



Contra Costa Family Justice Alliance
Family Justice Center
Strategic Plan 2018 – 2022

Introduction



Family Justice Center (Family Justice, or the Center)

conducted its strategic planning process in 2016-2017 to set a five-year direction for program and organizational development. The process included internal planning sessions with the Staff and Board of Directors; discussions with Family Justice partners, network members, and other community organizations; a focus group with community members involved in the community fellowship program; and interviews with community stakeholders, funders, and family justice centers and violence prevention programs in the Bay Area and Sacramento.

The plan reflects the development and progress of the Center in its emerging role within the ecosystem of violence and abuse prevention organizations and agencies in Contra Costa County. Key to this next five-year arc will be Family Justice’s position as a hub organization fostering collaboration, partnership, and collective impact in the wide-ranging and diverse multi-sector approach to family and intimate partner violence assistance, intervention, and prevention. Over the next five years, the Center’s driving focus will be on creating a stronger ecosystem of public agencies, organizations, community group, and community members committed to reducing and preventing family violence, and promoting systems change.

Mission, Vision & Values



Each strategic planning process is built from review of organizational mission, and the four elemental questions that are the cornerstone of every organization:

- ◆ **Why** do we do what we do (purpose and fundamental change)?
- ◆ **Who** do we do it on behalf of (stakeholders)?
- ◆ **What** do we do (strategies)? and
- ◆ **How** to do it (values and principles)?

The Center has established the following organizational foundations for its strategic plan:

Mission: Our mission is to bring together our community to support the healing of family violence survivors, and to integrate capable partners with a comprehensive service approach to renew individuals and our community from the trauma of interpersonal violence: domestic violence, sexual assault, child abuse, elder abuse, and human trafficking.

Vision: We envision a vibrant community free from coercion and fear. In achieving that, our center is a community hub for education, comprehensive and integrated services in the pursuit of justice, hope, health, and healing.

Primary Stakeholders:

The Center consists of a robust set of public and private stakeholders including core public agencies like law enforcement, health, and community services.

Values: We believe:

- ◆ Demonstrating respect and compassion brings out the best in everyone we encounter.
- ◆ A safe, dynamic, inclusive and innovative environment promotes hope and healing.
- ◆ Integrity is paramount in all our efforts.
- ◆ Justice and accountability are vital to a strong community.
- ◆ Collaboration is essential to delivering excellence to people.

External Issues & Trends



Through Staff and Board discussions, focus groups, and stakeholder interviews, the Center identified key external issues and trends that will influence its work over the next five years. These issues and trends can shape the Center direction over the next five years, either by advancing its mission, or impeding its progress.

General Opportunities — Events, issues, and trends that could help move the work of the Center forward over the next 5 years.

- ◆ **Changing in health care systems and policies**, particularly regarding whole person care and violence prevention programs, can increase client and community awareness of IPV services and resources, and create additional supportive services.
- ◆ **Increased research toward developing a more family-centered service model** for violence prevention can provide support and momentum for new strategies that serve the whole family, including children, and those responsible for harm in the family.
- ◆ **Public awareness, community education, and broader public support** can result from increased community dialogue, shifts in attitudes and culture around IPV and other violence issues, and linkages between the IPV issue and other violence and social issues and problems faced by clients and families.
- ◆ **New funding and sustainability opportunities** that can help support long-term work on IPV and violence prevention.
- ◆ Increased attention on **building the long-term capacity of community organizations and public agencies** can also help ensure a more stable future for community organizations, agencies, and providers serving clients and families affected by IPV.

General Threats — Events, issues, and trends that could block the work of the Center over the next 5 years.

- ◆ The **reactionary national/global political environment** of the last year may usher in unfavorable political conditions that influence and reverse local policies, community attitudes, culture, and government commitment to reducing and preventing IPV.
- ◆ **Changes in health care systems and programs**, particularly from the national level, may drastically hinder violence reduction and prevention efforts.
- ◆ **Reductions in public funding and stretched community resources** can cause public agencies, organizations, and providers to cut-back on services, and focus instead on the other priority social and economic issues affecting the lives of survivors and their families.

- ◆ **Changing demographics** including an increase in the senior and immigrant populations in the County.
- ◆ **Funding and sustainability issues** for IPV community resources can drastically reduce both the expanse of services and programs as well as their effectiveness.
- ◆ **Challenges to strengthening relationships between allies and partners** — community organizations, victims’ advocates, government agencies, and law enforcement, can dim the future of partnerships and collaboration.

Issues and Trends Specifically Affecting Agencies and Providers.

In addition to the general trends cited above, internal and external stakeholders identified issues and trends for agencies and providers assisting IPV clients, and the benefits and challenges of multisystem collaboration that is so critical to effective intervention and prevention.

Increasing agency and provider capacity. The Family Justice Center has focused its last five years on creating a more effective system of agencies, providers, and community organizations to serve the needs of clients and families facing IPV and other forms of personal violence. Critical to this work are the strength, capacity, and resources of these partners, and their ability and willingness to work together to better serve clients and their communities.

Family Justice partners and providers identified these assets that are needed over the next 5 years to remain effective and sustainable:

- ◆ More training, capacity-building programs, and resources to more effectively service clients and their families.
- ◆ Strategies for expanding services across the county while also managing limited organizational resources: accessing additional service sites, and outreach to harder-to-reach communities (e.g., barriers created by language, culture, immigrant status, and other diversity/equity issues).
- ◆ Developing IPV service models with a more holistic family approach; stressing long-term support and alternatives in addition to short-term services and interventions; and developing alternatives in addition to law enforcement/prosecutorial models.
- ◆ Strengthening community education and information directing clients to available services and programs, and alternatives for increasing their personal safety long-term.

Centrality of agency/provider cooperation and collaboration, and developing an effective community collaborative. Family Justice’s creation of a dedicated “one-stop” center for comprehensive, effective, and accessible IPV services and programs is the foundation for reducing barriers experienced by clients seeking assistance, and coordinating services and referrals. In addition to co-locating client services and resources, the Center is committed to greater cooperation, partnership and collaboration toward transforming one-stop centers into more collaborative services.

- ◆ Family Justice providers and agencies identified the benefits of increasing joint work and cooperation among service partners. These included greater organization to organization communication, more effective referrals, coordinated orientation and case-management, and joint training and capacity-building. As a result, providers have created stronger relationships between organizations and across service systems.

- ◆ Despite the immediate benefits of intergroup coordination and cooperation, there are challenges to building collaboration among a diverse group of providers and systems: institutional, organizational, and sometimes legal/privacy barriers systems cooperation on referral, coordinated case management; difficulties linking community services with public agencies and law enforcement processes.
- ◆ For collaboration to take hold, Family Justice will have to create systems and infrastructure to enhance the collaborative strategies: shared vision and values; stronger inter group communication; improved access for harder-to-reach communities; and services coordination processes: data-sharing, shared case management, language/interpreter support.
- ◆ To develop an effective IPV services collaborative, Family Justice will need to instill among its network of agencies and providers a shared vision for support a more holistic, family-centered approach, and a stronger culture of collaboration: stronger organizational relationships and trust, open dialogue and communication, and greater transparency and accountability.
- ◆ Family Justice should foster client and community empowerment that will eventually build their involvement in preventing interpersonal violence.

Importance of systems change, policy development, and advocacy to reducing and preventing IPV. Family Justice stakeholders underscored the importance of creating a systems change orientation for an IPV collaborative to be effective. This puts client assistance and violence prevention in the context of policy development and improvement in systems for victim services and prevention.

- ◆ The Center should expand its focus from interpersonal violence services and crisis support to systems change and prevention. Collaboration among agencies, providers, and community organizations is a foundational first step in systems change. Clients are more effectively served, access to services is improved, and programs become more coordinated and efficient.
- ◆ Systems change includes shifting from solely supporting prosecution/victim-offender models to developing community empowerment and a holistic, family-centered approach that focuses on strengthening the entire family. This shift will require further dialogue and relationship-building with public agencies and law enforcement.
- ◆ Systems change includes engaging and empowering clients and community organizations in educating the community, and changing broader community's awareness, attitudes and culture around interpersonal violence.
- ◆ Advocacy work should include promoting a values-based legislation and policy, that is, advancing and advocating for legislative and executive policies that further support family-centered focus to violence reduction and prevention; organizing Family Justice network members and other community organizations around issues; developing community capacity in policy development and community organizing, and increasing client and community engagement in violence prevention issues. This could also include linking IPV issues within the context of other movements and areas of work affecting this same universe of clients and families served by the Center.
- ◆ Within this large scope of advocacy work, The Center should prioritize advocacy areas within its capacity and resources, and partner with other organizations with advocacy experience and capacity.

- ◆ The Center and the Contra Costa Alliance to End Abuse will need to clarify their respective roles in the County policy and systems change: coordination of work, structure, sustainability, and leadership.



Internal Capacity

Over the past five years, Family Justice has developed from a one-stop center for convening relevant client services under one roof into a vehicle for coordination and collaboration — a hub organization of providers and agencies that in the future can be aligned under shared vision and values, jointly plan for the future needs of clients and their families, and develop a collaborative infrastructure for program coordination, information-sharing and communication, and data-sharing and needs assessment.

Along this path of development, Family Justice assessed its current capacities and status as a baseline for projecting its future needs as a hub.

Family Justice: Current Accomplishments & Strengths.

- ◆ The Center has developed greater clarity in its mission and role in the violence reduction and prevention, and developed programs, structure, governance, and funding to effectuate this role.
- ◆ It has strengthened its relationships and partnerships among organizations and agencies serving the survivor community, and the community at-large. This has resulted in coordination of services and programs, joint program work and training, and creation of coordinating structures among providers and agencies serving victims and family experiencing intimate partner violence.
- ◆ The Center has developed effective programs focusing on client and family empowerment and longer-term safety and security. Its array of services and programs have helped instill clients with greater self-esteem, resilience, and commitment to improve their communities.
- ◆ It has increased its presence and recognition in the community through outreach, public awareness, and community education.
- ◆ The Center has increased its role in advocacy for policy and systems change.
- ◆ The Center has taken leadership in coordinating efforts of the regions Family Justice Centers.
- ◆ The Center has positioned itself to be able to fill in the big picture of effective suites of services by combining systemwide data sets and data collected at the Center.

Family Justice: Current Areas For Improvement.

- ◆ The Center should expand its capacity in evaluating program effectiveness and measuring impact.
- ◆ It should continue to develop deeper collaboration among providers and agencies to ensure communication, referrals, and data-sharing.
- ◆ The Center should further strengthen its public awareness and outreach work to strengthen community awareness and prevention of intimate partner violence and its impact of clients and their families.
- ◆ It should continue to strengthen internal infrastructure, and the use of Center facilities as a site for community-building activities.
- ◆ The Center should develop a more family-centered model, addressing the holistic needs of the entire family.
- ◆ It should continue to build a more sustainable and financially stable organization.

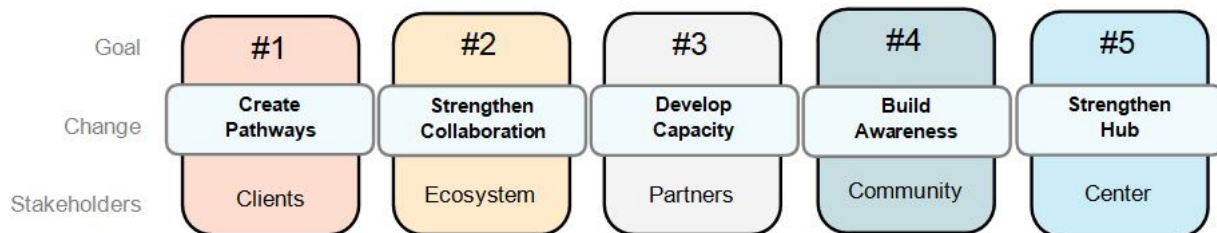
Strategic Goals & Outcomes



Overall framework for the Family Justice Center Strategic Plan:

Plan: Building and strengthening the ecosystem of services, programs, and support for assisting individuals, families, and children involved in and affected by intimate partner violence.

This framework builds from the mission, vision and values of the Center, and answers these key questions: What is the change we are trying to create? And how does our change orientation align with that of our primary stakeholders and other member of the community?



Key stakeholders to effectively address IPV/family violence:

- ◆ Victims, and their children and families that receive services and assistance;
- ◆ Community providers and public agencies providing those services and assistance;
- ◆ The organized systems and networks of providers that strive to bring coherence and effectiveness to the overall care and support of victims; and
- ◆ The community-at large that must increase its awareness of the IPV issue, and build the support and prevention systems for reducing and ending violence.

No one organization can do all these functions; it requires a broad ecosystem of services and support. Given the expanse of the work— from services and programs all the way to systems change, innovative practices, and shifting community culture around violence, the Center should identify and focus on where it can create the greatest impact and change, understand its boundaries and limitations, and identify the key partners and collaborators for advancing the ecosystem.

For this strategic plan, the Center should its select areas of change, and prioritize work within the ecosystem in relation to the contributions of other organizations, agencies, and advocates.

The Center’s pivotal role within this ecosystem should be coordination and collaborative-building — ensuring the greatest level of synergy among the partners, allies, and stakeholders and creating seamless support for IPV victims and their families.

Goal 1: Create pathways for clients and families from crisis-support to long-term safety.

Rationale. Family Justice partners and allied community providers deliver a broad spectrum of services and support for victims, their children, and families. The Center itself also provides limited direct services (Navigation) and assistance to victim-clients and community members. To maximize its impact, the Center should prioritize those programs and services that explicitly empower victim and community members to connect with and engage in work to reduce violence, and advocate for programs, activities, and policies that can prevent violence. The Center should also capitalize on the interconnections it creates, relationships created among providers, flexibility and customization of services in order to attract new partners and services to meet the individual needs of clients.

Goal 2: Strengthen ecosystem collaboration, leveraging the collective contributions and strengths of Family Justice partners and stakeholders.

Rationale. If developing the capacity and relationships among network partners and providers is a first step in creating a more effective ecosystem, the next, critical step is building a stronger, more structured collaborative. Such a collaborative — multi-disciplinary, multi-sector, joining public agencies, community providers, and community members, is clearly a long-term aspiration fraught with tremendous political and organizational challenges. The Center should prioritize the building of a stronger collaborative network that extends beyond co-located services and more efficient coordination and partnerships in services and program. Collaboration should also include shared values and planning, coordinated implementation strategies and data-sharing, and a common policy/advocacy agenda.

Goal 3: Develop the capacity of Family Justice partners and other service providers to best serve clients and families.

Rationale. The overall effectiveness of the ecosystem depends on the strength and capacity of the public agencies and community providers to deliver assistance and support from a family-centered perspective. The Center can ensure this effectiveness by prioritizing the strengthening of partners and providers. Building long-term capacity and promoting shared experiences, resources, and best practices will lead to stronger networking and collaboration.

Goal 4: Build greater community awareness and understanding of strategies to reduce and prevent IPV.

Rationale. Long-term changes to community norms and acceptance of violence, and awareness of services and programs to assist victims, etc. all depend on policy advocacy, education, cultural shifts, and improved interaction and partnership of public and community systems for violence assistance and prevention. This does not happen on its own, and without leadership. The Center should prioritize work that fosters change with the community-at-large to create broader community prevention.

Goal 5: Strengthen Family Justice as a collaborative hub for the ecosystem.

Rationale. The ability of the Center to provide this wide spectrum of organizational services and support depends on its own capacity-building focus. There should be a concerted effort to grow the type of capacity needed to lead a multisystem collaborative, including contributing leadership and expertise regarding the intersection between different forms of interpersonal violence, and remaining neutral on polarizing issues. The Center should prioritize building the specific roles and functions of a hub organization, in order to provide collaborative leadership, vision, and coordination. It can adapt collaborative approaches from collective impact hub models, and deliberately build a more all-sided model over time. (See Appendices, Collaborative Hubs.)

The proposed Family Justice strategic planning goals create an expansive program for the next five years. The secret to the implementation of such an ambitious strategic plan will be having clear agreements and commitments to specific outcomes (desired five-year changes) for each of the goals.

From these outcomes, Center Staff and Board will be able to prioritize the set of strategies that can meet those goals and outcomes, and measure its progress toward the fulfillment of the strategic plan.

The following sections provide a model for:

- ◆ Affirming strategic goals;
- ◆ Determining outcomes for each goal;
- ◆ Proposing and prioritizing strategies;
- ◆ Developing measures and indicators of progress; and
- ◆ Coordinating and reporting progress on the strategic plan.

Family Justice Center Strategic Plan 2018 – 2022

Strategic Goals	Possible Outcomes (Desired changes in behavior, actions, and relationships of key stakeholders over the next 5 years.)	Examples of Strategies (Set of actions used to achieve the goals and outcomes)
1. Create pathways for clients and families from crisis-support to long-term safety.	a. Established pathways from crisis support to long term safety. b. Increased utilization by clients of services and programs. c. Community engagement and leadership in policy advocacy and organizing work.	<ul style="list-style-type: none"> ◆ Bring more long-term safety programs (e.g., family resiliency and wellness programs) and increased connection to long term safety programs ◆ Keep partners and bring new partners; and have more case managers. ◆ Support community fellowship, Project Connect, affinity circles and other community advocacy opportunities.
2. Strengthen ecosystem collaboration, leveraging the collective contributions and strengths of Family Justice partners and stakeholders.	a. Build organization-to-organization relationships based on trust and sense of community. b. Shared values, principles, and strategies for better serving clients, including whole family support approaches and flexibility in order to adjust to changing client needs and environment. c. Stronger leadership from all partners. d. Aligned programs, services and joint programs and new services.	<ul style="list-style-type: none"> ◆ Build shared communication and information sharing processes and structures. ◆ Support joint strategies and programs that enhance collaboration. ◆ Develop strategies for models for evaluating collective outcomes (e.g., network report card) and measures for success. ◆ Develop collaborative leadership capacity. ◆ Develop clearer collaborative network membership conditions (benefits and responsibilities and degree to which partners engage and participate). ◆ Develop functioning conflict resolution process with buy-in from all partners.
3. Develop the capacity of Family Justice partners and other service providers to best serve clients and families.	a. Enhanced knowledge, skills and capacities to address IPV, including the needs of the whole family, harder-to-reach populations and innovations. b. Stronger working relationships among partners, including shared information, communication, and referrals, and space (meeting location and destination to pathways of service.	<ul style="list-style-type: none"> ◆ Foster communication, coordination and referrals. ◆ Support MDT's, Partners Meetings, Family Justice Institute and other training opportunities. ◆ Facilitate building relationships and networking opportunities. ◆ Create a set of standards for client service. ◆ Establish initial training protocols and curriculum for partners and staff.
4. Build greater community awareness of strategies to reduce and prevent IPV.	a. Greater community understanding of the IPV issues and increased community awareness of the Family Justice Center.	<ul style="list-style-type: none"> ◆ Improve branding and communication strategy, including social media plan. ◆ Develop customized targeted outreach to diverse groups.
5. Strengthen Family Justice Center as a collaborative hub for the ecosystem.	a. Abundant funding sources. b. Increased internal capacity of staff and board. c. Enhanced capacity to engage partners to undertake policy advocacy, community organizing and innovations. d. Effective communication vehicle for the ecosystem.	<ul style="list-style-type: none"> ◆ Develop joint funding strategies and opportunities. ◆ Support internal capacity development and training. ◆ Keeping tab on big picture, national trends, innovations, outside resources. Better media response. Being on top of external issues. ◆ Increased data evaluation capacity.



The Strategic Plan will be a valuable long-range guide only if it is also dynamic, flexible, and organic. To ensure the plan's relevance and impact, the entire organization should reflect upon and reaffirm the strategies and goals each year, and reinitiate the process of developing department/program outcomes for the next 12-18 month planning period. This would also be an opportunity to review progress, and make modifications, alterations, and other mid-course corrections to keep the organization on its five-year course.

- ◆ The organization should review the strategies and outcomes from the previous planning period, and identify key areas of accomplishments and unfinished business. It should look for alignment between what it has done, and its implementation commitments. If possible, this should be done at the program level and admin/operation, and by the Board.
- ◆ The strategic goals should be reviewed and reaffirmed, or modified according to the current context of the organization. Given the previous year's work, the organization should prioritize among the goals for focus and attention.
- ◆ Strategies and outcomes should be developed for the next 12-18 months, taking into account accomplishments and unfinished areas of work, including work in new or emerging areas not part of previous implementation plans.
- ◆ The accountability and monitoring processes should be reviewed and affirmed.
- ◆ Strategies and outcomes should be tailored at the program level, admin/operations, and the Board, and integrated into the new implementation plan.

As the organization moves through the strategic plan, this evaluation process will become more streamlined and straightforward, with regular reporting under the implementation plan. this could all be accomplished in one half-day planning session.

Evaluating strategies, goals, and outcomes will ensure a relevant strategic plan, and keep the plan high in the organizational consciousness. It will also provide an opportunity for celebration of progress, lifting of the organizational horizon, and recommitment to strategic direction at all levels of the organization.

*In recognition and memory of
Michael J. Wong, 1951-2018.*



Strategic Planning Process Steps

Strategy Sessions & Discussions

- ◆ Strategy Session 1.0, with Staff.
- ◆ FJC Board Strategy Session.
- ◆ Community Partners Focus Group.
- ◆ Community Fellows Focus Group.
- ◆ FJC Strategy Session 2.0, With Staff, Board & Community Partners.

External Scan Interviews

- ◆ Gloria Sandoval, *Executive Director, STAND.*
- ◆ Melody Saint-Saens, *Staff Attorney, Bay Area Legal Aid.*
- ◆ Robert Uyeki, *CEO, Y&H Soda Foundation.*
- ◆ Marissa Tirona, *formerly Director, Blue Shield Against Violence.*
- ◆ Kathy Moore, *Executive Director, California Partnership to End Domestic Violence.*
- ◆ Nicolas Alexander, *Director, Reentry Success Project.*
- ◆ Cherri Allison, *Executive Director, Stephen Murphy, Associate Director; Karla Elias-Flores, Navigator Coordinator, Alameda County Family Justice Center.*

Review Committee, Board of Directors

- ◆ Diane Burgis
- ◆ Ken Carlson
- ◆ Angie Coffee
- ◆ Dana Filkowski
- ◆ Stephanie Kang
- ◆ Kay Tittle

Sample Hub/Backbone Organizations Outcomes

Hub Capacities	Outcomes
Guide Vision and Strategy	<ul style="list-style-type: none"> ◆ Partners accurately describe the common agenda ◆ Partners publicly discuss / advocate for common agenda goals ◆ Partners' individual work is increasingly aligned with common agenda ◆ Board members and key leaders increasingly look to backbone organization for initiative support, strategic guidance and leadership
Support Aligned Activities	<ul style="list-style-type: none"> ◆ Partners articulate their role in the initiative ◆ Relevant stakeholders are engaged in the initiative ◆ Partners communicate and coordinate efforts regularly, with, and independently of, backbone ◆ Partners report increasing levels of trust with one another ◆ Partners increase scope/type of collaborative work ◆ Partners improve quality of their work ◆ Partners improve efficiency of their work ◆ Partners feel supported and recognized in their work
Establish Shared Measurement Practices	<ul style="list-style-type: none"> ◆ Shared data system is in development ◆ Partners understand the value of shared data ◆ Partners have robust / shared data capacity ◆ Partners make decisions based on data ◆ Partners utilize data in a meaningful way
Build Public Will	<ul style="list-style-type: none"> ◆ Community members are increasingly aware of the issue(s) ◆ Community members express support for the initiative ◆ Community members feel empowered to engage in the issue(s) ◆ Community members increasingly take action
Advance Policy	<ul style="list-style-type: none"> ◆ Target audience (e.g., influencers and policymakers) is increasingly aware of the initiative ◆ Target audiences advocate for changes to the system aligned with initiative goals ◆ Public policy is increasingly aligned with initiative goals
Mobilize Funding	<ul style="list-style-type: none"> ◆ Funders are asking nonprofits to align to initiative goals ◆ Funders are redirecting funds to support initiative goals ◆ New resources from public and private sources are being contributed to partners and initiative