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**Build your case: Learn more about problematic institutional responses  
for systems change**

Rose Thelen, Praxis Rural Technical Assistance Partner, and Joanna Knowles,  
HelpMate, Asheville, NC

October 25, 2017

Hello everybody, we had a little bit of a technical glitch here. But we are up and running now. So welcome, this is Rose Thelen, I am a Praxis technical assistant partner. I am happy to be here today, joined by Joanna Knowles from Asheville North Carolina. And as you know we will be exploring today the past associated with building a case for institutional change within the community. We will really be placing an emphasis on what your agency needs to put into place to learn more about identified gaps. This will be the foundation of moving forward and getting buy-in from the community to get the changes necessary for those responses to victims of sexual and domestic violence. So what is it that we need to know in a That is identified? Maybe we identify that gap, just because we have spoken to women and survivors in the course of the day or the course of the tenure or overtime. And anecdotally, women or a survivor can't necessarily expect justice and get the help she needs and interacts with the community agencies. To that end, we will move forward with thinking about how do we move from anecdote to making a case of change. Before we begin and before I bring on Joanna Knowles, Liz Carlson do you want to go over some of the technical aspects of this particular presentation? ?

Of course, I would love to, thank you Rose. Hello everyone, we are glad you joined us today.

I will touch on a couple of logistical things that will help pave the way for your participation today. The audio components of the session will be muted, so the ways in which you will have opportunities to ask questions and make comments will be in the Q&A box. At the top of your screen, the central column. Questions and comments will come to the presenters and we will respond within the webinar session. And you also will notice, that there are captions, rolling, live captions rolling at the bottom of your screen. We just ask for your patience if we happen to notice any mistakes or inadvertent typing. Forgive us. Also, with each of those boxes that you see on your webinar screen, you have the ability to adjust the display, if you hover over the light gray icon on the far right. Of each of those individual

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boxes you will say range of choices available to you. So please use your discretion. And set those up as you see fit. If you happen to be using Internet audio through the computer speakers and you notice that the audio quality becomes unstable, your best bet will be to dial-in by telephone. And once you make the connection by telephone, be sure to turn your speakers off. Finally, the sure to let myself, Liz Carlson or are webinar host, Rose Thelen -- Patricia Gotera of any issues and you can send us messages in the Q&A box. The recorded webinar will be posted on the webpage. So feel free to revisited there. So with that, Rose I will turn it back to you.

Thank you Liz. So what do we mean by problematic institutional responses in our communities? You know things that go wrong when a woman or survivor interacts with the community agency that should be helpful and should be assisting in her protection or making sure that justice occurs or that protecting her children and that sort of thing. You have a big problem across the country, we are now seeing law enforcement arresting victims of battering for their illegal use of force. Another words women are using self-defense, law enforcement officers responding are not identifying as self defense and instead are arresting the victims. We are also seeing women survivors, mothers force by child protection to participate in programming that is not helpful, and doesn't do anything about the threat that the better -- batterer is posing to her or her children. Or actually losing their children in child protection cases. We have the problem of sexual assault not investigated, prosecuted, we have the problem of in violation of federal law were language access services are not provided so that survivors don't know what the expectations are and the children and abusers themselves are used as interpreters. We have the problem where domestic assailants are not arrested, prosecution is not occurring unless the assailant is a person of color and then the arrest contributes to the problem of mass incarceration. And of course let's not forget something going on nation wide right now, where immigrants are afraid to call for help , to reach out to advocacy programs because of the very real threat of deportation. If you have a chance, why don't you type in what some of the problems that you are seeing in your community, we will see if there is additional ones. I call these institutional response problems, I call them gaps. But that may be a euphemism. Many of them are completely outrageous and argued, might be a violation of human rights. At least morally and ethically challenging that we may have a system that doesn't need -- or isn't doing what he needs to do to protect victims who are survivors and to stop the violence. So anyway, we may know these problems exist, but the other problem is that probably nobody is going to do anything about these problems on their own. Unless you is the advocacy program are the engine that in fact identifies the problem, gets more information about the problem, build it does make a case with the need to solve the problems. Expand the definition of a problem I'm being that just for the victims and

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survivors but also for the community. And the integrity of the system in which we are trying to operate. So anyway, this is why we are putting out a call across the country to advocacy programs to really think about how do we get back to? And I say that is initially the programs are very oriented to solving the problems that victims and survivors experience. But over time we have seen some drift occur, as people get inundated and bogged down, writing evidential – individual advocacy, the problem of the system gets sidelined. We wanted to think about what can you do to address this? How can you move forward? What do you need to know? Because once you start to not only get to know there is a problem, because there are stories you hear that have a full understanding of the extent and impact and who is creating the problem and what policy protocol, procedure needs to be in place to eliminate the problem. Then you can move forward and get the alliances that you need to build to make the changes. So that these bad outcomes do not occur. >> So this will be primarily focused on how do you get that data, where do you get that data? And then some about using the data. Before we get started, I bring on Joanna Knowles, I want to do a quick review. And that is that I wanted to talk about the definition of a CCR because many of you may have what you call or needed community responses in your community. I added the frayed – phrase institutional advocacy because you can achieve both outcomes without both. – With both. In other words you can have a community effort or interagency pass, but unless if there is institutional advocacy going on, coming from your agency as a community-based advocacy program, CCR is likely to not be as effective as it could be. And so it is really important, for the CCR to go and say that we need to do something problematically to increase our capacity to identify where are the systemic gaps? Which systems needs to be changed? And how do we move forward to do that? And so, I want to also add another piece, you don't need a CCR in order to address changes that need to occur. In fact sometimes I can set you back. Many coordinated response efforts out there and task forces that are merely networking bodies. They are not changing the system, getting to know each other, that kind of thing, becoming friendly with each other not hospital to each other anymore, even dividing – inviting each other to be on each other's boards or their children's weddings are that kind of thing. If you don't have a CCR, you can do that without one. And some communities it is easier to do it without one. We will not go into that, too extensively because of the time. But if you need more information feel free to call me about any of the things that come up today. And I would be happy to talk to you about it. As you see, the definition says that one of the things that a CCR does is centralize victim safety. Soap will – so to put into practice, the practices that centralize victim safety, hold offenders accountable and build community capacity to effectively stop domestic violence. Now this definition is not inconsistent with the mission of many on your programs out there. And you know, if you look at the mission statement, many of you will see that part of what you are supposed to do and you want to do and not just treat domestic

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violence or sexual violence. But you also want to end it – and it. – end it. As a mentioned Joanna Knowles has done a lot within her program to create some capacity and create some processes where they can emphasize and focus on some of this institutional advocacy and working to make changes within the community. You know Joanna Knowles took up the charge of moving beyond and providing services for victims and survivors. And changes – to the victims and their communities. She was part of a class, so I want to welcome you Joanna Knowles, can you tell us a little bit about your program and your role in that program and the epiphany of sorts that you had at the result of your participation in the advocacy and learning center?

Sure, hello everybody, thank you Rose Thelen. So I am the program director and we are a domestic violence service provider in Nashville – Asheville, North Carolina. We work really closely with our voice, we are in the same building with them, who does sexual assaults. I know some of you are dual programs. I am actually in charge of making sure that the services are good. And so it is kind of interesting Praxis was just a complete paradigm shift for me, the learning was pretty radical. And difficult at times to look at myself and what I had that needed to be shifted around my role in this movement. And it has been quite a process, over time, I think the whole organization has shifted. So that systems advocacy is actually a very important part of individual acumen, see – individual advocacy. We are hearing her stories, working with a survivor, projecting that voice, checking the problems so that we are not just sitting by and watching all these injustices happen. One of the best benefits has been so motivating kind of alleviated some of the burnout for the advocates. But sitting in court day after day and just watching these injustices happen, they know they have something to do with it. And that we are working on it, tracking it, it matters. It has been quite a journey. I'm so grateful for advocacy learning center and having the chance to do that.

Yes, great. One of the things that you did right off the bat is identify, what is happening? Like I said, you knew anecdotally that there were problems but without some data it becomes harder to make a case for change. And you will be blown off if you come forward and suggest there is a problem without any backup. So when we talked today, we will be talking about learning from three sources. I know that Joanna Knowles, you have been working on the first one. And probably the third one. Some on the second two. But the first one of course is the experts themselves, what in fact are women saying? What are survivors telling you? How do you capture that? And then what you get and how do you put in place something that will help you track the data that is public with the responses of a particular agency? And of course we also have the state, tribal and

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national resources available that can get you more information about the problem you are looking at.

So let's start with talking about the women themselves. Women survivors. What we are talking about is that the reason why advocacy programs are going to be the most effective and really getting to the problem is because you are hearing from the experts themselves. You are hearing on a day-to-day basis about what their lives are like. As a result of the violence from their abuser from a sexual assault, or whether it is their husband or boyfriend or a stranger, so those are the things that are going to be of most value to you. One of the things that we see in a lot of advocacy programs, even though we are very well trained to provide support. And to assist the women to survive and overcome. What they have experienced. We are not as organized to probe into some of the problems that they are identifying. And so we have an on this particular slide number of ways of doing that. We have the surveys, interviews, informal discussions, focus groups, and a couple others that I will spend a little time talking about. When you're surveys can be short, you can decide for three months or six weeks that we are to ask women when they come if they have had any experiences with law enforcement with their anecdotal conversations with the people they are working with, that law enforcement isn't doing a good job. Or maybe an advocate who is needing a victim who says I'm never going to call them again. Well, okay, tell me more about that. As to a survey to find out if that is happening with others. And then you can do your surveys, your interviews, talk to victims about what they know, informally, or formally, or just focus groups. And Joanna Knowles has done

some of these and I will have her talk about the many second, I want to address on the upper right here, this AIR advocated response,

he put it in place with law enforcement or the other agency wants to be involved with. Might be the hospital and sexual assault cases. But a procedure where you reach out to all the victims where there is a problematic response. It can be something that you do with child protection to. Put in place some method of advocating and initiating the advocacy with the victims seek and find out what their expenses like. And then the last piece, the response concerns procedures, which we will say more about because I think Joanna Knowles did something unique with the concept. So Joanna Knowles, tell us a little bit about your experience with these various processes that we have outlined on the slide.

Okay, so I love the way you made it all look so nice and like a honeycomb. And interconnected. I think the whole concept is entertaining -- is centering on the experience and making it an integral part of what we do, making it organic, and changing the culture and talking to advocates all the time when they bring up the problems and just asking back. What does she want to do about this? What feedback does she have for law

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enforcement? I hear that you think that Should've done that , what does she think? To kind of shift that. A lot of informal conversations that go between staff and also staff and survivors . The surveys, I started, I think we all probably have to do the back forms for most of the grants. So I started putting, instead of those being grant report things, I started tracking all that data looking to see what survivors have been saying over time about us, about our services and anything with changes in policies. I started offering going to shelters about once a week and being available to residents to say hey, I know the system is broken, and all this isn't your fault. I know you've got good insight I want to hear what you have to say. Electing all that information and tracking it. We've also worked with several other organizations around focus groups. A big project to talk about in a short period of time, we developed a child protective services work. And self advocacy book that we are in the middle of doing research. We partnered with a local university here at UNC a – UNCA and had them do a whole research projects – project on this. And advocates and social workers who will be interviewed to evaluate this book over time. We also partnered with the national Center for victims of crime around pretrial services and have them come in and conduct focus groups with survivors whose

abusers have been going through pretrial. So that they could be better informed. And we had a great letter of evaluation and what our community could do better there. What else is in your nice little honeycomb?

I think we can talk some about the response concerns procedures, right? Let's do that. Because I know that you, this is something that was introduced to you at the advocacy Learning Center.

Yes. >> A lot of times we work with outside agencies, we know that what for example, child protection does, or law enforcement does is because there is something in a procedure or form that guides their behavior. So in response to that, this is something that I created quite a while ago actually and have continued to modify it. But what I found with it when I was working to address make changes within the community where I started a coordinating committee response was that advocates for hearing all of these things, and they were capturing it. They were organized to provide support and make referrals to someplace where they could get further help and recovering from the trauma, etc. But they were addressing, okay, what was the incident that created harm? That was the result of a community response, that wasn't working? And so we asked advocates, volunteers, board members to start to , instead of just going oh yes, you – that Should not have done that. They didn't arrest him when he violated the protection order, really? A child protection worker said they would lose their kid if they didn't leave? Instead of just providing support at that point, we did a procedure were advocates and everyone else who heard about these

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problems, they directed to , say to the woman or survivor at that point, okay, we're trying to do something about that. Can I set up a time to talk to you some more about that? And then to be able to take the time to talk to that person, the woman survivor about what the event was, who was agency, what was the day, what was done? And to capture that and send that particular incident, the completed form to the person within the agency who was responsible for collecting these and moving on them. So this is part of the procedure which you can find on the Praxis website. This is the form that they company sense. Also integrated within the weekly staff meetings that we were going to pay attention to what were the concerns that we had that came in this week. We put time into the annual – which we call that, here we go, the annual attempt to build up a sort of a direction we were going to take. I can't think of the word. There is a really handy word for that.

[ Indiscernible ] >> [ Laughter ] , yes thank you Joanna Knowles, anyway what we will take on and who will be responsible for it? At the weekly meetings, we would bring these cases up and talk about them. Not every complaint required , in fact should have an immediate response. Some complaints will be kept for a while to gain more information about them, if you have something in place where you have already established that you are working with a law enforcement agency and they want to know what the problems are as they come in, then you may take action immediately for example. Is there a bad response from law enforcement? Anyway , we will focus on this for people that we were working with to be able to guide our direction we were taking. And what we found, and I think Joanne spoke [ Indiscernible ], this was very helpful for the advocates because it was a morel buster day after day to hear about the problems and not be able to do anything about them. We saw the very cynicism became the operative word when describing advocates in a daily, when all they heard about was how nobody was doing what they needed to do in order to get him to stop. So this is a form, again we won't be able to go into this a great detail, take a look at the procedures, only a format. Or template that say – let's say. You can look at this and revise it, do what Joanna Knowles did, before we move forward and turn the page, I want to point out at the very bottom, the sample release of information. You see that we have a question on there, I would like to participate in actions to address this problem. This is something we saw and we were not getting women involved with this anymore. In fact, some of the series collided with the very idea that women would participate with us. Maybe they needed to heal first. We had a big discussion about how did this person heal? Some people heal by lengthy , let's say therapeutic processes, some people heal when they pick up a sign and march around the courthouse. So do we provide opportunities for them to do that. Do we get them involved. The other piece about this was that working with groups of women, who experienced a problem in bringing them with us to a meeting with somebody . We found was very effective. It wasn't just effective in terms of change we were working for

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but effective for the women themselves. And who really had never been spoken to in a way that suggested they were the experts about what should be done differently in the community. So that was a huge piece. The simple form changed everything. I know forms have a bad name. But they are not all bad. So anyway, Joanna Knowles came to the ALC and decided let's put this into a digital form. So Joanna Knowles do you want to talk to us about the system?

Sure, so I came back from advocacy learning center on fire, one of my coworkers who is up there knew that we were so excited to take on all the systems. I think the big part of the paradigm shift, I think this form kind of speaks to it, when the advocacy programs are not doing systemic advocacy, we just get so used to the system is broken. But you just take that for granted. That is the system, it is broken, our job is to help survivors navigate this brokenness. So shifting to hey, actually it's not just accept it is broken, this do something about it. And that this injustice happening right now be a valuable, important part of changing the system. It is empowering survivor so much. When we consult them and tell them that their view is important and the feedback. So I came back with all this enthusiasm to to all the staff that I wanted them to fill out another form and that did not go over well. [ Laughter ]. And with good reason, everyone is overworked and overburdened and tired of people having great ideas that just great my work. But we worked on it for a while, it has the nice title on it right there institutional response tracking log. But when we internal -- internally filled out the form, we would never use the F word, what it stands for, it stands for where is the fix? So when advocates said what do you want me to use this for? Everything is screwed up, nothing is going right. I said every time you hear something and your response is WTF, that's when you fill out this form. Anticipating that -- and just shifting that and for people to work with it more. The other thing we have to do is adjust to a long game, I will tell you one way this was working, when we first came back, the advocate who work the hardest at filling this out and diligently with the -- was the bilingual court advocate. We got the back which was mostly all about language axis and courts. And I tried to tag the coalition to help us with us, we try to connect with the Association of courts here in North Carolina, we ran into several dead ends. But I got the communication out there that this was not happening. -- Happening appropriately and they did not have access to pertussis if they do not speak English. And just last month, which was about a year after we tracked all this data, I got a call from the Department of Justice, the civil rights division. And they have been connecting the LC and our coalition thing we know there is language problems in North Carolina courts but we can't get the stories, and you connect us? -- Can you connect us? So we had to civil rights attorneys fly here to collect this information. It was a year later but it was good news to all of us that about 10 women who did not get justice, because the courts were not providing them with access, they are heard and the

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DOJ, they gave them the information they needed to move forward with holding the courts accountable. So these are 10 stories, and 1000 we here in a year. But because we documented them, they mattered. And we have the information, in that moment, which I would not have been able to recall all the stories accurately.

Yes, right, right. That is amazing. That is a great story. And you didn't even have to really put much effort into finding somebody but they came to you?

Yes.

So we have this graph hereto, this digital version that you put up, that is something you added to your apricot system? Joanna?

Yes. We actually, that formula – form looks different in real life, it's actually a PDF.

Okay, all right. >> We take the data from the PDF and enter into the database.

And apricot is a program I know that people in different programs around the country use. But it has been good for you in terms of tracking these sorts of things, where the problems are and that sort of thing once you enter the data. This is an old tracking form, a Telus will – can you tell us about what you see here? It looks like you have a lot of problems identified in a civil process. And almost as many in the criminal process and then scattered amongst the other.

The numbers behind them, are those numbers of cases?

Yes. This is an old screenshot. I'm sorry I did not get to a newer one. Before the presentation.

You mentioned that at this particular juncture, the problems may be more concentrated in a civil area because you are getting more responses from the advocates entering these problems or they are more likely to hear about these because they are advocates in the civil system, is that right?

Yes, that is right. Advocates who are filling out the forms.

So anyway, let's move on. I think the piece we are really wanting to emphasize is start to collect the data. Take of yourself as witnesses to potential human rights violations. You

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need to document what is going on. Let me just put in this, this side. It isn't necessary to have a full complement of data. Sometimes you may operate in a community that says where you go and say look, there is really a cool way that law enforcement is responding to domestic violence cases, they are doing these risk assessments and what do you think? And so the gap may be that they were not doing the risk assessment and the solution might be that you have a particular inviting or cooperative law enforcement agency says -- that says yes, let's do it. But what we see is that we need to prove our case, so this is where this all comes in. So the next data to think about collecting as public data. Now nna Knowles, you collect or are in the process of starting to increase your capacity to gather public data. You mentioned yesterday when we were talking that you do track protection order data? What else are you currently tracking? >> We are checking different core outcomes. How many times, working on starting to track things like continuances and then when they turn into a drop case. In general outcomes and courts, trying to track by judge, demographics, that we can see if there is trends by certain demographics as well. >> I just want to emphasize how much, how valuable, having this data can be in terms of the systems change effort. I know that I was working in a program in northern Minnesota on a project and working with a Sheriff's office, of course he was very, you know, very, I don't know, being an elected politician, being being an elected politician, very cooperative in that sort of thing. But his offices were not doing a very good job. But I really -- it wasn't easy for him to understand that they might not be doing what they should be doing. Until I came in with my first quarterly report that identified how many incidents law enforcement had been to and how many resulted in arrest, it looked like only 30% of the cases were in arrest that was occurring. And he was blown away. By the report. Because there was in black and white. That you know, they had this many calls, for service, of those calls for service, this many cases where they actually found arrests that were made. He was surprised it was so low. And I said here's what you need to do. We were able to talk about ways that they could increase the capacity of the officers to do a good investigation and make an arrest. But you know, this data. With interviews with victims where there was not an arrest, contacting the victims and finding out what was going on you can move mountains with this information. Of course we will talk about that strategic ways of doing that at the end. Moving on, when we talk about public data, most public agencies do collect some sort of data. It may be a problem at the get go. But they are not keeping track of these things. So maybe that is one of the things you want to solve first. And a lot of communities, law enforcement may not be keeping track of domestic assault or sexual assaults, protection orders or violations or that sort of thing. That might be something that you want to get in place. Most prosecution agencies, prosecutors officers do have data about how many cases were charged and how many convictions and that sort of thing. But what we look for is to be able to identify in the community of the numbers of people calling

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for assistance, how many resulted in arrest of those? How many times are there prosecutions? Of those like Joanna is talking about, how many continuances are there? What is the timeframe from the actual incident to the time it goes into court? And then how much attrition do you see? Defense attorneys know if you do a case continually, ultimately is likely to go away. And then how many offenders are held accountable. Despicable? How many women's lives are now at risk? And then you might be starting to talk about things like how many dollars are spent on these cases and having bad outcomes? So when we talk about tracking data, there are some databases that I think are most well-known, most civic is see – most sophisticated one is the DAIN, this is something you can go online to get information about it. It will track just about everything you need to know. Including if you want to include what color of socks the judge was wearing the day. You can really sort down to the finest details. You can also do your own spreadsheets. And that may also suggest, for a small girl – smaller program, you can do with a notebook, computer and table. And what you do is start with the numbers, start with how many of each? And document, document, document. More or less the strategy here. And again, when you start to keep track of these sorts of things, and when the departments know you are, and when they know that there may be potential for some sort of bad outcome, that was not – that there might be some sort of embarrassment or even some sort of lawsuit if they don't start improving their response. You start to see a shift in their behavior. I have seen that over and over again. So moving forward, if you do start to track data, some of the data is accessible, but if you work in a community, and an inner agency group, or just want to remain with good relations, always a strategy to go to the agency and say, for example we want to start collecting data. Just identify where the got – gaps maybe. Or we can bolster the system. Could we get your cooperation in identifying particular data and providing the data to us? This is the memorandum of understanding the generic one for the law enforcement agency. But outlines that the law enforcement agency is going to collect and provide a certain amount, number of data to the program who is collecting it and maintaining it. And they will exchange information with you. That the domestic violence program was collecting it, will provide updates, provide outcomes about what is going on. And that the data is not going to be distributed publicly. If you are collecting police reports for example, you will not be sending them all over the community. You will not be keeping the results of your tracking and monitoring private necessarily. The first Lacey will go is to the police department or law enforcement agency and say look, here's the data from the last quarter. It needs to – it looks like there is some problems there. And what you will do is provide that decision-maker in that department an opportunity to take a look at it and work with you to figure out what might be a solution. So you always want to stay safe and how you use this. Don't take the data the first time and show us that there is a bad response from a law enforcement agency let's say. And then blasted all over the community. You

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want to go to them and say look what we are finding. Here's what we know might be a solution, should we take a look this -- at this potential solution? And give them an opportunity to solve the problem and then trump their X -- their success and addressing the problem. That's a quick run on this kind of thing. Anyways, that is something to think about. In terms of where you might or how you might get your data. Relative to things like child protection agencies. This is also a problem two, you might heavy child protection agency that really is not collecting data. See might have a system with these agencies and say, you know, we are just trying to get a handle on where victims need assistance. We need help with grant writing, help us with the collaborations, that kind of thing. So anyway, that was a quick run, this is a webinar. In the format is so limited. In terms of being able to go in depth to particular things. I want to talk some about identifying solutions. >> And then we will, I'm not seeing any questions coming in. -- And from the audience. If you do have questions, feel free to put some into the chat box is -- boxes and we will address those as well.

When we talk about identifying solutions, let's say we know there is a problem in the community with protection orders. You know, we see victims, women, having protection orders on behalf of themselves and children and they are not granting them or they are granting them but when law enforcement shows up and there has been a violation, they're not doing anything. The first thing you want to do is have a data seeking show is not just a single incident, that is enough of a problem, you could address that. The more you identify it is a systemic issue, not sort of a glitch, the better you will be. I always suggest and Joanna Knowles, you and probably assert that this is accurate, consulting with others that there is a potential solution that there might be? Has that been your experience? You mentioned talking to the coalition and other groups.

Absolutely, I think that's a huge part of the culture hereto, anytime we come across a problem, or anything that we know we want to fix, asking around, looking around, who is doing this well? Was done a piece of this that works? Who can help? We reach out to other organizations around us, other domestic violence service providers and other counties, coalition, battered women's Justice project, advocacy's learning center, Rose Thelen, [ Laughter ], all about reaching out into the people who are in the system itself. So the problem is with asking an officer, say hey, I see that over and over. I've seen 10 times in the last two months, that the perpetrators and violators of the restraining orders, there has not been a rest -- and arrest? Why do you think this is going on?

Right, right. But this light is talking about or this concept to, you won't just get involved and say there is a big problem in the community and put it out there for people to solve, you will

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be staring what has been done elsewhere. And what might be a good fix. You will be saving the community time and money because you will be bringing forward what has proven to be effective in other places, and you know, so all they have to do is adapted to the local community. The other thing too, you hear a lot of times the terms of a potential fix, people need training. But what we really always ask people to think about is not just training, but changing the policies, procedures, protocol, that would in fact organize whoever is responding to this case differently. And then you will be getting [ Indiscernible ], you consult with others, identify fixes, I defy how to put that into writing – identify how to put that into writing, and then the decision-maker to make the case. And then if you don't get anywhere with that, you will try, try again. And then document from that work – from that as well. And we have a big problem in the community, we have someone in a leadership role, in a particular agency that is not getting with the program here. So who would you go to at that point, who may have authority over that particular decision-maker? This is all done very strategically. I always recommend that you don't make any moves on any problems until you have really thought it out. So you have your talking points down, you have the role-playing, to you make sure that you don't give them any cheap shots so that they in fact can turn it on you. I think to get to some of the caution that a lot of programs feel, if we make a bad move, the door will be slammed in our face forever. This is about saying don't make any bad moves. Be very strategic, very careful, do the right thing. In terms of how to respond and take the stuff forward. And consult with people. Do the role-play. That kind of thing.

So when we talk about getting allies, here's the slide that talks about what is in it for the system? You will see that there is a bunch of things appear – up here, they want to do the right thing, they want to have good standing in the community. They want to reduce the risk that they may experience and repeated offenses that they have to deal with. This is always an interesting one for me because officers will say, we go back again and again and again to the same place. And of course that old additive, they are shaking their finger at the battered woman and her partner, the frequent flyers as they call them, and look at you have the three fingers pointed at you, if you're going back to the same place again and again, that is our failure. It doesn't matter who the victim and offender are. It is our failure because we are not doing something to intervene – intervene as expected. Some language they use, what makes them tick? You know, a good one is the wives use the public dollars. This is why I use this at nausea them, because when I was a county commissioner for a while, that's really all we cared about was dollars. So if somebody couched their issue or I should say if they messaged what they were trying to do in terms of [ Indiscernible ], we were all ears. And county commissions and city councils, mayors, they have influence on these public agencies. So these are the sorts of things, taking about how do we get by in? I would always do a little research on the decision-maker, what they like to do, who is the

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chief of police? Vegetable garden, okay I have a vegetable garden now. Boldface lie but if it gets me in the door and I can talk to them about tomatoes as we are trying to drop in things about what needs to change, that will make a difference. And I guess, here it is, right here. Anyways, other pieces, what does the community want? I talked to a community, mother's organization about how the failure of the community to do something about battering was putting a welcoming sign on the freeway exit that said welcome all batterer's are welcome here. Come to the community, nothing will be done, you can beat your wife with impunity. And I can't tell you what an impact it had, many of those Christian mothers had husbands and sons who were in the decision making positions within the small town, they turned everything around there. There was a resolution that was passed that said from now on when there is a domestic assault, we are going to use a particular policy that will increase the arrest, etc. Pervious to that, the city Council had decided they really didn't want to make arrest because it costed too much to bring the arrest -- arrested party to the jail 30 miles away. They didn't want to spend the money and transport. They also did not want to spend the money on the contract on the Desmet contracted attorney who would prosecute. -- Contract attorney who would prosecute. And all kinds of ways. So these are the things you think about when you think about okay, who are we going to get to, who can help influence a change in what we are trying to do? Joanna, do you have any wisdom for us in this particular topic of how you sell what you are trying to do there?

A few slides back you said something about while you are in the process of checking all the problems, when you see the good things, trumpeting that praise. I think that has been one of the biggest things that has worked for us. I think it really depends on culture in the community, but we are southern here, it's all about you catch more flies with sugar. And it's been about building relationships. I think you touched on all that. When you find someone who is sympathetic, we are sending letters to come all the way up the chain, which in the long term has been awesome, because the patrol officers who are champions have been promoted and now training other people. Really connecting and remembering that even though that child protective services worker may feel like the enemy, they got into the work because they wanted to do the right thing. And finding that part of them again, connecting to it, and saying hey, I am overworked too. This is hard work. How can they support you in doing what you need to do? Building this relationship has been key to everything we have done.

Super. Yes, good from for that. We just did a child protection assessment for that and right county where I live and it was really nice to see people who were traditionally, historic enemies and pulling the load in the same direction. And this child protection agency is now getting a lot of attention because they are putting into place

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some stuff that is best practices that grew out of this assessment that we did with child protection system which you can find him a Praxis website as well. – Can find on the Praxis website as well. We are getting toward the end here. But just to emphasize again, learning from state tribal and national resources, that is what we are here for. If we don't have the finger on the pulse of what is being done in the particular places we can find out for you. And help you think through a problem and help you think about the local culture and how you might be a feature of it. I hear sometimes that we are a smaller community. Working to make changes in a smaller community is sometimes easier. Because you have rater access to those people in those agencies to make decisions. And like Joanna said, you have relationships. So you know, do talk to the state and travel coalitions and organizations. Take a look at the research and find out the best and promising practices and what they may be. The other thing want to add, let's say you get nowhere. Nowhere fast. Nowhere slow. Nowhere anywhere. I think that what you might want to do is consider bumping it up to the next level. Let's say you are in a community where you have 60% arrest rate of women who are actually the victims of domestic violence. And they should not have been arrested, and you get nowhere. That might be something you might want to bump up to an extra local solution, after you exhaust all the efforts to address it locally. Maybe something your coalition wants to take up. With other places, may be something you want to talk to a legal aid about. Or maybe you want to do a class-action suit on behalf of the people who are erroneously arrested. Those are of course more daunting sorts of responses but I think the issues that we can't let these injustices just go by and make people feel better about the fact that they have been the victim of an injustice. Before we end, Joanna, want to talk a little bit about what you needed to do in terms of your program. It wasn't like okay we will do all the stuff and all right, that's all we will do. We had to Desmet you had to make changes institutionally, right? Tell us a little bit about that.

Yes, looking back the list – at the list, there are some micro-dangers that are not on your. We had a physician that was in need of us to advocate, she went to the advocacy learning Lennar – center, her position was taken and paid for by the child protective services, one small thing we did that I think changed both the way we see ourselves in the way other people see us as we changed her title to systems advocate. So sounds like a little thing but it makes a difference.

You change your title? Did you change what you did too?

Yes, we changed her job description two. – too. And what we are doing assistance advocacy here. We brought in her role to not just be child protective services system but to reach other ones. We also got her an intern, the systems advocate intern who helped with the

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status ranking, who is brilliant and helpful. Some of the other things is even in the interview questions, when we hire people, I have new interview questions that are actually hands on task that I present people with the situation and expect them to approach the work from a systems view. We set up an action group for women, they named themselves voices in action that they get together right now, they get together every week and talk about what they want to do to get involved to stop this violence against women

So when you asked the question, when you are meeting with women and using – that's one way you provided the opportunity for women to get involved with you, right? Before you really did not have anything in place.

Yes. That's a great place for them to come in and get together and they pick up different topics and go down different rabbit holes but they are connecting with each other. They are healing by – this is a macro problem, not their problem. Not just a micro thing. It is their problem. The part of the solution.

Joanna, one of the things I want to do is make sure that every advocacy program in the country – this is a big task I think – wants advocacy programs to start involving women in the processes again, registering women to vote and taking to the polls, is a something this group could involve itself in?

Absolutely, they have talked about that. Since I've been here, we did federal registration, but this group has talked about doing that, we have some local elections coming up now. And actually haven't attended the group in a couple of weeks, so I don't know what they were doing with it but I know it was a Protopic. Desmet a topic. – I know it was a topic. >> The systems chain meeting essay here. You added that or what is that?

An internal meeting, the more you look from things from a systems viewpoint, it feels like one door opens, another door opens another door and it's overwhelming of how many systemic issues that are. So this meeting, the systems advocate and myself and depending on what the agenda is, and other advocates and if they want to involve other survivors. Who might want to inform a strategy. But we are looking at mapping all the local systems, the magistrate, restraining order court, child protective services, all of these, pulling out the WTF's and everything we have and saying what are we doing here? To keep track of all the balls. So we might be digging in for a moment into law enforcement, there arrest policy, but we don't want to lose track that there is also this problem with the magistrate going on and where does that stand? Keeping us internally focused on the big picture and keeping it all out there.

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You have an interagency group to write? I think you mentioned – to right? I think you mentioned that. Is there a difference in how you approach that are how do you engage them in these efforts?

Yes, the family Justice Center has divided endless amounts of meetings. Between different organizations which is a great opportunity, it is where we are learning, holding the relationships and that is where there is a natural fit to bring in whatever the issue is. An example of that, we have the implementing of an assessment program, but the officers are not calling us until after they leave the same. I have all that data tracked. We discussed it in the systems team meeting. Figure out what it is and then the next time there is a CCR, and focus on the fabulous work, we put this in the area of growth where we can bump this up more, where we remind officers to call from the scenes. Just kind of an example.

Do you go to the department itself before you bring that to a bigger team meeting?

Yes. We try to do anything that could be heavy or heard wrong or anything. But just to say hey, to the DA, this happened recently with the DA two. They are not prosecuting a lot of cases. And we knew we would have to report some numbers that show that. We both came aside and said hey, this is a personal, we will have to report this, if you want us to know how we can make this look better, just let us know.

Did they say they would?? Yes I did and they have – they would?

Yes they did and they have.

There is nothing worse for somebody, agency, decision-maker to show up at a public meeting and here that they are doing a bad job.

Yes, absolutely, we are very careful about that.

I think we have two minutes left, how Desmet here is your opportunity to say some closing thoughts.

That is some pressure. I am used to speaking to groups that are live, don't know where anyone is, if you have questions or comments, if you are thinking about getting into this, I don't know you where you are in the process but it is really an exciting shift from just putting Band-Aids on things to moving to where the system is actually going to put us out of

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a job. Which is what I'm kind of focusing on. The police responding properly, the courts, then we don't have a job. And it is so satisfying. I'm happy to talk to any of you certainly if you like to also.

And there is Joanna's contact information, you can contact me for any information as well. There is a resource that we named on the webinar, you need to get it. I know Liz Carlson, will you be sending out any resources after this? ? I will. There were a few -- after this?? I will. -- This?

Thank you very much. Your presentation was really helpful. So thank you to the both of you. Take you to the rest of you who joined us today. Always good to be with you.

Yes, thank you everybody.

See you again soon.

Take care.