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Reduce Unintended Consequences and Disparity of Impact

Maren Woods and Amalfi Parker, Praxis International, Bree Adams Bill, St Paul Intervention Project, and Tina Olson, Mending the Sacred Hoop

March 7, 2017

Please stand by for realtime captions.

>>Hello , everyone. Thank you so much for joining us today. Alyssa clear the top of the other so we can get started with our presentation. Thank you.

>> Thank you so much. Hello, everybody. This is Maren with praxis international. Glad you were able to enjoy us for this important webinar on how to use institutional analysis to reduce unintended consequences and disparity of impact. I am going to introduce us more to the topic today and to our presenters just after my coworker and dear friend Liz gives us an overview of how to interact with our webinar platform today. Liz?

>> Very good. Thank you, Maren. Hello everyone. We are delighted that you could join us today. I will just review a couple of logistical things relative to this webinar platform to ease your participation in the session. If there are any of you participating by telephone only, the phone lines will be muted for the duration of our session and so the best way for you to have questions shared with this group would to be send an email to Liz at the address shown at the top of the slide. I will keep looking at my inbox and look for any questions or comments that you want to share. For the rest of you, I will call to your attention the Q&A box that is at the top of your screen in the middle column. We are utilizing that in place of a chat box so you are encouraged to comment and ask us questions at any time during the session and just know that your comments will be routed to us as the

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presenters. They will not be viewable to the whole group. If you happen to get disconnected either by telephone or to the webinar platform itself, we connect through your additional process. If you're connected with the audio through VoIP and you notice that the sound becomes inconsistent or unstable, feel free to call in by telephone at anytime during our session. Once the connection is made by telephone, you can simply turn your speakers off. That should improve the overall sound quality for you.

>> Finally, we would recommend that in the Q&A box, you also have the option of adjusting the features, the display features for your own individual preferences. I will call to your attention in the web links box at the bottom of your screen there are several resources that will be referred to during our session today and are downloadable through the links provided on your screen. Maren , that is all I have. I will turn it back to you.

>> Thinks so much, Liz. So history, society, and people's lives are very complex. The factors that reinforce or diminish safety, well-being, and risk for victims of violence against women are also very complex. Just as there is no universal victim, there is no universal offender yet institutions freely impose a one-size-fits-all response to violence against women cutting off avenues of potential safety and support. Praxis international tools seek to understand where and how and for which victims an institutional practice is problematic. Interdisciplinary teams use the tools that using the tools need to be equally mindful of the risks that opposed by a specific offender, by a victims I media personal circumstances, and by aspect of culture that might increase our vulnerability. And finally the risks just posed a loan by institutional intervention and institutional responses. Today will be talking to our guests who are central to institutional analysis projects in their communities and that were designed to, and implemented to focus on

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institutional processes that produced disparate outcomes for specific marginalized communities. I am so happy to have with us today Tina Olson from Mending the Sacred Hoop. Would like to say hello and introduce yourself?

>> Hello, everyone. Thank you for joining us. My name is Tina and I am the executive director of Mending the Sacred Hoop. We are tribal technical assistance Center at but we also have the coalition and have been doing this work for almost 25, 30 years. Long time. I am located in Duluth, Minnesota.

>> Great. Will get to hear more from Tina and the project she was involved in. I will also moved to introduce Bree Adams-Bill who is here in St. Paul, Minnesota. Bree, would you like to say hello and introduce yourself?

>> Hello. I am Bree Adams-Bill and I am the program director and the blueprint for safety coordinator at the St. Paul & Ramsey Co. Domestic Abuse Intervention Project . I have been doing this work providing services to victims of domestic violence for about 20 years now and I am happy to be here with you all.

>> Thanks so much , tonight. We also have a coworker in our New Orleans office. Amalfi Parker Elder Chi -- Amalfi Parker Elder, hello.

>> Thank you all for joining us today. Really excited to talk to you about this work. The work I will be talking about primarily came out of my coordinated the blueprint for safety in the city of New Orleans, Louisiana, where I am actually based. So I get to continue kind of working with the New Orleans blueprint is so I can talk to you all about how this works started there and where it is at now. So thank you all for being on with us today.

>> Tanks, Amalfi. For those of us who might be less familiar with praxis institutional analysis, I hope you had a chance to get yourself familiarized with

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some of our basic information about the process that we sent out with the reminder of this webinar today. If you have not been able to do that, you can go back and do that later. I will get is grounded and to spend a couple of moments on the front and getting us grounded in what is institutional analysis. One aspect of the work of coordinated community responses to violence against women that many communities across the country and around the globe really are involved in is to continually engage in reflection and assessment of their responses. When it done in an effective interagency way, partners are asking themselves and each other, are we on the same page? Are we responding with a same understanding of what causes violence against women? Are we sending messages of help and accountability to the community? Is every door and open door to someone seeking safety? Is that door open to everyone who is seeking safety? We look at who seeks or get drawn into community systems and institutions and also who avoids them and why do they avoid them, the institutions of community support networks.

>> Do our interventions have harmful impacts that we could not force or did not anticipate? Ultimately , do our interventions make things better or worse for victims and their children? This is the work of an ongoing coordinated community response to violence against women. Praxis has developed many tools to help CCR's analyze and assess their institutional responses. These tools that are listed here on this slide and more are highlighted in an introductory article of change seeker, a newsletter that focuses on institutional analysis projects and tools and strategies that we included in the link before the webinar. So you can go back to that and review more about these tools. So we are all on the same page with terminology because he will hear us, all of us on the call today using these terms a little interchangeably, but there are some distinctions that are worth noting.

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>> You may hear us refer to the safety and accountability audit. This is generally the term or phrase used for broad, open analysis and discovery regarding criminal and civil legal systems responses to violence against women. You might hear us talking about practice assessment. These tend to be more focused analysis projects that utilize checklists of best practices based on what is kind of known nationally as effective evidence-based interventions.

>> Praxis has developed several tools that you see listed there on the slide, 911 through prosecution charging decisions. We also just released last year a practice assessment looking at child protective services and the overlap of child abuse and battering. There are other organizations that have developed practice assessment tools that are similar to this. For example, the national clearinghouse on abuse in later life has a best practices assessment for CCR's to enhance their response to abuse in later life particularly. The battered women's Justice project has a tool for assessing the civil protection order system and there are several other shortcut assessment tools out there that we have highlighted on our website.

>> The blueprint for safety, this is a, it starts with copperheads of assessment of the criminal legal systems response to battering. The blueprint is more than the assessment in that it starts with a template of policies and protocols for the entire criminal legal system intervention in cases involving battering and the assumption is that the end of the assessment on the front end, you Taylor and adapt that's template of policies and protocols to your local jurisdiction, adopt those policies and protocols, and then commit as a community to ongoing monitoring and evaluation.

>> There are also distinctive applications of this type of process that communities have developed and applied in other settings such as supervised visitation centers, child welfare advocacy programs have used this process to assess and

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improve their responses. The goal of any process that I just went over will refer to that additional processes are project is basically to support successful effective implementation of institutional change. Most projects follow this sort of that is here on the flight. You establish your team. You gather information with that team through established data collection activities. You analyze the information together as a team that you are finding in relation to what you're focusing on. And you develop recommendations and then you implement those recommendations. Some of those recommendations are really low hanging fruit and can be implement it right away. Other things might require more funding or more time to implement.

>> The data collection activities, I will spend just a little bit of time on because he you will hear our guest today talking about how they engaged in some of these activities. Typically start the interagency's team starts with a mapping exercise where you are mapping the case processing of your area of focus. Let's say you are doing an audit on the patrol response to battering. You would map how calls come in to the patrol officer through 911, three seeing something happening on the street, and then you would map out the steps the patrol officer takes to investigate what is happening on the scene. You would find out what information dispatch is sending to the patrol officer and then all of the investigation strategies that are employed and what happens next.

>> Teams also conduct focus groups both with people in the community who have interacted with the system largely battered women or rape survivors or survivors, people who are being stocked, that sort of thing. You do focus groups with them, people in the community with their experiences with the system but you also getting focus groups of frontline practitioners about what makes their

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work easy in responding to violence against women cases are what makes that work difficult , things they would like to see change.

>> Then audit teams talk with people about their work or conduct interviews. They might do this with agency had. They might do this with supervisors , they do it with a variety of agencies on the focus of their assessment. People on the team also watch people at work or conduct observations. You might see it, do a sit along with 911, call takers and dispatchers also to observe their work in action. You might go on a ride along with a police officer or sit in court and observe orders for protection hearings. Another central feature of institutional analysis projects is in the review of case files or text analysis. This typically includes reviewing a set of case files maybe let's say 15, 20, 30, depending on the size of your jurisdiction, patrol reports to see what kind of information patrol officers are capturing when they respond to a domestic violence scene.

>> That is the activities in a nutshell. There is a lot markets about those things and how the team goes about doing that. Ultimately this data collection together then have teams look for the gap between what real people the community experience in need and what the institution has set up to provide.

>> It also looks for the gap from the victims perspective so this is not gaps from court administration's perspective that paperwork, processing takes a long time. This is about the delays in processing paperwork and how that impacts the victim safety. The institutional analysis also looks for how the gap is produced. It focuses on eight methods that institutions typically use to structure their work and find both the source of the problem and source of the solution. I will send out some further resources for those of you who would like to know more about those eight methods. We do not have time to go over all of that today because we want

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to dive into how communities are using institutional analysis to help reduce the harms caused by institutional intervention.

>> Ellen Pentz, practices found in member who passed with several your some cancer developed institutional analysis in early 1990s, mid-1990s, and it was referred to originally is the safety and accountability audit. It was developed as a collaborative process, interdisciplinary process to alleviate the hearts the institutions caused in the lives of battered women. I like to refer to it kind of recently because we have been hearing this term gender bias a lot lately across the country. I see the audit as one of the original processes to address gender bias of institutional responses.

>> Communities across the country have turned to institutional analysis because it is collaborative, interdisciplinary, it uses constructive engagement to build buy-in and reduced resistance to change. The process identifies the where and how problems are created so they can be fixed and harm can be reduced even as institutions as blunt instruments are trying to process lots and lots of cases, there are affixes that can be made to help reduce the harm.

>> And the institutional analysis activity really eliminates the complex interactions that real people have with institutions. It stays focused and grounded on the person's experience in the institution as the thing to change and not the person or community that is being served. Praxis has been funded through the Office on Violence Against Women for the last 18 years to support communities and the use of IA as I will call it to engage in institutional reform efforts and we have seen a range of successful projects and projects that were more challenging to attend to some of these more new issues related to racial disparities or gender disparities.

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>> We have seen it over and over again that it is easy in some ways for systems to stay focused on what is best for the system instead of staying focused on what is best for survivors. But this process when infused with the right information, the right team, the right design to collect the data, and the commitment and everyone having a commitment to paying attention to the experiences of those on the margins of our societies, communities of color, LGBT queue IA communities, immigrant communities, native communities , deaf community and people with disabilities, this process can create concrete policy changes that institutional levels that change outcomes for all people who have to intersect with those systems so I am excited to now transition as to getting to talk with three coordinators really in a communities to learn more about the strategies they took to tailor the institutional analysis process to look at specific focus.

>> We have already heard introductions from our guest today and so you know who they are but we are going to get a little bit more into their projects. So, Tina, I am going to ask you to go first. Is that okay?

>> Sure.

>> Do briefly describe your project and what you are , basically the who what when where and why of the project that you worked on in Duluth?

>> Duluth is an urban community. It is not a reservation but we have a high population of native women from all over. We have them from Alaska, Navajo, primarily a state of Chippewa people. We have 11 reservations in Minnesota. In doing this work, we, let me step back four minutes. After the, I do not of people have heard of the maze of injustice that was done I amnesty international and uncovered some really stark, compelling disparities about the response and degradation and sexual assault of native American women. We do that to be true

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that we did not have it in any data like amnesty did. We do it in our community because we lived here a long time. So what we wanted to do is try to find out why that was happening, what was happening to women who reported sexual assault to law enforcement.

>> We strategized about the start in 2004 but it took a couple of years to get funding for this particular product -- project. We are state funding in 2007 so we have been talking for a while. Because we have been in the community a long time, I think that is an important piece of it. We had already established relationships with on Forstmann, prosecution, and [indiscernible word] which is a program to victims of sexual assault. They have been doing this for about 30 years. So we approached them and said in order to get buy-in for this, want to team up as a partner organization. I talked with the executive director. We sat down and talked about what it was and wrote up an MOU and started talking. When I presented it to the states, funded. And off we went. Particularly essential in our developing a program is to have an advocate who is not native from [indiscernible word]. One of the coordinators from the safety audit institutional analysis and a native woman, one of the coordinators of it, we got people together. We got these people to together from both agencies and sat down and talked about who we wanted on an auditing. Wanted it to be highly equal of native and non-native but there were not a lot of native. Police officers, prosecutors, we did not stack it but we ensured we had more native American women advocates on the table. When we sent the message out at approach different people , they were more people from institutions that wanted to be on the audit team then we had. They were really interested especially the methodology that we used.

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>> So initially that is how we came to be. We had practice, trained our team, our audit team, we went up to the cities and had a training for all our audit team society would be on the same audit page so to speak. And I had been trained years ago by Alan [indiscernible name] at was part of an auditing that went out to Tennessee so I was aware of how you do this. One of the things that was, we trained the audit team is especially the advocates as we all come with an idea of what we think we know.

>> You have to shift your whole way of thinking and let this will process taking inevitably to a place that you want to be. And it does that. It takes the guesswork out of it because you have data. As we, I do not know how much, and my time is over, five minutes because I can talk forever, but there were some things we uncovered. We found with our text analysis our focus groups did not match with the police reports. When we were talking to the prosecutor, they could not remember a sexual assault case of a native woman being prosecuted since 1980. And we did this in 2007. We were able to get police reports, redacted police reports, and match them with a focus group and information did not match. And as an audit team, we would meet every so often and share the information.

>> So I am going to ask you to go into a little more detail about some of the things you just introduced us to but let's move now to Amalfi to hear just the briefest overview of your who, what, where, when basic information about your project because we will have more time to get into some deeper detail about your project. Amalfi , we go next?

>> Absolutely. As I mentioned before, the work that I am talking about today came out of the New Orleans blue print for safety project. The blueprint started in New Orleans in 2011. But I came on board as a coordinator of the printed New Orleans in 2013 and we really picked up the disparity work at that time. My

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predecessor had kind of started looking into the demographics and dynamics of our community which had changed quite a bit after Hurricane Katrina. The population had shifted in different ways. And she had done some work considering who communities might be that we might engage on the foundational principle of the Prince which is actually the title of today's presentation. And so reducing unintended consequences and disparities impact is so key to the blueprint that we were asked to think about community to engage to really try to work on that principle.

>> In New Orleans, we ended up deciding based on some different reasons that we will talk about in a moment later on in the presentation today to look at African-American women who are arrested for domestic violence. And the team that really dived into looking at this issue was actually kind of a team that is heavily based in the community and almost became a subset team within our larger blueprint team so our blueprinting had representatives from all of our criminal justice agencies, 911 , parole, and family Justice Center was our main advocacy partner in our blueprint. However, FTC be being a primarily victim service organization primarily focusing on deviant sexual assault is not necessarily the same as trying to team up and work with other organizations in the community's work was primarily focused on service provision to African-American women. So what happened is that team formed within our bigger blueprint team made up of community advocates whose work ranged in a lot of various different fields but all committed to really working with African-American women in our community said that they could help us reach into that specific community in a meaningful way. And so really the work kind of picked up like I said once we brought partners to the table to really ask the question why do we perceive our arrest rate to be overly high for African-American women? What might be causing the data that we are seeing? Is the data inaccurate in any way? Is anything driving

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these arrest rates that is problematic in a sense that we can maybe address our blueprint? And like I said I will go into a lot of detail later on.

>> Thanks so much, Amalfi. That is great. And Bree, how about you in St. Paul? Also another blueprint committee but gives an introduction to the focus of your work.

>> Thank you. We have been a blueprint community and implemented the blueprint in 2010 and from 2010 until about 2013, an issue was raised by Ramsey County come unity corrections that there were a great number of African-American men that were being sent to prison and were convicted of felony violations of domestic abuse, no contact orders.

>> And we, as you say that same policy capital city, our publishing is about 295,000, and we, the makeup is about 55% Caucasian and about 50% African-American and I'll bring that up when we talk in more detail but this is a serious concern raised, one that our entire judicial district was talking about and considering we were already up with him for safety community which monitoring is very much tied to that, we knew that we need to look at this. So what we did is we developed a team within our blueprint community, the team was made up of probation police, prosecution, domestic abuse advocates, and me as the blueprint for safety coordinator.

>> And what we wanted to do was try to figure out is this true? Is this really happening in our community? And why is that happening? Where is that happening? How is that happening? So we have this a very large kind of big question of trying to figure out what was going on. We also knew a little bit about what vegans were saying as a community. Also domestic abuse advocates really hurt a lot being as we were the closest to the experience and that there was some

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unattended -- unintended consequences regarding the no contact orders and we were looking at two areas not just the unintended consequences for victims which is always important and at the center but also how are we getting over representation of African-American men with specific domestic abuse convictions and that was really important to us. So we were really ultimately trying to address the personality by digging a great deal deeper into case files.

>> There was also this kind of thinking that we had where we wanted to know what this meant in the sense of felony violation of domestic abuse no contact orders, was there more violence associated with that? What did that look like? What are the histories of just generally speaking and that violate these orders? What are the domestic violence histories look like? So we really had kind of a larger problem we were trying to solve.

>> We first had to identify a lot of, a lot of questions under this big umbrella of the issue. That is what we did. We came together to blueprint steering committee with very specific practitioners to look deeper into this issue which I will speak more about in a little while.

>> Great. Bree, if you do not mind, let's start with you talk about this because I know people are going to have questions about how do you get your system of people to agree to do this and obviously like you had mentioned in St. Paul as the inaugural, please with a blueprint was born really and implemented first, you had a very clear mechanism for your agencies to come together, raise issues, and have a vehicle to address it. I cannot imagine that this did not have some obstacles in its path to just proceeding down this path. Second could you share with us a little bit more detail about how the contacts that you can do this work here in St. Paul and the buy-in and strategies that used to get your team ready to look at these

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issues and any obstacles that might have come up along the way that you were able to work through.

>> Yes. I do feel like we were, our community was at an advantage simply because we were ready as a part of our blueprint community, we were ready and doing ongoing reflection and analysis. That is primarily one of the most beneficial aspects about being a blueprint for safety community, if you ask me. We already had Ryan simply in the sense that our government partners had already committed long ago to doing monitoring or institutional analysis.

>> So we already had that going on. But the biggest thing I think I want to make sure to say is that part of, for us being blueprint, we already kind of signed on, if you will, and supported the blueprint foundational principles. And one specifically is acting in ways that reduce unintended, scratches and the disparity of impact on victims and offenders. Even though it is true that there was a great deal of conversation, this is a very, a big topic. And there were reports from probation and like I said the defense bar think something is seriously wrong. What is happening in St. Paul, Ramsey County? The disproportionality of African-American men, just having a foundational principle from the blueprint, like I stated, it just further supported having to look deeper. So that general buy-in was already there. Of the other thing I think is important to state is that our advocacy program in which I work for, we really play a central role in St. Paul and I think that was really important as well. We further legitimized, if you will, as clean as something maybe going on and we need to look deeper. Is simply because we were seeing in the criminal legal system that there sure were a lot of domestic abuse no contact orders being issued against even victims wishes. And it seemed as though there was a very response and no individual assessment of risk and danger and each domestic abuse case. So we were already concerned with the over issuances

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if you will of domestic abuse no contact orders. And so we brought that issue as well as unattended unintended consequences.

>> So what we do, probation was the one that really gave this report and were tracking the numbers from their own data and so we started with them. They were the most open. We could coming into a case file review with them. We thought that would make more sense at the tail and so their case files would have the most information to TrackBack what was happening. And we started with a text analysis chart which we will talk more about. The point is that because this claim came from the system, the system was quite open, if you will , to having people coming and try to figure out what is going on.

>> Great. Thank you. And then I just want to highlight also even before the blueprints was adopted here in St. Paul advocacy program here in St. Paul was already very active and had a history of being very active and collaborative with the system. So I think that is something to highlight also. And it is really shared among the three of you to be able to do this work. So let's go to Amalfi next because Amalfi also in a blueprint community had vehicle to help you do this work. But a little different project design in New Orleans happening as you are adapting the blueprint and implementing the blueprint.

>> Yes. So our blueprint did also initiate in an advocacy based organization our family Justice Center. But within the first year or so of , ureter of the project, we actually moved it to live with the mayor's office with the city of New Orleans. And that, for New Orleans, it works really well because it was able to kind of give the credibility to the project and that top leadership in the city support and by it really just trickle down through all of our other agency heads and our agencies involved. So I always like to point that out especially when I'm talking a blueprint with Bree that there are a lot of ways that you can house this type of work and it can be

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different for different communities. Part of what worked well for us in New Orleans was being based with the city government. Another thing that contributed to a lot of the success that we had doing this work in New Orleans was actually the fact that our Police Department was and still is under a federal Department of Justice consent decree. The main thing with the consent decree is that it does have an area specific to gender bias policing. Whereas when you hear consent decree, you might think that the scrutiny or extra attention that is being put on the department might make them close up a little bit more but it actually did quite the opposite for us. A really foster commitment within the New Orleans Police Department to actively address gender bias and improve their response domestic violence and always. So our department was very open to working with us and part of working with us was sharing data and we worked with them throughout the print and still to this day and looking at their domestic violence data. And so I would say early on in this particular work looking at this disparity within the blueprint project, [indiscernible word]'s role was being an information source for us. They were open to the fact that it we were saying we wanted to start taking a look at this. We are not going to joining conclusions early on. We are not going into this to call out any kind of racial bias or prejudice on the department. We are not going in this to come at the department in any way. We really just want to have a really open look, kind of have a vulnerable moment which we are really lucky that the leadership in an OPD was willing to do and say let's help each other because this is really important to the blueprint and it will really be important to you all not only for the consent decree but your commitment to culture change the department and so they were really open to just sit at the table with us early on. Some police officers would come and read police reports with us. The domestic violence you know was providing us with the data we're using to kind of guide this work and apart from that early on, that was

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really the extent of our practitioner involvement. As a stated before, the main driving force of this work early on was getting community buy-in. So that was us kind of going to these organizations around the community already working with the African-American community in general or African-American women in particular and say you may not be doing domestic violence specific work but we are both working to improving the safety, the lives, the health of women and children and we really want a partner with you say can connect us to the women that this is impacting. And so our buy-in, like I said, came in that in the way I just described the police department and then it came from community membership. And the blueprint and the different activities that are involved in the blueprint are a lot of what Maren was describing to you earlier with the IMF it. It is really the different type of activities and processes that we went through while we were going through those processes to develop our blueprint policies, we similarly went through them simultaneously with the particular look at this question of black women being arrested. And then praxis also connected us to national scholars and experts doing this work around the country and we just really drew from any and all experts doing work on domestic violence in African-American community whenever we came across them. And so I was going to start going to detail about the scholars and looking of time so I will kind of rapid that.. I think it is important to note and especially distinctions in these two blueprint experiences where you have got St. Paul who is had a long history of relationships between the community-based advocacy program and assistance practitioners, the vehicles and addressing them in a big way within the context of the institution itself. And then you will also have the blueprint of the vehicle but took a slightly different route and use that access your benefit but you have been doing this really interesting community organizing with those experts in your communities to help eliminate some of the issues, get some buy-in from a broader range of

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community representation to help advocate for change in your community so I appreciate, and then it is through some connections with national organizations and researchers in that sort of thing also that helps to really validate, give credibility to the process and I think that you are uncovering there so I think that is great. Tina is in a different position although Tina is an appropriate community also although the works that you are doing in 2008 was before the blueprint was established in Duluth and really looking at the crimes of sexual assault, the rape of native women. And so let's hear a little bit more about how the relationships that you had as Mending the Sacred Hoop in the community helped to open doors to this work in Duluth.

>> I think that is an important fact that we are a small city and I have been doing this work that Mending the Sacred Hoop started in Duluth for challenging the criminal justice system and especially law enforcement and the response to native women work we are very lucky to form agency so some of the relationships had already been established. I have gone through four chiefs of police and three mayors since I started doing this work. So our work became very credible and trusting and [indiscernible word] has an excellent reputation. So our two organizations had some relationships already established in the community. Besides that, other advocates in my organization had trusting relationships with the native community. We were a place where people would come not just for domestic violence but all kinds of things. Sort of like the moccasin line, it is a very small community of people in Duluth. I want to remember to say this before we get off, this was not an easy project to do. In the first six months meetings, we got into hit a wall between focus groups and the police report that we are bringing to our meetings. Some of the native women were really outraged and really angry at what we were uncovering. The criminal justice practitioners were getting defensive. Law enforcement was blaming prosecution a prosecution was blaming

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law enforcement. They did not want us taking notes on inks. They wanted it changed up and we said no, we were not. What we did was offered tobacco to a spiritual leader in our community named Roxanne because we knew this was an important project and we're letting our own myths and biases come into the work instead of staying in work in process. So there was a healing ceremony that was supposed to take place and Roxanne agreed to have our whole audit team participate. The process took about a month preparation and it ended, I cannot tell you all the steps of it, but it ended up with a conclusion on what the ceremony was. And because we had all the audit team especially non-native practitioners, it really produced solidarity and put us back on the track and helped some of the non-native team members understand native culture, spirituality, and the experiences of native women without laying blame. So that was different about us.

>> We were able to pull some of that in. And it is apparent is something say from the ceremony. The sexual assault program did not think that we would uncover some gaps within their own organization and we did. They were very open to changing and did not realize it. As an example, responding to native women, most of [indiscernible word] referrals are calls on sexual assault and come into them by telephone. Must native women we were dealing with did not have telephones and so we try to figure how are you going to provide services and make aware native women who experienced sexual assault. So there was a number of different gaps that we were able to talk about later without , we did see the racism a couple of times, but without digging in our heels. It was kind of liberating security to ceremony and get back on track. And then we would open every meeting and with a prayer and close every meeting with Cedar with all the audit team and individual women and I am not sure how much your audience knows this but most native women, a good percentage of us have experienced sexual

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assault and violence or abuse either through our childhood or as an adult. So this work we were doing hit a runner for us. Some of these things came up so we would have to take care of ourselves extra all the time.

>> I remember I really appreciate you sharing the story because also in a community where a lot of collaborative interdisciplinary work, community-based driven work to change institutions had been happening, there was kind of a natural, sure, we would do this sort of approach, and then in the midst of the project there was sort of a need to reestablish buy-in and commitments and respectful relationships that reminded the team that it was not about just about members of the team but the focus of your work being native women not receiving justice to recommit to each other and to the ceremonies and intentionality of your work with the team, you were able to sustain it over time and even through those obstacles that came up. Thank you for sharing the story.

>> Sure.

>> So there is a question that came up in the chat from a retired police officer who was saying the word audit worries me. I am concerned it will cause an us against them sort of mentality. Dilute was really familiar with audit word and knew what it was because Ellen developed it with practitioners in Duluth and it was named the safety and accountability audited to the works Alan had been doing up there but it is communities named in this process with what resonates the best for the team members and that is why on the front and I wanted to clarify sometimes you hear this refer to as actresses assessments, I maybe did not say the word community assessment or the term community assessment is another way to refer to this process that really seems to resonate with a lot of communities across the country and reduces some of the feelings that the word audit might bring. Another distinguishing point that I would like to make about

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this and I will see what others have to say about the use of the word audit also but, it is that the distinction between an audit where it is an outsider coming in to access your agency, this methodology is dependent on having the agency that is being audited full participants in the process and that it is absolutely an imperative that if you are auditing 911 that you have 911 supervisors, call takers, and dispatches on your team. If you are auditing investigators, it is imperative that investigators are on your team

>> Same with, and at any point in the system, in the child protection context, it is imperative that child phone line , protection workers are on your team as well as their supervisors or team leads depending on what the structure is your local agency. But any comments from Amalfi , Bree, or Maren or any resistance that he might've gone from routines around that?

>> I would say that it helped in New Orleans that this is all happening through the for safety so we were not actually saying that this was a specific type of audit or project. Being able to see the blueprint for safety as the title to introduce it helped so that we could kind of take the time and have a space and ability to train and talk to our partners about the fact that what is part of this blueprint process is a very specific way of looking at institutions with space on how does the institution work and operate on director workers not our your workers that and let's look at particular individuals. So I would say that the main way that we dealt with kind of the fear and concern that comes with the word audit is talking and assessing and emphasizing to our partners that this model and this method is designed to be unbiased, to be neutral in the sense that we are not going to point fingers at particular individuals, give your agency a grade, look at you to say you are failing in all these areas and we are going to publicize a report on how you are doing but to really emphasize that this process is unique in its ability to say

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regardless of how individuals operate on their own at their work, house institution set up and how can we fix any gaps we are seeing in an institutional way that is not going to make anyone feel like they are being scrutinized unfairly but really will give you and your agency practitioners the opportunity to say we are truly a part of creating these blueprint policies because we were Carta saying this is how we want restrictions to be designed at work effectively.

>> That was an important thing that came with emphasizing this work in New Orleans and getting by and -- getting a buy-in from agency to lower-level practitioners on the ground doing the work was to really emphasize a point of distinction.

>> Great. I am going to transition us here to a little bit deeper conversation about the project design. And we have already heard some of this from each of you. Tina, I will ask you got you shared with us that you were really intentional about team membership make up. You wanted native women and native advocates in the community who are largely represented on the team. You also had other systems players on the team as we discussed that are really important to this process. You have also talked about started meetings, and meetings with ceremony, what other aspects of your project in Duluth were designed either intentionally or sort of organically around the focus on looking at native women who reported rape?

>> Everything we did has an intention to it. If you are a Native American, native woman and you live in Duluth, we do not have the luxury privilege of having some entitlements already afforded to others. We knew things would have to be strategized. That is when we went with a non-native program as a partner in selling this allotted thing. We also wanted native women to be at the helm, at the table as appear in leadership. We wanted to make sure that when we chose

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native women advocates to be on the team, they knew their community well, they do the laws well, and they were able to stand back and look at some even though they had a wealth of experience. The other things about it that were important to us is that we strategized for example, when you do the big picture interviews a new interview captains are Chiefs of police or the top investigator of the specials sexual assault units, we would literally think that he was a tough guy and I don't mention his name but he was your cop sort of cop and he did not to come in the interviewed for half an hour or 20 minutes so the audit team discussed and decided to pick it to elders, myself and another woman named Pat to conduct the interview. We hoped that we would get some different respect.

>> When he came to the office to be interviewed, his attitude was I am only going to give you 20 minutes and I am only doing this because the chief tells me I have to. So previous to him getting there, Pat and I strategized about what we talked to him about. And during the course, there was at one point where he said are you calling me a racist and I said no we are not calling you a racist. We are saying that policy and responses are racist. To make a long story short, we gave him a little bit of information about our own tribal affiliation, how we grew up, we used to some humor in there, and this Captain stayed in our interview and hour and a half. He gives a lot more than 20 minutes. But it was very deliberate, strategically, for the team to choose elders with this hard-driving captain.. It made a difference. Does that make sense?

>> Yes. That is a great story. That is absolutely, exactly the kind of thing that was so unique about your project. And I would just mention for those of you who are not more familiar with the project in Duluth, you also had a lot of success in getting focus groups with native women who had experienced sexual assault which is a little unprecedented in the world of sexual assault focused audit. A lot

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of communities this process and have struggled with recruiting women to participate in focus groups because of the vulnerable nature of the assault. And the confidentiality and privacy considerations, all those things, we did whole separate women are focusing just on the strategies that you all used to recruit and have such success with focus groups with native women. So let's hear also from Bree about your products -- project design. Your project is not complete. You're still pulling Fred's so there's a bit of tailoring and designing as you go and as you uncover more. Share with us what you have done so far and what you are anticipating to do.

>> Thank you for saying that because it is very true that we have definitely tailored as we have gone on here and we continue to. I would just say that we over a 10 month period of time and there is more added many months to do that but we will just say for the first review, we did the 10 month period time where we met so many times just to plan what we are trying to do. We just met four times to talk about what criteria do we need, how are going to try to uncover this, what is important. Tina made a good point about strategy. We were strategic as well about who was at the table to join our review team. We needed law enforcement there clearly as the number one enforcers of domestic abuse no contact orders. And we needed of course probation because they were bringing, raising this issue but also they were supervising a large number of African-American men that were on probation for felony violations of domestic no contact orders. We need a prosecution because they are charging not only the violations of domestic abuse no contact orders but they were also ones that requested for a DANCO to be issued in a domestic abuse case. And of course we always need advocates. They represent the voices of women.

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>> We decided to start with a big text analysis project. We wanted to gather some criteria and we were specific about identifying the areas that we needed to kind of fill in this chart, if you will. And this is where the tailoring occurred over multiple meetings where we would look at what we fielded and in the text analysis spreadsheet and then realize we needed more. And here's an example. We know, we knew we wanted the offenders race and age. We knew right away wanted to know who was calling 911, who was reporting to law enforcement or how was law enforcement getting involved for the violations of these things. And then what we learned as we were leading, wanted to understand that the victim's wishes were. About if they wanted that domestic abuse no contact order issued in the first place. So we needed to figure out where we can find that information about the victim's wishes. And then we wanted to know when the violation happened, two things, first of all, did the victim have the desire to have contact or was it the contact agreed-upon?

>> The second one was whether more violent present? So as we are going along we kept having to , we needed more , we needed more, we needed more , so we kept of course updating work and that is why the first round took 10 months. But there is the other piece that is really important that is that we did, I facilitated a diverse focus groups of women. We needed to know from them with the unintended consequences were of domestic abuse no contact orders and we learned so much from them. One thing I will say, I know we have a time issue here, is that women kept saying that they wanted their abusers criminal history to show what the abuser had done to them. And they did not want to show what they have to to the court. What they were saying is that if there was a domestic assault and a violation of the no contact order both present , they wanted the conviction for the domestic abuse. That was what was done to the victim. They did not want it to be this a violation of domestic abuse no contact order and

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maybe a plea for that domestic appalled was dismissed. So as we were learning from the diverse focus groups of women, the review was adding more criteria to look at and so we just, I had to understand and just do with the fact that there is always what uncover and look at and so that is where we're at right now.

>> Super important. In context of the blue paint work, did not set out to do an audit necessarily. That you are using the methodology and the data collection strategies to learn more about what is happening with this particular problem in your community through the blueprint. Amalfi, how about you? What highlight can you share with us about the design of your project that letter to really stay focused on your community which is African-American battered women?

>> We put a lot of thought and effort at who we wanted at the table. When we had our partners lined up, we really just jumped in. It -- I was kind of laughing when I heard Bree said we had several meetings and talked about how are we going to do this and with, what is our plan. I know what's to come across as if we were not thoughtful in planning out her work but really honestly once we got our partners to the table, we just jumped in. When I say jumped in, what I mean is that when we started this work, but we had at the outset was the domestic violence arrest and warrants data from the Police Department which was telling us that about 21% of all arrest for domestic violence in New Orleans are of women. And out of that group of women arrested for domestic violence, approximately 88% were all African-American. The population in New Orleans is about 60% African-American. So the data was hinting at this disparity and that was really all that we went on. We said let's start reading reports and just dive in and see what we can see.

>> What we ended up doing was we had some of those initial text analysis sessions where we read police reports with advocates, with police officers, people

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coordinated and leading the blueprint. And early on at this stage, as we were reading the police reports, I wanted to start really taking a look at what others around the country have been doing in this respect. I figured there is no possible way that New Orleans is the first community in this country to think about the particular experience of African-American women experiencing DV so we did a literature review and we looked at several resources, the writings of several experts around the country who had been working for years for the African-American community and domestic violence and pulled out kind of a set of five guiding themes. These were things about African-American women's experiences with DV that just came up consistently across all of the research. We looked at our police reports through that lens of those themes and then we said we have got to talk to women themselves directly and so all of the community partners that we had brought to the table like I said strategically really picked for their work in the community were able to go directly to women that they had worked with in the past that they had known or identified as bad and brought them to us to hold a series of focus groups with women. There was a question from the audience in terms of kind of like what distinctions were able to really make between the information we were gathering for these different sources. And what I would just briefly say about that is the literature review give us kind of just this general piece of information that was not necessarily specific to the New Orleans experience.

>> But it did give us that grounding framework. When we look at the data, the data like I said, on its face, it shows a disparity just based on population demographics. But it is almost like looking at data as looking at a still shot picture as opposed to seeing the full entire movie. That is an example, from someone. I hope I said it in the right way. But essentially the focus groups painted that bigger picture that gave us kind of the movie visual instead of just a snapshot photo that

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the data gives us. The focus groups were able to paint this picture of what is the context that is going on in the women and so essentially it was a combination of these different efforts that really kind of crafted our work in New Orleans.

>> That is great. I love that. And I love the analogy of Dorothy Smith who is the sociologist who established institutional stenography which the essential process grew out of the for those of you who want more information about that but she described institutional analysis as a 3-D map just similar to what you are describing where you get to see the baseline and as you go, you get to build this 3-D map to see all the things that are in play that produce specific outcomes. So that is great. So I would like to transition us now in our final moments here just to hear because safety audits have a lot of impact in communities and it ranges from improved working relationships sort of more qualitative outcomes to a new way of working together that sort of thing to very concrete changes like being able to write a grant to implementing the recommendations that come out and in some cases they form new positions and communities or they might just tweak a form in a community that is going together more specific information for the system practitioners to make better decisions. So let's go to each one of you and share one of the impacts that you are the proudest of or you think really has been the biggest moment for your team. Let's start with Amalfi. What has been the biggest impact of this work in New Orleans?

>> I would say the biggest impact of this work was essentially finding where we perceived the major disconnect to be. I do not necessarily think this is unique to the New Orleans experience. But what we really honed in on in New Orleans was in police reports, missing accounts of self-defense claims that the female that was arrested may have had to share with law enforcement but it was not documented in police reports and then sometimes police reports were so defenseless to

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combat the female was still arrested. And the disconnect kind of got like I said, really old itself to us when we held our focus groups where women were describing to us these really detailed well thought out strategies to defend themselves and their families and children over years of experiencing abuse. So it was really clear to us from hearing the women that they were saying often I would be acting in self-defense and using force in defense of myself or family and would still end up being arrested. The disconnect is that we feel that we have discovered that often the women chose to talk about their experiences in a way that in a sense law-enforcement language would identify as kind of confirmation of being the aggressor. So for instance, stating and when talking about their experiences of abuse are using force in terms of we started fighting , we were at it with one another, yes, I absolutely hit him and I would hit him again, no, I was not fearful of him, I what I had to do to protect myself and my children. Those type of comments where I do not come across is that language we expect from the stereotypical universal victim who is weak and crying and fearful. And so that was a huge aha moment for us in New Orleans where we were really like this kind of comes down to cultural distinctions, how law enforcement or even just criminal justice system practitioners in general think about violence , think about how we characterize violence and talk about it and how we talk about experiencing violence, and an it really guided us to do serious work on up policies to focus on predominant aggressor assessments, obtaining history and context of violence, assessing events first and foremost. And it is leading us to continue doing some work today on how can we provide criminal justice partners with trainings and with information that is really specific to the culture in New Orleans in terms of when they see a training video, we want it to look like what they are really seeing on the streets of New Orleans and not like couples from the 1980s and kind of mainstream, middle-class America. And we are also working on a power and

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control feel for the African-American committee which will definitely need to go through the dilute -- the Duluth approval process but we are excited about it because there lots of variations of it but not one for the African-American community so hopefully you all can keep an eye out for New Orleans sharing that with the greater community.

>> Thank you. Bree, what is one outcome or impact or finding that you want to highlight for us today?

>> I would just quickly say a couple of them. The problem with general overall issuance of DANCO's so from this review , there are two specific things that occurred. One was a more solidified process for victims to be able to have their wishes heard on issuance of domestic abuse no contact orders and more individual assessment for each particular case based on risk and danger if a DANCO should be issued against victims wishes. So that was a win. The other thing I want to say is that what we learned is we needed more information. What occurred was there was more by and by the entire blueprint government partners to look at a set number of domestic violence cases from start to finish to try to uncover areas in which bias both gender and racial bias exist. We tried to figure out where discretion lies and how decisions are made. So that is where we are now as far as looking at that.

>> Ongoing learning process, for sure. How about Tina, for you in Duluth? Your audit was several years ago now and I know there has been some looking at the long-term impact that that audit has had again we will share both the reports from your audit and that evaluation with the people listening on the call today. But what impact would you highlight from your project?

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>> It comes from the project to some degree provided validation to native women who do not have access within a forum to express their personal experiences to a single voice. Through a collective group, the audit team, we shared a common journey and path. And you have to be reflective and not that we have to watch and monitor it all the time. This is just like our first stone thrown in the water that creates a ripple effect of outward movement. We can continue and have an impact larger than this small impact. And it was not a small impact. It actually was a great impact. But my single thing without saying with gaps and all these other things for me, it validated native women survivors.

>> So very important in our world.

>> We are invisible.

>> Native women are invisible. Yes. That is a big impact to have had that kind of visibility and leadership and credibility in your community and I commend you for all of the good work that you do in Duluth locally but then nationally and internationally ultimately as well. I am sorry to say that our time has come to a conclusion. I could talk to the three of you about your projects forever. People, I think know that praxis is available to help you think through projects, designing projects like this. We can connect you with others who have done this similar sort of work. We have got lots of materials on our website and we recommend that you call us for individual support and guidance for how to do these projects in your communities.

>> Again, thank you so much to all of you for joining us and hanging in here just a couple of minutes over our time. I wish you could all join us for our community assessment institutes in May but it is full. So you will have to watch, if you're not signed up to come to the training where you will hear from Bree and Tina and

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Amalfi in person for 3 1/2 days , you'll have to look forward to the next one .
Hopefully that will be in 2018 in the spring. Our next webinar will not be until
June. So hang tight. Trying to make it there with us. We know you're doing really
great work in your communities and again, appreciate everything that you do for
women and children across this country. Take care, everybody. Have a great day.

>> Thank you.

>> Goodbye.

>>[event concluded]

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