

Praxis International –  
*Technical Assistance on Analyzing Institutional Responses to Violence Against Women*

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***Need to Re-invigorate Your Coordinated Community Response to  
Violence Against Women?***

**Maren Woods, IATA Program Manager and Carmen Hubbs,**

**Archeletta County, CO**

**January 17, 2017**

>> Hello everyone.

>> This is a webinar on institutional analysis. Changing institutional responses to violence against women. My name is Mari Woods.

>> These methods office -- offers strategies, and I am very excited to talk about this today with our guest, Carmen from Archuleta County. First we will hear from Mike coworker, -- my coworker Liz Walker.

>> Hello everyone and it is good to be here today. We have a couple of functional details for the webinar. Your telephone lines will be muted throughout the whole session. The way in which you can ask a question or make comments, is either by email, and you can send a message to [liz@praxisinternational.org](mailto:liz@praxisinternational.org) or you can send a question or comment to through the Q&A pod, and those questions welcome to the presenters. Then we will integrate your questions throughout the webinar. There is an icon to the far right of the Q&A bar. If you hover over this icon, and you can see a private chat. We encourage you to adjust all of these features. We also like to call to attention are -- our Close Captioning. And finally on your screen you will see at the very bottom two boxes. This is a PDF PowerPoint that you can download today. You can also see the references, to our websites. And if you have any logistical issues, certainly send us a chat through the Q&A pod. Otherwise, we will only having get started.

>> Thank you Liz. I am so amazed how we can sit in our offices by ourselves and have a conversation with so many people on the line today. I hope that you are warm and safe. And that you are happy to be at work today. This webinar, has two parts. First I will provide you with a brief overview.

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>> Excuse me, Maren I hate to interrupt you but I want to let you know that you are breaking up.

>> Well let me try one other approach.

>> We are going to hear from Praxis, from the Archuleta County victim assistance program. They will talk about their coordinated response and how it has impacted the audit team. And we will talk, like Liz was indicated, you can type in your questions throughout the webinar. We will also refer to several key resources on practices and methods that we will go over today. We are also going to send you an email after today's webinar.

>> The first -- but first I would like to talk about the work that we coordinate their -- and this is organized in very different ways. Some of them have monthly meetings where they get together and share information. Some do not have monthly meetings at all, but they focus on policies and procedures. And some are brand-new and are just establishing a relationship with each other. And some have started working as early as the 1980s. We want to continue to engage in or agency activities are we sending messages where we are, [ Static or audio cutting in and out ]

>> And do our interventions have unintended consequences? Mostly we need to continue to assess to reflect, to make sure that our interventions are making things better for victims of violence. Practice offers a process, and offers tools. Focus on safety and will bid -- well-being and accountability. One of the foundations of the tools that I will be going over, is the work -- is led by community-based leaders. Also survivors who also went through the system. We have legal system, medical systems, advocates and we have it all. And leadership, is also crucial. Because they have a good perspective on their work. There -- and to find out how we can enhance the outcomes, this is an overview of the tools, for institutional reform. That we are developing or supporting in the community. There are several specific tools. But generally speaking, they all include similar processes. I will take a moment to explain. I will also add that the details in this article, will be available on our E-news webinar. Emily will be sent out later -- after this webinar. First we have safety and accountability audits. This process involves a process on evaluating the process that women go through. And we are looking at is to look at our response section below. Sometimes people call this a community safe meant assessment. Sometimes you will hear me and others describe this process as an analysis or safety audit,

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because the terms are interchangeable. I do not say that to confuse you. But we are generally talking about the same process. They might look at 911 and patrol response. They will look at that specifically because some communities have a legal system response -- but it is very important that the community come together and focus on this project. And the next set of tools, are called practice assessments. This is the safety and accountability audit. And this is coupled with research study -- looking at the best practices. To have a set of guidelines. This is distinguished from the audit in that it involves a short cut. And it involves the focus analysis, and typically the practice feature has a checklist. So the questions are not open-ended in the audit. Last year we released a new practice school. This is called Child protective services. We will be offering a webinar on that. But at other organizations have developed assessments as well. They target or focus on the analysis. For the national clearinghouse against abuse, self-assessment tool, to enhance your [Indiscernible] . They also have specific guides for law enforcement and protecting civil protection and again I will be sending a link to all of these resources in an email following this webinar. And the next cool, is the blueprint for safety. This is really different from the audit and practice assessment. This is really the Bible, for CCR . It will have a comprehensive assessment of this safety community, -- [Indiscernible] . And finally there are distinctive applications that are similar processes. Like foster care, advocacy programs, medical institutions and that sort of thing. But this is an overview of the tools in a nutshell. But ultimately, simply put -- the process regardless of what you call it is a way to look at how we are working together. How is the work organized to pay attention to the survivors. And how will it hold the defenders accountable. It is not an assessment of the individual. This will help the community avoid pointing the finger of blame.

>> And this is going to help the smaller community all of the tools follow the same process. It is the effective implementation of change. And the process on the right-hand side of the screen, generally follow these phases. First you will establish an interagency team to work together and conduct the assessment. The team works in information gathering process, sharing information and providing recommendation. There is a transition where the focus is the implementation of those recommendations. And some of the recommendations, can be attended to right away and others might require more planning. And possibly more funding. And we will talk about the range of recommendations.

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>> I also want to expand, how teams gather this information. There is a collection of data, that teams can you -- can use. This can be a mapping exercise. This is how you receive, handle information on violence against women. For example there are many examples across the country to look at how 911 calls come in to a call center related to domestic violence. We would map out the different ways the calls would come in. And it might come in from a landline or a neighbor or a business, and each phone call is handled in a very unique and different ways. And we wanted to talk to those callers, on how it was handled. We would map what the 911 call taker would [Indiscernible] and they would pass this along to the dispatcher or patrol officer. This is going to get everybody on the same page on how the cases are handled. And it will help eliminate a disconnect.

>> And another data collection activity that is crucial, is talking to groups of people, about their experience through the system. Typically if the advocate is involved in the project, they should be part of the group. They will conduct a focus group, and use that information, for data collection. And again this provides the team with the correct information, on the experience that survivors are having when they have to go through the system. Sometimes teams also have a focus group of practitioners as well and team members also conduct interviews or talk to people about their work. They may interview agency heads or supervisors about their work. And looking at the goal they play in community response also observations. They will actually sit in the courtroom or right along in a patrol car, or in a hospital. And interviews and observation usually go hand in hand. Interviewing means that we mix up what we are seeing. But observing really means that we watch what is actually happening to people. And the final major at to the T, -- activity is the case file analysis or review. This is because of our real lived experience, these are women who have been beaten or raped. We need to look at not only what is left in the file but what is left out of the file which is very crucial. Looking at policies, protocols and looking at a checklist. Understanding how direct -- workers are directed on how to gather information. But this can provide data at which the team will analyze and use.

>> And advocate for change. But what are we looking for exactly? When we are gathering all of this information? This is to help communities find a gap. And the gap, from the victim's perspective. What she needs and what she is experiencing and what the institution has done. And focusing on these gaps allows us to understand, the outcomes. We need to understand, -- when the community embarks on any one of these processes, it is important to have a

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foundation and an understanding on the gaps. And nobody comes to work and defines what they want to do today. For example today, if I could have chosen, I would have focused on my city Council members, complaining about plowing. Because we had a pretty bad ice storm last night. But I cannot decide what I want to focus on when I get to work. I had cases and I have things that are expect did -- expected of me. And this is very true for those who are working in public institutions. There are all sorts of things that guide our work. Particularly, they are supposed to manage cases according to the processes they are supposed to treat the cases alike. They cannot decide to defend one person for the same crime as somebody else they just put on probation for a year. They are expected to suspend their personal beliefs and vices -- biases. We need to have a consistent [Indiscernible] .

>> Institutions. They do have specific ways in which they structure work. And the way that they do this, is through eight methods. And these are methods that coordinate and standardize workers. And focusing on these methods and the tools that I just discussed, they help communities focus on the problem and the solution. And this helps avoid pointing the finger of blame. I will briefly go over the eight methods. In the upper left-hand corner, we have the methods. First we have administrative practices. These are the forms, and the pocket cards -- that helps us organize the administration's [Indiscernible] . And the second is, rules and regulations this is federal, state, tribal and local laws. Agencies need to be connected or linked to one another. And the information that the officer gathers, has a linkage because they have to pass this information along to the prosecutor. Resources are obviously going to help you organize your day to day work. We also have special investigators. And all of their staff members are trained on how to investigate domestic violent cases. Education and training. And of course training on the job and the education greatly impacts are work. -- our work.

>> Concepts and theories. This can be a little flipping your method. Because this is so deeply embedded in words and are thinking. If I view battery as the relationship problem, then I am a probation officer, I am going to make sure that couple receives counseling. However, if I am a probation officer that understands battering as an issue related to power in control because one person wants to dominate another one I might want to focus on prevention. And I will want to me that offender accountable. This is how concepts and theories can direct the work and actions that you take for the probation officer.

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>> And then we have mission, purpose and function. One of the best examples, that the teams might see as they are gathering information. Once we went on an observation with an officer that had to survey [Indiscernible] and the respondent, was very angry and very violent. And even threatened to harm the park Titian -- practitioner. The officer said, I am just the delivery man. And they were not supposed to communicate [Indiscernible] so the audit team grant -- gather more information on the rolls stuffed the officer. And this really did shift, to have the officer, document what was said. And finally the last puzzle piece, is accountability. And this has several different meanings. And one is basic supervisory practices within an agency. So that workers are accountable to their supervisors. There is also accountability between agencies, to the public and accountability to -- the victim. To respond in the right way and cause no additional harm. This focuses on the gaps, that are produced. And also make recommendation for changes based on these eight methods to close the gaps. Especially for what the survivor needs. I need to take a drink of water.

>> And the final foundation, are the principles that should guide the teams in these efforts and this is very important that the teams are working together and they can need here to -- adhere to. We hear from time to time, those that embrace these principles become stronger. And the recommendations they make, and their ownership, that come out of the process. In case it is not obvious, the first principle, we are trying to increase access to protection and justice for those who are being harmed. That we are looking for protection and assistance for all who have survived. Also we need to increase accountability for those who car -- caused harm. And it is the everyday people's experiences that we are trying to improve. We are trying to fix the mess that you see in this image. All of the words, are [Indiscernible] and we are trying to clean this mess up for her. And this is very important. Because many communities, want to make it easier for themselves. And if this happens, -- ultimately the solutions that we identify, needs to keep in mind the needs of the community. We have immigrant tattered women, Latinos, deaf and on and on.

>> We need to acknowledge and address the complexity of social standing, culture, risk opposed by institutional intervention. We need to understand the experiences, including those that try to stay away from any institution involvement.

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>> And again we are looking for gaps. Sometimes a community can say, we are doing a good job. And of course, you will find a lot of examples of good work. But we need to figure out how we can be better. There is always room to improve and there are always gaps. But yes, we do need to look for the gaps. And finally, looking for gaps, we need to be aware of and search for ways, to reduce social harms caused by institutions. For example, we need to address the institutional harm, because sometimes battered women will be arrested for using [Indiscernible] .

>> I would like to introduce, carbon -- Carmen Hubbs, from Archuleta County in Colorado.

>> Thank you so much for being with us today to talk about working on your community coordination. In Pagosa Springs Colorado.

>> My name is Carmen Hubbs and our agency just celebrated its 20th year last year. We started as a one-woman show, now we have five person staff. Not only intervention, and advocacy, and we held so Prevention work that we do. So we come from a place of just doing intervention but now we are doing a whole lot more. And our work is changing.

>> Carmen and I started talking last fall on this particular webinar. It was about a week later, that we heard about a disaster, that her building burned down. So extra kudos to you, for your dedication obviously. Because it is so strong. Thank you so much. I think it is very helpful for people to get a sense of the setting in which you can engage this accountability audit. Can you talk about Archuleta County?

>> Yes. We are in a very small area. Though -- the closest larger -- city is across a winter pass called, Durango Colorado. We are surrounded by mountains. So we are in a very rugged area. We do not have a lot of amenities or resources like another urban area or a larger County.

>> It is nice to hear about that. Because with this accountability and best practices, is applicable to all ranges of cities. Large cities like Dallas or small cities like yours. So the process lends itself well to a diverse range of community settings.

>> How did you get introduced to this accountability?

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>> Our state coalition, gave us this opportunity to send one of our advocates, to the training in Duluth, to do the audit. And it was a week long training. Then [Indiscernible] was able to provide some of the training . This was a statewide initiative. We were able to get funding.

>> That is great. So the staff person, attended a practice trading. So what happened in your community after that it was that supported? Were other agencies in your community part of the process?

>> After we receive the training, [Indiscernible] came down and provided tactical training. We had a very large forum. It was -- we invited everybody that we could think. We invited anybody from deputies all the way up to sheriffs and the local police. Anybody in dispatch. Anybody that was a first responder. As well as anybody in the court. Anybody that touched our clients on a day to day basis. Things like child [Indiscernible] . So we invited everybody to come so we could introduce this concept. We really need to to look at all whole -- our community as a whole. In this meeting, we talk about what the processes what's. -- was.

>> But we emphasize that the institutional change that we work looking for, -- we wanted to be in a place where we were more proactive in the process. Too often a case will come in, and we would have an easier problem -- and just hope that it would be resolved. But we really wanted to do it in depth analysis. What did create those gaps? What happen in one case that might likely happen in another? We wanted to evaluate, [Indiscernible]

>> So you had a good turnout at your meeting. And were people very open to the idea?

>> They were. And again, people -- if they felt that we were not pointing our fingers at them or placing blame -- that we could all improve. And we presented to -- it that way. I think it made people feel more comfortable. So we did get a lot of people, that signed up. And if there was not somebody who signed up and it was somebody we really wanted them to be involved, we would make a personal phone call. Just to get those people at the table to start the process.

>> That is great. It is my understanding that your project was supported by the coalition. I think this is very interesting, and I want to give kudos to the state of Colorado. They also had supported local training in your local community about the audit as well, right?

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>> That is correct. They came down and did a two day of training. To make sure that we were all on the same page.

>> And some of the other communities that have conducted this audit, did help with the training piece. They did provide mentoring.

>> With other processes, they do unfold in a very organic way. And sometimes the advocacy program already knows where they want to make improvement, or response. But sometimes they do not know but they want to use this process, in a way to work with each other. But did you already know what you wanted?

>> What we did, we had the coalition command and conduct [Indiscernible] . We wanted to make sure that that our focus group, -- those people that came we wanted to them to give their opinion. This focus group allowed the client and the survivors, to share their experiences. In a rural community we wanted to make sure that they were very comfortable in being audit. So we were able to have them calm -- come to do our focus group.

>> What was identified? What was the audit assessment -- question?

>> What can be done in the first 24 hours? In the focus group they talked about how those first 24 really does make or break a case. And it was so important.

>> Like I described earlier, you gathered this team and you identified the focus. You engage in data collection activity. Then you describe that?

>> We did a lot of ride along. Once we went on a domestic call -- and it was amazing for me to see the other side of things. Watching the officer making the determination on who was harmed and who was at fault. And it is easy to sit back and say you need to do this and that but once you were in the middle that it is different. So we did ride along soon we also did observation at the dispatch center. We did interviews per week -- and we did professional interviews with other officers. We also interviewed supervisors. And of course a lot of case reviews.

>> With accessibility issues you might want to do more observations. And a range of tech analysis -- because if you are in a small community, you can determine some themes that arise

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as you are reviewing a case file. Other communities are the restrictions, will do a -- other communities and other jurisdictions will do a more complex -- examine them with specific codes within the analysis. And determine the themes -- but regardless of the approach, you would be surprised on how they capture information. If it is about battery or sexual assault.

>> So then you all wrote a report in 2007 ?

>> That is correct. We only have an electronic copy because our hardcopy was burned down.

>> But you can find that report on our website.

>> Lets dive on -- in deeper. But let's hear up about, how your audit and how your team stayed grounded? Because this is a primary principle of the methodology. And sometimes it is difficult to stay grounded.

>> It was interesting what you said earlier. We all came in with their own thoughts on what should be in the audit questions. Loss -- law enforcement had tears in the prosecutors also had tears. -- theirs.

>> My experience as an advocate might be different from law enforcement. But we really had to focus on what their experience was and how to change that -- how do we hold the offender accountable? One of the things that we worked on quickly, especially with the findings -- it had to be about their experience. And not our personal perspective. So we were very specific, looking at that in the forefront. And asking, if some did, -- come up we wanted to see the impact on the system. Is this something that we heard in the focus group? Is something that we need to address later? So we needed to come back and refocus on the findings. We needed to look at the gaps. For example, one of the things that a participant in the focus group said, they felt they were too depended on -- they felt they could make or break the case. If they participated, or did not participate it would affect if we had -- could move forward. So all of these gaps were around those findings.

>> I like the trigger that you establish for yourself in the team meeting. If you are coming up with an idea or finding, you would automatically [Indiscernible] what we heard in the focus group . And how would this work for the survivor? I think this is a great process to use. That everybody can buy into. So often, this can be added bill from the perspective -- without the

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documentation that we held with the focus group, we would not know about [Indiscernible] . Many times the advocate's voice can be marginalized.

>> I am just going to pause for a method.

>> How long does it take to complete the audit question -- complete the audit ?

>> We went to training in the summer of 2005, and we did formulate training early in 2006. And it was on our website early in 2007. I know that some people feel afraid to do the audit because it is time-consuming. We each had an assignment. We each had our own duties. We never want someone -- [ Static or audio cutting in and out ]

>> If you are focusing on 911 or probation, your audit will probably take longer. Just like what you decided within the first 24 hours, insight.

>> Some audits have taken 24 months from start to finish. I just finished in Minnesota when -- we cranked out an audit. And findings that the whole team agreed upon which happened in three months. Everybody was ready to go to work. So we cranked it out and we got it done. And it does depend on, the size of your jurisdiction. And the focus of your inquiries. And how much time team members have to commit to it. But you can tailor this, for the team members and you can base it on their availabilities.

>> It looks like we have another question.

>> Is there a better place to start? With 911 or the courts etc. ?

>> It really is a give-and-take on where you want to start your audit. Of course organizing the community. For sure you do not want to go banging on the door of the police if they are not interested in working with you at all.

>> But if the door really is slammed shut, it may not be the best place to start your audit. But let's say 911 is really open, or you have a community advocacy group. And they really are looking to make enhancements. They may work with you, so you may want to go to 911 and establish [Indiscernible] so you can implement recommendations. You also have other community responses. And you can demonstrate at their success -- and you can demonstrate your success to other agencies.

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>> I agree with that. Or you can start a conversation, this Mac -- let's say, report cards are not getting into the right hands. So you can certainly say, this could help if there was an audit. Or look at what the big them is experiencing. Because we might be seeing it differently.

>> Absolutely.

>> Carmen, I want to hear about some of the unique aspects about your audit team. This is something I know we discussed couple of weeks ago. But how did you make assignments for your team members? Tell us about how do you decided who was going to do what.

>> You have to keep your audit team, engaged. One of the things that we thought -- first we had an agreement with the audit team. They would do the observation and data collection in their areas that they were experienced in. That they were most connected. So we wanted to make sure there was a correctly. -- there was a link.

>> We wanted to have a supervisor go in and observe the advocates working one-on-one and things like that. We really wanted to make sure that people who were doing the observation and data collection, had experience in each of their areas. They really did have to come in with an open mind. And by being open, they were not coming in with the innate biases -- coming in with Pisces.

>> You have to have -- how would a bit dumb -- how would the victim understand it? So this really showed some obvious gaps, that there was a training gap or such.

>> That is great. And another thing about data collection that is going on where the team members are gathering information for the audit. It is also the organic learning process that can help -- happen. Observing how somebody else works or talking to somebody -- in the community. This is the assessment process but it is also happening at the same time for your audit. And, obviously Archuleta County safety -- can you describe the role that you played?

>> We did a -- we did have meetings. We did schedule a lot of the busy work. At times we may have felt that we were taking on more information. But we wanted to make sure, -- a lot of audits are using advocates as a push sort of speak. But again you are not going to get where you want, if the advocates are doing all of the work. So we wanted to have [Indiscernible] but we did do a lot of the busy work .

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>> Now we can shift to implementation.

>> As I mentioned earlier, the impact that the audit can have, and the recommendations, -- can make immediate changes. They can also identify, what I identify is lower hanging fruit. There is also an organic process when people do this together. Can you give me one example? That impact the process that it had on your collaboration? Or any practice changes that you made?

>> The impact truly -- I think, 10 years later after the completion of the audit we have developed a strong CCR . It is the -- trust that was built within the team. We still have a very strong and this is a positive thing that came out of the audit. And because we went through this process we are still going. I think that some of the things that we did -- there is the immediate practice within the audit. Sometimes you can see these changes immediately and you do not have to wait. Sometimes it is very obvious and so when this happened we were able to fix it. Sometimes we were not following the law that our state had, to allow the offenders to bond out. And again, there are the other aspects of your findings. Looking at your data analysis. Then you can get to a place where you can say, we have to prioritize our findings. So here is our report. Then we as a team agreed one -- on what was important. And so we would work on that one and then we would work on the next one. And that is how we attacked our report once it was completed word

>> That is coming -- that is great. This can be a good blueprint for change. And ultimately it does give you a to do list. Or a roadmap. So this is where the coordinator can say, this is great and this is what I need to work on right now. And you can work on all of these things and you can even do another audit.

>> Are there any other examples of inquiries?

>> I will send you the research that we have, examples and safety audit questions.

>> I will send that ought to everybody. And it does have a great list of examples.

>> So now we are going to shift gears to the last slide. Talking about the long-term impacts. We talked about the ongoing commitment as a result of the audit. But let's talk about -- let me see. Please take us through the slide, Carmen.

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>> One of the things, is building trust. We are just looking at the process. We are not about pointing fingers. We all know, as victim advocates we can always do better. This is something that we were able to build. To build trust. And we did that through the audit process. We also looked at all of our recommendations. And we still agreed that we were going to meet monthly and you and evaluation -- and do an evaluation. We do not do too many observations anymore. But we still do. But we are doing things like looking at her forms and developing a packet. And with their prosecutor, he wanted evidence-based prosecution. So these were the things that he needed in his report. We also had a supplemental form and we made sure that that form -- sure to ask predominantly [Indiscernible] questions . And able to do that analysis and make the right choice. So they can see if they have probable cause to make an arrest. And so we made a very specific for that prosecutor. So those are the ongoing analysis that we are doing. And we do what I call, a mini audit. To determine why -- to look at reports and those who we are arresting. For the law enforcement officer, what is probable cause for an arrest? Looking at education and training. Law enforcement officers, we found they were not looking at history enough. So now we have questions on history on our forms. So these are some of the ongoing things that we are doing. And this is something that we want to make sure that we keep going. Also we have job turnover because not very many people still have the same job 10 years later.

>> That is great. After talking to a couple of people -- and I just want to clarify. The packet that you are referring to your -- referring to is for the officer, on what they should be collecting.

>> We do need to make sure that the officer gives them that.

>> The person was asking if you could share the content of the package?

>> I will send that out to folks who are interested.

>> Somebody talked about a lab or 80 on her breasts of -- elaborating on the arrest of women. This has really increased, in many communities. And it is a crisis that we are working on. Instead of doing a self-defense analysis, the patrol officers are simply arresting who ever -- is not injured or who did not call first. So we did see an increase in arrest of battered women.

>> There was an increase in women. And we needed to make sure that these arrests, were the aggressor. So that is where we as an audit team use a report to make sure, that the dominant aggressor analysis was being used. So we ended up doing more training, for the deputies and

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officers. And like I said before, we did realize that our officers were not asking a lot of history. We wanted to know what was happening -- before they were trying to. -- before they were [Indiscernible] arrested.

>> Just send us an email if you are interested in receiving a copy of the packet.

>> We timed this webinar specifically to the, [Indiscernible] . Because the office against women does support this work. You can get funding to support a full-time or part-time coordinator. We do have a lot of resources, to help you through this process. We also have guidelines that you can use in your community. You can put together a focus group and flyers. We have [Indiscernible] material that you can take to your chief of police or 911 call center and that kind of thing. And you can document the benefit of working in this project. We have training and videos. We can also do one-on-one help. We also have additional resources to help support you in this work. We are happy to help you.

>> We want to support you. We also have child protection assessment and safety. Here are a couple of upcoming training events. One is in person than, 3 community assessment Institute conference in St. Paul. This is where you can have an immersed experience. You have an option of going on a ride along, or a observation for 911. We also have other learning opportunities as well. In a couple of weeks, February 7, we have a webinar featuring their child protective services practice assessment process in impact. And March 7 webinar we have [Indiscernible] .

>> I also want to talk about the advocacy learning Center. They are now accepting applications. All the way through February 7 and you can find out more on our website.

>> And with that I want to say, thank you so much for joining us today. Carmen, thank you so much for sharing all of the good work that you have done in Pagosa Springs. Especially after your fire. Thank you so much for joining us today.

>> This is Liz. I want to reiterate, if anyone is interested in receiving that packet that Maren talked about you can email me at [liz@praxisinternational.org](mailto:liz@praxisinternational.org) and I will make sure you get a copy of that packet.

Praxis International –  
*Technical Assistance on Analyzing Institutional Responses to Violence Against Women*

**Please note: This text was generated during the in-session webinar closed captioning and is less accurate than an official transcript. We apologize for any confusion created.**

>> After today's webinar you will receive an evaluation please spell that out because it does help us out. We want to think about Ellen [Indiscernible] . We lost her this year and we want to say how much we miss her and love her. Thank you everybody we will be in touch soon.

>> Thank you.

>> [ Event concluded ]