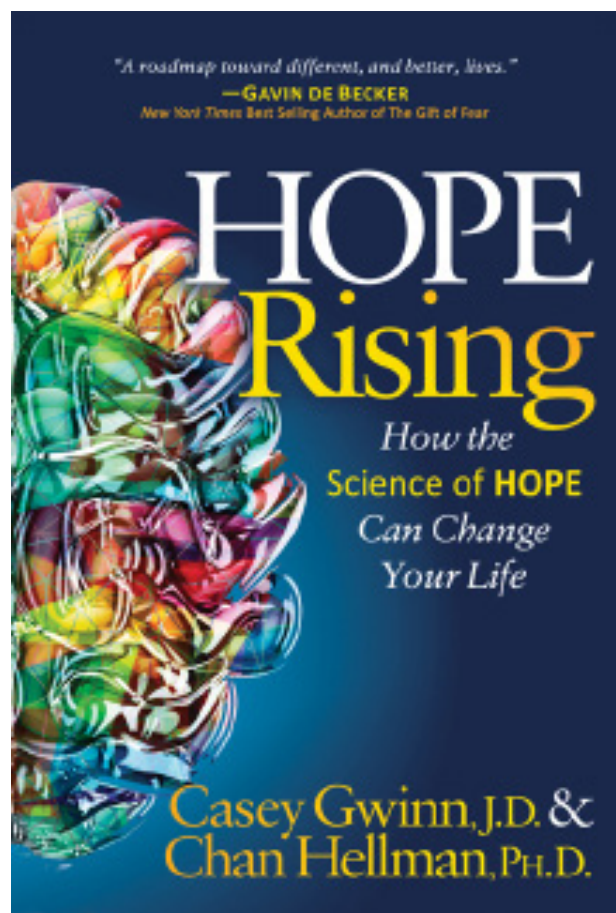
It is the essence of who we are as human beings. Animals are not hope-centered. Human beings alone have the ability to look forward and imagine who we want to be and then figure out how to get there. But human beings get robbed of hope. Generally, very early in their lives, and children are always robbed first. That is why we are in the HOPE Business. We are in the business of helping people move from where they are to where they want to be. Today, we understand hope is not an emotion or wishful thinking. There is a science to HOPE.

CASEY GWINN, PRESIDENT, ALLIANCE FOR HOPE INTERNATIONAL



I've been buying up "Hope Rising" since hearing Casey at Brooklyn Law School in late 2019. We give them to clients, partners, board members, everybody. Last week, we sent them to the homes of all our staff members working remotely (many of them new hires) and we're orchestrating a book club to discuss hope regularly.

MARY MURPHY, EXECUTIVE DIRECTOR,
FAMILY JUSTICE CENTER OF ERIE COUNTY



CRAFTING THE SHARED VISION

Alliance President Casey Gwinn then led participants in a visioning exercise to create their vision for a Family Justice Center framework serving all citizens of Delaware. He asked all attendees to close their eyes and imagine it was 2027 and, in five years, Delaware had transformed the way it responds to domestic violence, sexual assault, child abuse, elder abuse, and human trafficking. Reporters, researchers, and media outlets were flocking to see what happened. Domestic violence homicides had dropped to nearly ZERO. Children were growing up without violence and abuse in their homes. The jail and prison populations had plummeted. Delaware was a model for the country for collaboration, multi-agency coordination, and integrated services. He then asked: Why? What happened between 2022 and 2027? What and how did Delaware's vision become a reality? Why were lives being changed in such a powerful way? What partners were on site? What

programs, services and activities were included? What was available for adult women and men? What was available for children, youth, elders? What did facilities look like and feel like? Why were survivors wanting to come back to experience community long after the crisis? How were the partners working together? Why were survivors finding such safety, healing, hope and wellbeing?

After nearly ten minutes, Casey Gwinn asked everyone to open their eyes and write their vision on a piece of paper listing as many things and ideas as they saw and felt during the exercise. Then, Casey challenged each table to put their vision on 5x8 cards. The cards were placed on a wall and later organized into categories by the Alliance Team and participants, linking concepts that produced a cohesive vision that represented meeting the needs and services for adult and child survivors of abuse in Delaware in 2027.



Shared Vision: Here is what the participants envisioned

COMPREHENSIVE WRAPAROUND SERVICES

Advocates as Guides/System Navigator/Resource Coordinator Social, Legal, Education Advocates 24-Hour Crisis Hotline Law Enforcement Court/Civil Legal Services Prosecution Counseling Center/ Mental Health Services Sexual Assault Counseling Mobile Crisis Staff (Mental Health)	Peer Support Housing/Home Ownership Support/Transitional Housing with Case Management Social Services (Benefits Navigator) Camp HOPE Delaware/ Camp for Kids Medical Clinic/Services for Adults and Children Chapel/Faith-Based Services Computers/Data Tracking	Childcare/ After School Care Food and Nutrition Community Awareness Elder Care Basic Living Skills Free Parking for Court Job/Career Counseling Medical Screening	Music, Art, Movement Therapy Children-Focused Recreation Activities Restorative Yoga/Mediation/Sound Healing Transportation (Including to the Center) Financial Empowerment Classes Community and Survivor-Led Diversity, Equity, and Inclusion Multi-Lingual/Interpreter Services Services are Multi-Lingual and Culturally Competent Secure Visitation and Custody Exchange Pet Shelter/Pet Therapy/Therapy Dogs
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DYNAMIC FACILITY

Safe and Secure Space Safe and Secure Entrance with Survivor Support at the Gate Security Safe Space for Elders Emergency Shelter/ Temporary Housing	Skill Center Gym with Classes Childcare and Play Area Fun/Recreation Space Playground and Petting Zoo Free Book Boxes Multi-Use Spaces	Campus Style Green Space Garden with Labyrinth/ Teaching Garden/Healing Garden Meditation/Quiet Room Therapeutic Atmosphere Proximity to Court	Ambiance: Soft Lighting, Water Feature, Music Open, Bright Space Inviting and Spacious Virtual Spaces Zoom Courtrooms Universal Accessibility
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Shared Vision: Here is what the participants envisioned

WIDE RANGE OF ONSITE AND OFF-SITE PARTNERS			
Child, Inc. Amanecer Counseling & Resource Center Nemours Healthcare/ Behavioral Health Department of Education Children and Families First Partner with Camp Barnes or Camp Tockwogh	NCALL First State Community Action Agency Shelter Christiana (Specifically Forensic Nurse Examiner Program) State Service Center at the Agency Spark Program Law Enforcement	After-Hours Protection from Abuse Order Ex-Parte Hearings Latin-American Community Center Registrar for People who Break PFA Cooperative Extension, 4-H La Esperanza Latin-American Community Center Child Advocacy Center Embedded in FJC	Victim's Compensation Assistance Program Survivors of Abuse in Recovery McKinny-Vento Department of Education Liaison YWCA Delaware University of Delaware Center for the Study & Prevention of Gender-Based Violence (for Research and Evaluation)

SHARED SUSTAINED FUNDING

Participants did not produce significant information regarding funding and sustainability during the visioning exercise, but the subject was covered more comprehensively during the work group rotations (see information in the Work groups section of this report). Participants envisioned a public/private funding mix with facilities funded by the State of Delaware.



INTERVIEW WITH DR. ELLEN PENCE

Over a working lunch, the Alliance provided a powerful 45-min. video for the participants featuring Dr. Ellen Pence. Ellen was a national leader and visionary in the domestic violence movement. She developed the concept of the coordinated community response (CCR), programs for offenders, the power & control wheel, the Safety Audit process, the Blueprint for Safety and identified best practices to improve the criminal justice system's response to gender-based violence.



Ellen Pence

In the video, Casey Gwinn interviews Ellen, before her death in 2011, about her work in Duluth, her leadership in the movement, and her thoughts about the Family Justice Center framework. Her thoughtful and insightful comments were meant to engage reflection and discussion about the hopes and fears of co-located agencies. The timeless video was recorded before Ellen died in January 2012 at the age of 63 from breast cancer and provides valuable lessons learned and advice for the future:

- Put model policies into writing
- Keep it going after people come and go
- Good programs need to survive the loss of charismatic leaders
- We can't have a "go it alone" attitude
- Work together as a team
- Co-location of professionals is a means to an end - increasing safety, increasing offender accountability and creating community for survivors
- We need to become a "collective" with collective goals - not just professionals in a building doing things that don't work and increasing danger to survivors
- We need to realize we are all part of a bigger vision and calling than our own job
- We 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: DV is a crime, and it will not be tolerated
- Co-location that leads to change and integration is the goal.

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 an FJC framework.

ARTICULATING OUR BELIEFS AND VALUES (WHAT WE BELIEVE TOGETHER)

“We don’t act based on what we know. We act based on what we believe.
So, what will you believe together in this Center?”

CASEY GWINN, PRESIDENT, ALLIANCE FOR HOPE

Casey Gwinn shared the Guiding Principles for the Family Justice Center movement and engaged the participants in a discussion about shared values and beliefs. He expressed shared values and beliefs are crucial to an effective collective impact initiative like a Family Justice Center. Casey asked the participants:

“What will be your shared values and beliefs to help ground and guide the development and operations of the Center?”

At their tables, participants began small group discussions, articulated those values and beliefs on 5x8 cards and posted them on the wall next to the vision wall:

BELIEFS AND VALUES:

Commitment to Collaboration	Validation	Accountability
Diversity	Ensure Safety	Welcoming
Compromise	Kindness	Compassion
Support	Balanced	Mutual Accountability
Respect	Empowerment	Survivor-Led
Fairness and Equity	Prevention of Recurring Harm	Communication
Dynamic	Kindness	Victim Safety
Buy-In of Partners	Hope	Child Safety
Victim/Survivor-Centered	Compassion	Integrity and Honesty
Do No Harm	Open-Mindedness	Stability
No Gate Keepers	Trauma-Informed	Offender Accountability
	Diversity	Safety

BLOCKS AND BARRIERS

Casey Gwinn facilitated a discussion about blocks and barriers by asking this question: If we are all committed to this powerful, dynamic vision for the future of a Family Justice Center framework in Delaware, why hasn't this vision become

a reality? What threatens our ability to make it happen? After table discussions, participants posted the blocks and barriers on 5x8 cards and placed them on the wall:

BLOCKS AND BARRIERS:

Leadership/Lack of Leadership Power	Lack of Cross-Education	Turnover Among Decision-Makers and Funders
Competition for Resources (Money and People)	Mandatory Training of Judges/ Officers/Court Clerks	Different Agency Processes
Lack of Buy-In	Misaligned Priorities (\$)	Overwhelming– Not Understanding the Ask
Legal Oversight/Framework	Lack of Caring in Service Professions	No Clear Framework
Workforce Development	Lack of Coordination of Resources	No Lead
Resource Priorities	Lack of Willingness to Collaborate	Location Competition
Maintaining Energy and Vision	Lack of Commitment	Jurisdictional Issues
Silos	Ego	Competing Visions
Different Goals/ Priorities of Agencies	Differing Vision	Enforcing Accountability
Lack of Awareness of Issue	Change is Hard	Mandatory Reporting Hampers Disclosure and Threatens Engagement
Complacent with Status Quo	Under-Recognition of Need by Funders	Lack of Data
Overworked/Burned Out Staff	Power and Control/Territorialism	Complex Issues with No Easy Solution
Systemic Racism	Fear of Failure	
Bureaucracy	In-Fighting	
	Confidentiality/Privacy Issues	

Groups of participants were then asked to take one of the blocks and barriers and discuss a few key solutions to overcome that barrier.

After the groups selected their top barrier, they shared with the group and posted their strength-based solutions on the vision wall.

VICTIM MISTRUST– SHARING INFORMATION, UNDERSTANDING OPTIONS, UNDERSTANDING RISKS

- Lead by example
- Transparency
- Empowerment
- Peer support
- System navigation
- Increase safety

LACK OF TRUST– SURVIVORS

- Identify and address misconceptions leading to mistrust, e.g. Child Protective Services wants to take kids
- Training for Police Departments for more accurate and complete reporting
- Clear explanations of all processes
- Standardization of communication between agencies
- Perpetrator accountability

LACK OF FRAMEWORK

- Designate the lead agency
- Gather data
- Engage stakeholders
- Establish goals/priorities
- Design implementation plan
- Get necessary buy-in
- Document

EGOS/IN-FIGHTING

- Intake process: Standardization with holistic and survivor-driven process
- MDT and bringing everyone to the table
- Balance and respect between partners
- Collaborative mission statement

- Collaborative funding efforts

JURISDICTIONAL ISSUES

- Develop MOUs between agencies
- Lead agency and rotation
- Policies and protocols of the center
- Training and education
- Involving key stakeholders
- Centralized governance for funding purposes

STAFFING ISSUES

- Capitalize on existing multi-disciplinary teams
- Task force model
- Take informational reports with MOU or virtual reporting
- Training and buy-in
- Careful selection of staff and “other duties as assigned”

LEADERSHIP

- Show agency leaders the advantages of the FJC model
- Higher morale—less staff burnout
- Benefits:
 - Flexibility for staff and agency and enhanced resources
 - Training/skill-building
 - Better case outcomes
- Good Public Relations for agencies to be involved

CONFIDENTIALITY/PRIVILEGE

- Develop better understanding of meaning/limitations by sectors
- Legislative solutions (advocate privilege)
- Internal Releases of Information/confidentiality waivers
- Cross-training for cultural humility and other needs

HIGHLIGHTS FROM REFLECTIONS

Participants were asked to articulate what stood out and to identify common themes from the vision boards:

BELIEFS AND VALUES	
Hope	Kindness/empathy/compassion
Respect	Survivor-led

VISION

Services for children	Open, welcoming space
Preparedness to serve all	Safety and security
Strong navigation component	Comprehensive service-delivery model
Commitment to basic services	

FOCUS AREAS FOR ANY FUNDING AND SUSTAINABILITY PLAN SHOULD INCLUDE:	
1. Public engagement and awareness	
2. Government funding and integration	
3. Fundraising and marketing	
4. Regional and statewide leadership	
5. Board development and leadership	



THE FJC SAVES LIVES. This money could sit in an account for the rest of this fiscal year and pad an account with reserve or we could use it to save lives.

CALIFORNIA STATE ASSEMBLYMAN TIM GRAYSON, IN SUCCESSFULLY ADVOCATING FOR \$10 MILLION FOR CALIFORNIA FAMILY JUSTICE CENTERS

FUNDING AND SUSTAINABILITY

Casey Gwinn stressed that ample financial resources exist to successfully develop and program a statewide Family Justice Center framework in Delaware. There are many viable funding strategies, as evidenced by the many Family Justice Center models across the country. Potential advantages for Delaware include the easier justification for state funding because of the viability of a statewide framework and the existence of a healthy philanthropic/foundation community.

The Alliance recommends an understanding of the [Benevon Model as modified by former Family Justice Center Director Linda Ray](#) from the Erie County (Buffalo) Family Justice Center. She took the center from zero dollars in the bank to over a million in reserve. See also the Alliance’s webinar in the Resource Library on [Funding and Sustainability](#). Additionally, consider how FJC legislation and statewide networks (particularly in California) have been instrumental in funding for Centers.

CREATIVE FUNDING SOURCES	
New Market Tax Credits	Milwaukee
Court Fees	Tennessee, California
Levy, Sales Tax, Bonds, District Funds, etc. to fund FJCs	Shawnee; Prince George's; CA FJCs: Irvine, Alameda Co., Solano, Sonoma, and Stanislaus

SPECIFIC FUNDING EXAMPLES IN LOUISIANA	
\$1.7 Million	Criminal Justice Reform Funds reinvested in Victim Services
\$750,000	Invested to establish a Family Justice Center in East Baton Rouge

ALIGNMENT OF THE WORK GROUPS

A significant portion of Day Two of strategic planning was dedicated to convening six work groups that were established prior to the strategic planning event with the help of key community leaders serving as Chairs and Co-Chairs:

GOVERNANCE AND FACILITIES

- CHIEF JUDGE CARL DANBERG
- MARIANN KENVILLE-MOORE

SERVICE DELIVERY AND OPERATIONS

- LAURA GRAHAM
- BLANCHE CREECH

FUNDING AND SUSTAINABILITY

- STATE REPRESENTATIVE KRISTA GRIFFITH

RESEARCH, DATA, AND EVALUATION

- JUDGE JAN JURDEN

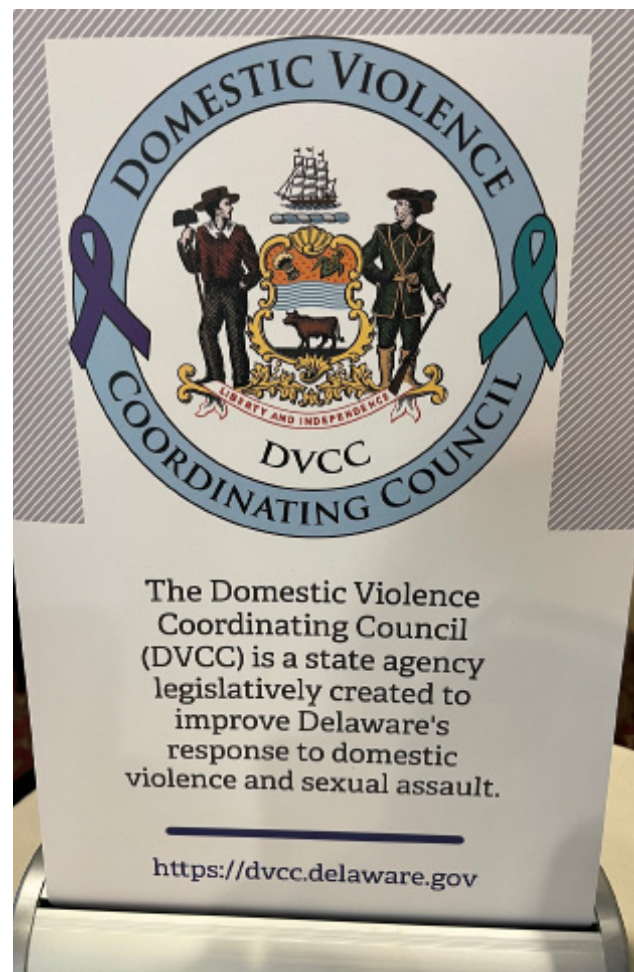
LAW ENFORCEMENT ENGAGEMENT

- COLONEL JOSEPH BLOCH
- DEPUTY ATTORNEY GENERAL JENNA MILECKI

COMMUNITY ENGAGEMENT, OUTREACH AND VOLUNTEERS

- NICK BEARD
- PEDRO TORRES

The goal of the work group exercise was to begin to identify questions on and off-site partners will likely encounter in running a Family Justice Center and to begin addressing those questions as part of the development of the Center. Every participant was asked to rotate through two groups that interested them the most. The Work Group Chairs stayed in their groups as all participants rotated. At the conclusion of the rotations, the Chairs provided a quick summary of the highlights of the work groups. We recommend that the Work Groups meet at least monthly to make rapid progress on their initial goals and track the work they have accomplished.



HIGHLIGHTS FROM WORK GROUP ROTATIONS

GOVERNANCE AND FACILITIES WORK GROUP

GOAL 1

ESTABLISH THE PROPOSED GOVERNANCE STRUCTURE

- Options:
 - o DVCC
 - o New or current non-profit
 - o County-based governance structure (not preferred)
 - o Statewide structure with county-to-county implementation

GOAL 2

ESTABLISH AND MAINTAIN FACILITIES

- Follow up on feasibility study and work with contractor
 - o Participate in study planning
 - o Review study findings possibly visit sites
 - o Develop organization budget and plan for maintenance.
 - o Develop standards for access, use and delivery of services

Focus Areas for the Governance and Facilities Work Group:

- | | | | |
|--------------|----------------------|-----------------------|---------------------------------|
| - Governance | - Strategic Plan | - Political Landscape | - Involvement with the Alliance |
| - Leadership | - Mission and Vision | - Guiding Principles | |

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 and even after crisis intervention services are no longer necessary

11. OFFENDER ACCOUNTABILITY: Increase offender accountability through evidence-based prosecution strategies

SERVICE DELIVERY AND OPERATIONS WORK GROUP

WHO?

- Intimate Partner Violence
- Family Violence
- Sexual Assault
- Human Trafficking
- Elder Abuse
- Child Abuse/Neglect
- Immigrants
- Mass Violence
- Children Impacted by Domestic Violence

WHAT?

- Legal services—civil and criminal
- Mental Health/counseling
- Advocates (including accompany and case management)
- Medical (basic medical and dental and forensic/acute)
- Wellness and/or meditation
- Childcare
- Short-term/long-term housing, including emergency shelter
- Financial education/literacy
- Job training/placement
- Substance Use Disorder treatment
- Law enforcement
- Library, including resource center
- Division of Social Services (federal/state benefits)
- Necessity/tangible resources
- Faith-based services
- Language access
- Remote access to court/Law Enforcement Agencies and off-site partners
- Support groups

HOW/WHERE?

- Focus on core functions
 - What are they?
 - Who provides them?
 - Where/how are they provided?
- Depends on geographic location; Center per county
- Should a county-specific needs assessment be done? Time-frame for same?

FOCUS AREAS for the Service Delivery and Operations Work Group:

- Operational
- Staffing and Structure
- Intern Program
- Training
- Partnership Agreements
- Service Flow
- Operations Manual
- Safety and Security
- Training and Orientations
- Internal Communication
- External Communication
- Client Intake System
- FJC Environment
- Volunteer Recruitment
- Appreciation
- Supervision

INTAKE PROCESS

- Medical screening



FUNDING AND SUSTAINABILITY WORK GROUP

GOAL 1 ADD MORE MEMBERS TO THE GROUP

- Highmark
- National Alliance on Mental Illness
- Victims of Crime Act
- Criminal Justice Council
- Violent Crime Compensation Assistance Program
- Federal delegation
- Healthcare organizations
- Non-profit board leaders
- University of Delaware/Delaware State University/Delaware Tech
- Private philanthropists and foundation leaders
- Utilize Delaware entities, big banks, life sciences, agriculture, Corporation Service Company

GOAL 2 SET A SCHEDULE

- Monthly
- Utilize in-person and virtual meeting formats

GOAL 3 RESEARCH OTHER JURISDICTIONS

- Sites that are similar to size of Delaware
- Delaware County, PA

GOAL 4 TIMELINE

- November 25: First meeting
- December 22: Complete committee composition
- February 22: First round of research

GOAL 5 STAFF SUPPORT

- Legislative Aide/SW/AS

GOAL 6 POTENTIAL FUNDING OPPORTUNITIES

- Criminal Justice Council Board Proposal
 - o Timeline (backward planning)
- Maybe focus on private

Focus Areas for the Funding and Sustainability Work Group:

- | | | | | |
|------------------------------|---------------------------|----------------------------|------------------------|--------------------------------|
| - Public/Private Funding Mix | - Shared Funding Policies | - Government Funding Level | - Private Philanthropy | - Integration of the Framework |
|------------------------------|---------------------------|----------------------------|------------------------|--------------------------------|



RESEARCH, DATA COLLECTION AND EVALUATION WORK GROUP

- Purpose of Data
 - o Program/process effectiveness
 - o Funding initial and sustainability
- Confidentiality, privacy, protected personal information
- Intake data contains data points related to existing data systems–Department Health:
 - Social Services, criminal, Department of Education
 - Service tracking
 - Data team within administration/leadership
 - Annual report
 - Collaborate with Sustainability and Service groups
 - Employee and services (with level of clearance)

Focus Areas for the Research, Data Collection, and Evaluation Work Group:

- | | | | |
|-------------------------|---------------|---------------|-----------------|
| - Statistics/Evaluation | - Children | - ACE Scores | - Storytelling |
| - Methodology | - Adults | - Clinical | - Documentation |
| - Measurements | - Hope Theory | - Publication | |



HIGHLIGHTS FROM WORK GROUP ROTATIONS

LAW ENFORCEMENT WORK GROUP

- On-site, quiet, task force, or virtual
- Establish a referral system–Lethality Assessment Program–High Risk Team
- Inter-agency Cooperation and MOU
- Security for facility–partners, law enforcement, advocates, work spaces, transportation
- Training
- Identify people that want to be there
- Probation and parole, federal agencies, PFA Service Task Force
- DE Police Chiefs Council
- Elected officers & legislature

Focus Areas for the Law Enforcement Work Group:

- Communicating and coordinating across jurisdictions
- Establishing full-time law enforcement presence at the Center(s)



COMMUNITY ENGAGEMENT, OUTREACH, AND VOLUNTEERS WORK GROUP

- Engaging within the community– get to know the community
- Outreach to Family Court
- Outreach to school counselors
- Outreach to hospitals/primary care
- Connections with churches/faith groups
- Get feedback from community and community organizations
- Information in bathrooms
- Warm referrals
- Putting information in workplaces/ daycares/gyms/salons
- Social media strategy–college interns– coordination with training
- Ambassadors–marketing campaigns
- Community fundraising/awareness raising
- Awareness events at community locations
- Look at best practices for DV awareness but broader
- Provide explanation of services for those who do not identify as victims/survivors
- Commercials which educate/social media
- Letting survivors craft messages
- Groups that engage on maternal/ reproductive health
- List services
- Business partners v. community partners– different strategies
- Celebrity ribbon cuttings
- Take Care of Delaware
- 2-1-1 and other hotlines
- Broader medical groups–Division of Medicaid and Medical Assistance, Medical Society of Delaware
- Recruit someone to manage social media– work with schools
- Women, Infants, and Children Program
- DeIDOT signs/DART business cards

Focus Areas for the Community Engagement, Outreach, and Volunteers Work Group:

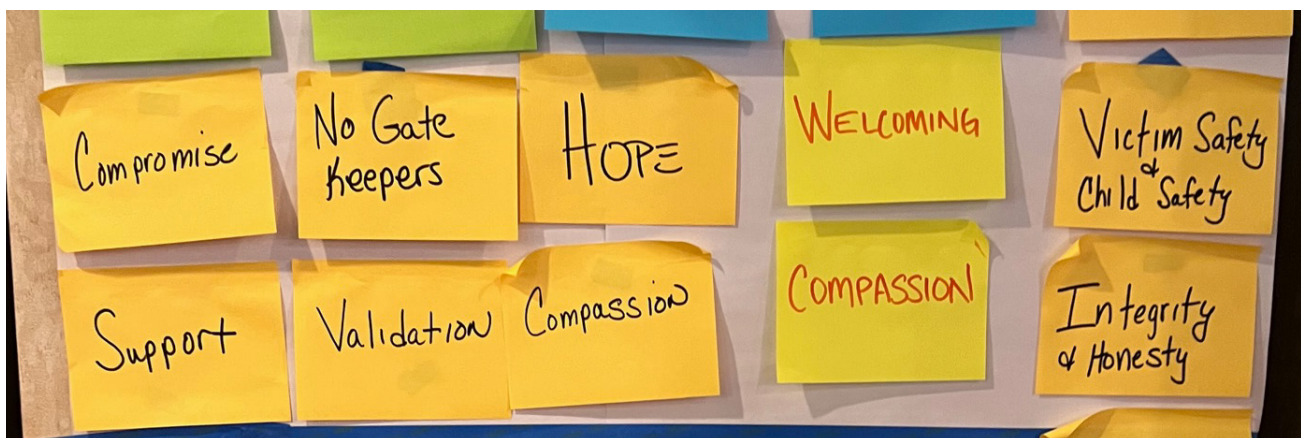
- | | | | |
|---------------------------------|-------------------|-------------------|---------------------------|
| - Promotional video | - Advertising | - Donor Materials | - Media |
| - Outreach Materials/ Campaigns | - Speakers Bureau | - Website | - Designated Spokesperson |
| | - Art | - Logo | |



NEXT STEPS AND PERSONAL COMMITMENTS

The Strategic Planning concluded with reflections on the readiness of the Delaware community to embark on the journey of developing a Family Justice Center framework to serve all citizens of the state. The Alliance team reiterated the particular strengths of the community, as represented by the stakeholders assembled for the Strategic Planning process and shared next steps,

including the continuation of the Work Group activities and the preparation and dissemination of this report. Finally, participants were asked to provide written commitments to contribute to the development of Delaware's statewide Family Justice Center framework. Those commitments are included as an appendix to this report.



We are living in a time defined by unpredictability and chaos. It is a perfect storm for victims of domestic violence and their children. Fortunately the Family Justice Center framework has proven to be effective, even in these complicated times. Even as domestic-violence homicide rates have risen across the country, we have not seen an increase in homicides among the population of adult and child survivors served by Family Justice Centers. We are the people to meet this moment. Building a Family Justice Center for Delaware won't be easy, but it will save lives and the people in this room are just the people to make it happen.


KEN SHETTER

RECOMMENDATIONS

This is a list of the Alliances top 17 recommendations for your consideration as you move forward:

1. Reconvene the Steering Committee and Work Groups regularly to revisit and prioritize the recommendations from the Study Tour and work on the questions identified by each Work Group. Keep meeting.
2. Create a 30-second elevator pitch on why developing a Family Justice Center framework for Delaware matters and focus on these key points as you spread messaging about your Center.
3. Discuss the Ellen Pence Video with your Steering Committee and Work groups.
4. Continue to work on Survivor Engagement and a [VOICES Committee](#).
5. Develop a Culturally Responsive and Culturally-Excellent Approach/Plan for your Center.
6. Tour other Family Justice Centers and send a team to the next annual conference in May, 2023 in San Diego.
7. Finalize and share the Strategic Planning Report widely with your community.
8. Engage judges, law enforcement leaders and state government officials in the planning process and educate them about the Family Justice Center framework and the role they play in access to justice.
9. Schedule a follow-up meeting with the Alliance to address critical issues that may surface over the upcoming months.
10. Schedule regular events to maintain momentum such as informational community meetings, share the Strategic Planning Report with local and state legislators at a docketed meeting.
11. Focus on the adoption of the Alliance's Hope Tech Suite as your centralized intake system that includes an evidence-based danger assessment. A key consideration is who will be responsible for conducting the intake. The Alliance can provide a demonstration of the HOPE Tech Suite.
12. As part of programming for children, consider developing a Camp HOPE America program in the early phases of implementation of the Family Justice Centers.
13. The Domestic Violence Coordinating Council should be given strong consideration as the Family Justice Center framework's lead agency. We find the Domestic Violence Coordinating Council is best positioned to be the lead agency for all three Family Justice Centers. We feel that it reflects the Alliance's perspective on what has been successful and the general feeling of the room.
14. The funding model should include a healthy combination of public and private funding.
15. Pursue state legislation that defines Family Justice Centers and establishes state funding for a Delaware Family Justice Center program.
16. Pursue legislation that protects the privacy and confidentiality of those who seek services from family violence providers, including Family Justice Centers modeled after the California legislation written by Casey Gwinn. See California Penal Code Section 13750 et. seq.
17. We agree with what appeared to be the consensus of participants that it is feasible and preferable to plan Family Justice Centers in all three counties simultaneously.

"IMAGINATION IS THE INSTRUMENT OF

Two hands, one on the left and one on the right, are shown in silhouette, holding the word "HOPE" in large, bold, capital letters. The hands are positioned as if they are holding the letters together, with the fingers visible at the top and bottom of the letters. The background is a bright, cloudy sky with a sunburst effect behind the word "HOPE".

HOPE

YOU'VE GOT TO IMAGINE IT."

CASEY GWINN, PRESIDENT, ALLIANCE FOR HOPE INTERNATIONAL

ALLIANCE for
HOPE
INTERNATIONAL

familyjusticecenter.org | allianceforhope.com | 888-511-3522

APPENDICES

Click below to navigate to the page indicated. To return to the this page at any point, click on the page number at the bottom. To return to the main table of contents, click [here](#).

APPENDIX A: STUDY TOUR REPORT



APPENDIX B: STRATEGIC PLANNING AGENDA

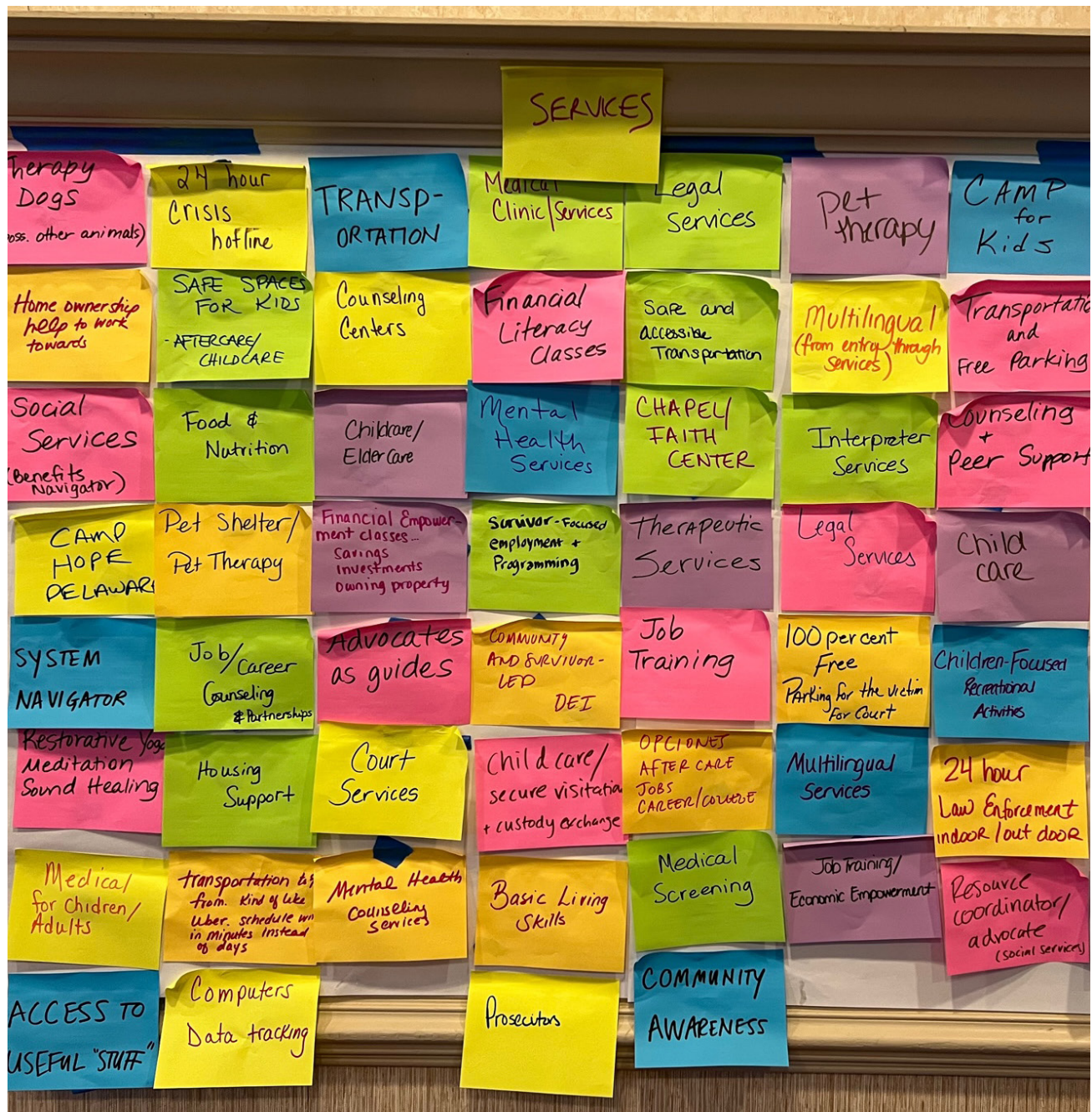
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APPENDIX C: LIST OF ATTENDEES

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APPENDIX D: PERSONAL COMMITMENTS

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STRATEGIC PLANNING AGENDA



DELAWARE STATEWIDE FAMILY JUSTICE CENTER INITIATIVE STRATEGIC PLANNING

Maple Dale Country Club, 180 Mapledale Rd., Dover, DE 19904

Monday, October 17, 2022

8:30 – 9:00 am	Light Breakfast and Registration
9:00 – 9:30 am	Opening and Welcome <ul style="list-style-type: none"> Welcoming Comments Judge Michael K. Newell, Family Court, DVCC Chair & Laura Graham, Esquire, DVCC Co-Chair, FJC Steering Committee Chair Where We are in Our Development Process -Laura Graham Participant Introductions – Alliance Team
9:30 – 10:00 am	Family Justice Center Overview – Alliance Team <ul style="list-style-type: none"> Study Tour Highlights & Survivor Feedback Essential Ingredients of a Family Justice Center Shared Leadership
10:30 – 10:45 am	Break
10:45 – 11:00 am	Overview of the Strategic Planning Process – Alliance Team
11:00 – 12:00 pm	Casting the Vision – Alliance Team <ul style="list-style-type: none"> What do we want our Center to be in five years?
12:00 - 12:15 pm	Group Photo
12:15 – 1:15 pm	Working Lunch (lunch provided)
1:15 - 1:30 pm	BREAK
1:30 – 2:30 pm	Crafting the Vision – Alliance Team <ul style="list-style-type: none"> Articulating our Mission and Values/Beliefs Identifying the Blocks and Barriers to Our Vision and Mission
2:30-2:45 pm	BREAK
2:45 – 3:15 pm	Overcoming the Blocks and Barriers – Alliance Team <ul style="list-style-type: none"> Developing Proactive Strategies and Actions
3:15 – 3:30 pm	Closing Reflections – Alliance Team (Followed by Work Group Chair Huddle)



AGENDA

Tuesday, October 18, 2022

8:30 – 9:00 am	Light Breakfast and Registration
9:00 – 9:15 am	Opening Comments <ul style="list-style-type: none"> Review and Reflections on Day One
9:15 – 10:15 am	Funding and Sustainability: How to Make the Pie Bigger - Alliance Team
10:15 – 10:30 am	Break
10:30 – 12:00 pm	Now the Real Work Begins: Overview of the Work Groups and the first two rotations <ol style="list-style-type: none"> Governance and Facility Service Delivery and Operations Funding and Sustainability Community Engagement, Outreach, & Volunteers Law Enforcement Engagement Research, Data Collection, & Evaluation <i>Developing the Goals, Objectives, and tasks</i>
12:00 pm – 1:00 pm	Working Lunch (lunch provided)
1:00 – 2:00 pm	Reports from the Work Groups <ul style="list-style-type: none"> Third Work Group Rotation Report Out
2:00- 2:15 pm	BREAK
2:15 – 3:30 pm	Making Dreams Happen –Alliance Team <ul style="list-style-type: none"> Next Steps Personal Commitments from the Participants Closing Reflections

LIST OF ATTENDEES

Beard, Nick	Graham, Laura	Paris, Sara
Becker, Carolyn	Griffith, Krista	Pennachi, Melissa
Carcirieri, Ava	Hayes, Roxanne	Ravert, Debra
Carmichael, Linda	Howard-O'Rangers, Janine	Reed, Deb
Chandler, Kimberly	Jewell, Michelle	Rent , Sequoia
Charles, Emory	Kelley, Kathleen	Rodgers, Abby
Cherico, Johane	Kenville-Moore, Mariann	Scott, Elizabeth
Colombo, Veronica	Kiesel, Eleanor	Seguin, Angela
Cooper, Jennifer	Langford , Ariana	Seitz, Meredith
Creech, Blanche	Manning, Josette	Seipel , Kathleen
Culley, Tania	McCourt, Elizabeth	Sitler, Lori
Culp, Dawn	McCreary, Rob	Smith, Gloria
Danberg, Carl	Milecki, Jenna	Smith, Jason
Davis, Erica	Morales, Rosalie	Torres, Eleanor
Deutsch, Stephanie	Mosley, Marki	Torres, Pedro
Donahue, Jennifer	Naccarelli, Jennifer	Valeski, Timothy
Faulkner, Brian	Nelson, Fred	Wallace, Ria
Feeney, Kevin	Neuner, Libby	Warfel, Andrea
Fuqua, Jennifer	Newell, Michael	Weidlein-Crist, Philisa
Garvin, Venita	Olson, Kirsten	Wise, Brenda
Glenn, Diane	Owen, Adrienne	Young, Erin
	Palokas, Melissa	

PERSONAL COMMITMENTS

Working together for survivors.

ANONYMOUS

I would be happy to assist by: supporting the creation of the VOICES group and/or providing support in interactions with architect and future design-build plans.

ARIANNA LANGFORD

I commit to co-chair the law enforcement workgroup, to facilitate and encourage inter-agency communication that would be necessary in the FJC.

ANONYMOUS

I am committed to building a better future for survivors and their children.

MARIANNE KENVILLE-MOORE

I am committed to helping with the funding strategy and plan required to help keep this initiative sustainable.

ROB MCCREARY

I would like to continue Service Delivery and Operations. I am championing this project in my organization and others.

BLANCHE CREECH

I can commit to looking out for federal grant funding opportunities and help apply.

KATHLEEN KELLEY

I will fully participate in my workgroup to the best of my ability. I will support the creation of the FJC both within and outside of my agency.

JANINE HOWARD-O'RANGERS

Committed to turn... in the immigrant communities of Delaware. Will participate in service/operations, governance, and sustainability/fundraising.

JENNIFER FUQUA

100% Committed to whatever you need/ wherever you need me.

JENNIFER COOPER

I commit to the Family Justice Center process.

CAROLYN BECKER

I commit to conducting as much accurate research and assistance towards finding available funding mechanisms as I can.

JASON SMITH

I will commit myself to working with the FJC from implementation to establishment and everything in between. Whatever I can do to see this come to fruition.

PEDRO TORRES

I'm in, I will serve as needed.

ELIZABETH MCCOURT

I'm so in.

DEBBIE LITTEN

I'm committed to supporting and sharing the FJC in the community.

SEQUOIA RENT

I'm committed to having an open mind thru the planning process. I'm happy to be involved on a planning committee.

MELISSA PENNACHI

PERSONAL COMMITMENTS

Committed to advocate for grants and services within DE Public Safety Community.

KIMBERLY CHANDLER

I commit to assisting the Data and Collection committee and develop a way to collect and report out on the most important/necessary data points.

PHILISA WEIDLIE-CRIST

I will commit to doing my part to continue to be a law enforcement presence and partner in the development of the FJC.

BRIAN FAULKNER

I commit to trying to see all sides and points of view as we move forward with the design of the Family Justice Centers.

ABBY RODGERS

I will get the police chief council to support the creation of the center.

INSPECTOR CHARLES

I commit to providing any information and training that would be useful from the forensic/adult emergency medicine side of client care.

DEBBI RAVERT

I will commit to representing law enforcement in the goal of obtaining a Family Justice Center.

LT FRED NELSON

I commit time for planning and implementation of FJC.

ERIN YOUNG

All in to improve and help those seeking HOPE!

ANONYMOUS

I commit to time and collaboration.

GLORIA SMITH

I commit to continue the dialogue to make law enforcement a critical component of the Family Justice Centers in Delaware.

KEVIN FEENEY

I commit my time and expertise to bringing the FJC vision to life.

LORI SITLER

I commit to being an active member of my work group.

JOHANE CHERICO

Be available to answer any question and be a contact person for P+P DV Units.

RIA WALLACE

I commit to see this through with enthusiasm, respect for others and dedication.

KRISTA GRIFFITH

I commit to attending meetings and keeping an open mind.

MEREDITH SEITZ

Committed to survivors in the immigrant community of Delaware. Will participate in services/operations, governance and sustainability/fundraising.

JENNIFER FUQUA