

Hello, everybody and welcome. This is our first Webinar of the year. Today's Webinar , retooling your coordinated community response, how institutional analysis can transform your approach to system reform. My name is Olga. I the senior program and training specialist here. We have a few others on our call today. First we will start with staff on the call. Lauren Woods will be monitoring the chat during today's Webinar and Liz Carlson will manage technical details of your participation. Before we get going I will pass this along to her for more important tips.

Briefly, I will touch upon a couple of things to help the session go smoothly for you. If there is anyone was participating by telephone only and is not logged into the Webinar, you can, if you still need to and want the PowerPoint you can send an e-mail and I will send you the presentation so you can follow along during the course of today's session. For the rest of us there logged into the Webinar itself because there won't be any audio interaction between the participants an our presenters today the best way to be engaged will be to the public check box and the lower left-hand portion of your seat green -- of your screen. At the bottom is good place for you to utilize and share comments and questions.

Right now while I finish up these tips, for anyone who has not had an opportunity to say hello perhaps share whether or not you have colleagues calling or even what the weather as feel free to do so now. It will get you familiarized with this Webinar and make you feel more comfortable to share your comments throughout our session.

If you have something that you would like to chat privately with one of our presenters, a technology issue or perhaps a question you would like to pass on individually, if you open the gray tab that says private in the chat box and the bottom of your screen you will see a list of our presenters. Double-click on the presenter and it will open an individualized feed between you and that person and that is available to you today as well.

If you get disconnected, simply rejoin through your original process
[Operator Instructions]

Finally, the session is being recorded and will be available on the audio archive webpage of the institutional analysis program pages. You can look for their next week if you would like to share the session with your colleagues were unable to join us today.

With that I will turn the session back over to Olga and you can continue on with the presentation.

Great. Thank you so much, Liz. Today we will talk about the institutional analysis tool and how you can use it with your community coordinated response to assess how you are doing and responding to domestic violence. We are fortunate to have Casey McGee on our Webinar today. Let me do a brief introduction to our topic and I will turn it over to our training session.

A goal of many grantees is to change institutional practices that give report outcomes and a community assessment or using the institutional analysis process emphasizes understanding how work is organized and pays particular attention to victim safety and well-being.

In addition to offender accountability, practitioners and advocates work side-by-side to analyze policies, case files and the steps in case processing in order to identify concrete points of change for improved outcomes for women. That is the way the process is set up. This Webinar will introduce the community assessment process and examine the way they have been used in their efforts with violence against women. Normally I host the call. Today I will not only be hosting I will also be presenting with our other presenter, Casey McGee. Casey has been involved with the institutional analysis process for many years. She coordinated what was called the safety audit program for Praxis international for close to 10 years and since 2010 has been a consultant to Praxis on the IA process. She has worked with many communities around the country on this process. Welcome, Casey.

Hello, everybody. I actually have almost the opposite experience with Casey. I have been involved with the letter I literally process since 2005 and -- A process and only recently started as an employee of Praxis international work on the IA process and area. Thank you for agreeing to do this with us today.

Sure. Let's go ahead and get started.

I Thank you, Olga. Hello, everybody. So the community assessment or institutional assessment, we call it both things it is to become the safety and accountability audit and many of you know what I that term. It goes by a number of names. It was developed years ago by our director at the time Ellen Pentz who was working with the Canadian sociologist who specialized in institutional sociology which is a branch and if you know what it means it means the looking at a culture. And this sense it would be looking at institutional culture but in a tangible way. The thinking behind this process is that I liken it to all of the work that sexual assault advocates and the last 10 or 20 years have started to use this phrase it that we live in a rape culture. They describe sexual assault is not something that just occurs but it is built in to the fabric of our culture and domestic violence is doing something similar and turning people away from thinking about domestic violence as it happens because a guy has a mental illness but it's actually something that is taught and part of our culture and the way that men and women are positioned relative to each other. If you take back the view of institutions, the thinking is that one problem happens for people in our community, problems happen because they turn to an institution for help and something goes wrong or they don't get the help that they need but it is because of the way the institution is put together. It's not because there is a rogue problematic practitioner. It is not necessarily because practitioners don't get it or they need more training. The institution is put together in a way that produces these outcomes picked very recently on a very large-scale some of you probably know and Ferguson Missouri the Department of Justice went in after Michael Brown's death and did a

very detailed look at the police department to see what produced this egregious outcome of a man's death and found, what I admired was they applied a lot of the same principles that we use here, you back off from just looking at it being the fault of 12 police officers but seeing those actions were direct result of how the department was put together and if you look up the report they focused a lot and found that the Ferguson law enforcement efforts were focused heavily on generating revenue and that unfolded in problematic ways for African-Americans and the community.

Ellen has taken what was originally a form of sociology and she had been for a very long time working in a domestic violence field and training Police Department to change the way they deal with it. She was going to just change the way the work gets done. She had sympathetic people and those departments who felt like their hands were tied by virtue of top -- policies and resources. So since she developed this model about 15 years ago it has been picked up and used and a wide variety of ways. Here are some examples in which the community assessment has been applied. At the Bent looking at violence against people with disabilities. Violence against homeless youth in Alaska are deaf and hard of hearing women who have been sexually assaulted. You can see how this form of analysis of an institution really lends itself to looking at problems that occur in any part of our society. Olga?

Yes. So what is really great about this method is that it is analyzing specific features and the institutional analysis process is going to look specifically at safety and accountability. It is a method of analyzing how safety and accountability are or are not incorporated into the daily work routines of the practitioners.

Particularly, safety is defined or assessed is a state of being, we feel safe when there is no threat of harm to either ourselves or our children in our daily lives. And accountability looked at is taking responsibility for battering and violence that was developed by Ellen and the Duluth domestic abuse project in 1994. This is at the heart of every community assessment. You are looking at whatever aspect of a response you are examining, you are looking at how does this response look? How does it create safety for victims? How does it hold perpetrators accountable

[Pause]

So what is really important, and whenever we have done training on the community assessment and the IA process, we talk a lot about what it is not. It is not a way to address a problematic person. It's not performance review tool. It is not looking at an individual. A lot of times a response will look at the issue -- Casey brought up in the Ferguson issue. It would be easy for the DOJ to point to the Swan officer and think he went rogue or he handled himself poorly or whatever it is that people wanted to blame him for. But instead recognizing that a person is going to act within the confines of their institution. And institutions organize how we do our work. So that is what the IA process allows us to do. It allows us to make change within

the institution and that is real significant change. It's not about let's get rid of this one-person pick let's change how this problem comes about. So it is really nice about this is that it is a way for community to look at how their institutions organized their responses to domestic violence or sexual assault or child abuse or whatever different ways or issues have been looked at and then to change institutional response for a substantial -- a substantial effort. That is what drew me to this process.

Can I say something really? , Olga.

Had.

I just wanted to throw in that just feeding off of what you are saying . I think a lot of CCR communities are drawn into the process when the community has been working for a long time and they are at loggerheads with each other it's a way of seeing how well-meaning practitioners produce poor outcomes. Now that -- the source of outcomes is not in our attitudes or our beliefs or are hard we work but it is actually how we are organized to do our jobs. It makes it so it's less personal for people to be involved.

How I got involved in the beginning was working on the whole occurrence of domestic violence and child abuse and really working on the green book project which was this pilot project that was federally funded and walking into it with the community thing okay so we know that welfare workers and domestic violence advocates are trying to do the best job they can for the people they work with. Trying to keep children safe and women safe and if you approach it that way which this process allows you to do then you will mute -- move together as a community to make changes.

Thank you, Casey. That's a really good point.

Institutional analysis process kind of starts from the basis of a gap. Let's look into a gap. Now I like to think about -- we all kind of have ways in which we kind of come across institutions in our daily lives. Like let's step away from our work lives. If anybody travels, airlines and airports are set up really kind of , often times they leave us with a gap in our experience. Health industry, hospitals, doctors doctors, insurance, all of those, if you have maneuvered through those you will have this need and then you will have a response. You will reach out and try to respond. I am sure many of you have shown up to the airport and be stuck at the airport for days because of weather and the same thing with health systems. One of my favorite stories about finding a gap is about having been out of town and St. Louis Missouri ready to do one of these institutional analysis with one of the counties and waking up in the morning and having my I be really swollen and red and painful. I call my doctor from out of town and he said that could be really dangerous or it could be something easily treated. So you should go over to -- and he told me what hospital is right there and go to this eye clinic at the hospital and get them to see you right away. So I get myself going. I take my credit card and I get to the clinic and I tell them I need to see them and they let me know that

I could not see them. I have to go to the emergency room. I have to go to the emergency room. And I said know I could use my -- lose my sight so I need you to see me right away and they would like to know. And I told them that I would pay by credit card and they said know you have to go to the ER. I went to the ER and sat there all day and by the end of the day I was referred to the same clinic. I had a need to have this I issue addressed and if it had been a detached retina I would've lost my sight. Instead it wasn't the more serious thing and I got to the eye clinic. I missed the whole day at work. Can you see how that gap was developed? I had this need but the institution and the hospital and the clinic had a way of doing things even even -- even though I was ready to pay for services they had a system that was developed by the insurance and how insurance pays that require people oh through the emergency room to get referred to the clinic to get to an eye doctor. And so I curious, I'm guessing that many of you have had similar experiences to having this need and coming across an institution and having them say we can't do it that way. I wonder if we can take a minute and jot down in the chat experiences that you have had. Was it hiring kind of situation or health situation? . Someone said the gas company or was at the airport? So telephone an Internet, so you are trying to solve a problem that you have and working with an institution but sometime -- somehow the institution is not quite set up to respond in an effective manner -- manner. Have any of you had that experience? You can just chat. I will just wait a minute to see some of the ideas that the folks are chatting.

Right. Thanks so much, Dottie. You can see how you might have a problem with the cable company and they have a certain way of doing it and you end up with nothing.

Deirdre. Try to schedule a doctors appointment. And you might've been sick and needed to see them right away.

And it doesn't feel like the system is set up for you. Thankfully not. I'm glad you were okay enough to wait, Deirdre. Good. Keep chatting your stuff and and I will just kind of -- can you imagine , when you think about the challenges that we have faced, can you imagine what it is when a woman called 911 and what it is that they want? Because my sense of it, having done a lot of focus groups is that women want safety. They want him to stop. They want him to stop. And what they get might be possibly get arrested if they have used any violence. Sometimes child welfare is brought in if they have kids. the whole process could be that he is removed and then she is told she has to get a protection order and that affects her ability to have him and the home. She could lose her home. Her utilities get shut off. There is a myriad of things that happened to folks when they call 911 and wanting safety and a number of other things that happen instead. Thank you for texting. I will say other people have had problems with the Bureau of Worker's Compensation. As we turn towards the beginning of the year and moves -- move towards April, how many of you have had problems with the IRS getting a refund? Of those are institutions that are set up and when we try to access them, we end up having these huge get and so the premise of this assessment is to look at those gaps and

to see how it is that they come up for folks and what that means for their ability to access safety.

[Pause]

Casey, do you want to take us from here?

Sure.

Of the community assessment set up in this is where you need to get your head started and generally speaking you will get close to the reality and the complex lives of women and the community who are survivors of domestic violence and you are looking at it from all of the survivors in your community. You looking at survivors with disability and lives of survivors who may be undocumented.

There are all sorts of different circumstances that people are living under that might complicate their ability to access services.

Great. If you have been working together for any length of time already have your finger on the pulse of where problems are happening and you don't have to look far. A lot of you may know that women who are homeless have a harder time being protected from domestic violence than women who have homes. So you ask this question of how the institution is processing our case from the perspective of women and children. Put another way, are we advocating the needs of women who went been battered to institutions or net -- advocating the needs of institutions to women who are battered. Oftentimes we hear that people, when you are unable to change a system you end up feeling like you have to apologize on behalf of the system a lot. And when you hear advocates say that this or that needs to happen before they can get their children back. Not that all those rules are nonsensical but when we are ending up having to adjust our needs to more matter and women then not it's time for the institution to adjust rather than vice versa.

[Pause]

And the premise again is that and in all of the examples that you all gave I think that the people and all of those institutions and the people who work at the gas company and the cable company and even the people and the hospital, Olga, were caring for their -- for your I, they are doing their jobs the way they have been told to do their jobs. Most of them wake up and especially in our helping Chris -- professions, law enforcement and education and CPS, we don't take those jobs to get rich but we take them to make a difference. We show up thinking we are helping people. So when you get together as a committee and you start to look at the needs in your community, the first thing is to frame your question and a very specific way.

These are some very specific questions that CCR teams have taken a. I will let you look at those for second period.

Let us a fast. There we go. There is another slide of examples.

The nuts and bolts of the process, and we will stop for questions here in just a moment or in case we are unclear about anything. Just at the nuts and bolts of this process. The participants and this process generally our stakeholder group like a coordinated community. Decision-making authority and bless the process. Generally they find funding for the process and assigned staff members to be a part of a working group. To improve the assessment questions and they make sure the recommendations are implemented at the end of the day. Coordinator really helps the process along and somebody who can help retreat -- recruit and train an assessment team and basically keep the process moving. The assessment team itself is the hands-on team. They participate in forming the assessment question. They do data collection and analysis they are the ones who make all the recommendations at the end of the day about what kinds of change needs to happen.

The assessment consultant is somebody from practice who helps the coordinator plan and prepare for the assessment behind-the-scenes but can also train the assessment team and give guidance with the process if they're stuck so the steps in conducting the assessment. There is a lot of detail that I assume you don't need. Just to give you an overview of what the process might look like. Generally communities will find a local audit coordinator. Someone who will hold the hand of the team. Make the photocopy, by snacks, get the room reserved when you need to meet. To of the things that makes a working committee function well.

Make sure all of the agencies are on board. They know what they agree to and that they are full and willing participants and the process. Get the team together and trained up and oriented to what they're going to do to collect and analyze data and at the end of the day the coordinator does the heavy lifting in terms of writing the report. If you've ever tried to write anything and a committee you can't get it done. Generally the committee provides the input and the coordinator pulls it together. Oftentimes they get together afterwards to make sure solutions are implemented.

Okay. So let's look at -- basically kind of the genius about this process is identifying the methods that organized workers. Let's look at what they are. If you think about your job, any job that you have had, there are things that influence how you do your job. For example, there will be rules and regulations. There are laws and rules that your employer has set up. There are regulations that are tied to the laws. If you think about the child welfare worker for example, the laws that will affect how they do their job, the child abuse and neglect loss on the federal level in the laws on the state level and the laws for regulations that are implementing the federal and state law and anything or any regulations or rules that are set up in the. Court action or through their County or city. All of those things come into play.

And those oftentimes are incorporated into administrative practices. So administrative practices would be a lot of the forms that you use, what is the ways in which you are directed to do your job within the

organization and then either the computer screens or the form in which you fill out, those will organize the way you think about it. If there is a spot on the form for you to fill out about the victim and not one about the perpetrator then you will gather information about the victim and not likely gather information of the perpetrator. Over time this is what tends to happen. People might come in with certain experience but it is these things that influences how you do your job. Ellen used to say that you could fire all the child welfare workers and higher all the domestic violence advocates to do those jobs and in six months all the advocates will be doing the job similarly to how the child welfare workers did them even though they are oriented differently because all these things are still in place. So then there is linkages. The ways in which you connect with the people you work with. The way you connect with people outside your agency. How you work on a case.

For example if we are looking at police response and you've got four officers, you have a system where the patrol officers also investigate and collect evidence and you have got a system where officers are on for four days and off for four days. What happens on that fourth day when they are about to go off and they've got a domestic violence situation that they have responded to that involved strangulation and they need to come back in a day or two to take pictures of the bruises? Does it happen? How does that happen? That would be a situation where from one shift to another there might be a gap. Is there a system for how that is handled and so these are the kinds of things that influence how evidence might be gathered. The other thing that comes up is resources. Do you have enough staff and do you have enough people and do you have enough money to do what you are supposed to do. This is the case for everybody but historically child welfare workers have been across the country and for very long time have been short staffed. It's one of those things that are cut from state budgets and county budgets. How much money will be spent on investigation of child abuse. And that affects how well they are able to conduct their investigations. The other thing is how they are trained. Education and training puzzle piece here is one of the ones we go to first. We think if we could give people more training they will do this job better but training only takes you so far. So we try to look at some of the other things going on before we go to training. You could always provide additional training but if you correct some of the things and these puzzle pieces then you are more likely to make a long-term change. The concepts and theories under which we work affect how we look at things. For example, if in a domestic violence world we operated from a relationship point of view. Meaning that this is a couples relationship and a couples problem, we might then respond with couples counseling. If we operate from a power and control theory concept then couples counseling, we would recognize that the tactics that are engaged in this are about 1% having more power and more control over the other person. So couples counseling would not be appropriate in that situation. So the mission purpose function, if your mission is to make sure the children are safe no matter what then you might not be looking whether the mother is safe in terms of child welfare. These are the ways in which this influences your work. And again, finally, I think really importantly and sometimes this is overlooked is accountability. What will your supervisor or the agency had, your boss,

what would they be looking at and hold you accountable for? So if you set up a domestic violence protocol with the law enforcement agency and the officers are resistant and there is no accountability then you can have all these pieces in place and it still may not get carried out uniformly if people are not being -- if there isn't a supervision of how they are doing and instruction. So this is and these are the eight methods that govern how an organization organizes the work of the people of the staff there.

Now, and like this puzzle piece that is always to be discovered. These are the eight that we have seen. There might be something else that was not identified before. And that puzzle piece is there .

All right. Thank you, Olga. Kelsey just made a great point and it's nice to have this reminder. Olga and I do use a gender term he and she and she to represent most survivors and he for most offenders. But it is really worthwhile saying out loud that those Gender terms do not apply to every situation but we use them for expediency because they represent the majority but we are not trying to be exclusive and thank you for Kelsey -- thank you, Kelsey for reminding us of that.

Thank you.

I want to take us through a little exercise here. If you will reflect on your own jobs right now and one thing that you do. If it's a grant report or and and take in a shelter or if it's a meeting that you are organizing or if it's one thing that has to do with your job think through and it's hard to read this lettering, I guess but you will remember, let's go around the puzzle and think about how those pieces inform and organize the work you do because you don't show up for work every morning and invent how you are going to write a I report. There are a lot of things that go into it. What you say and what you don't say and how you phrase things and so forth. I will go through an example so we will be multitasking. Let's take for example a 911 call. This would be something that is CCR had decided that there was a certain problem with the way that 911 was processing some domestic violence calls and they were going to try to tease it out and figure out how these problems were occurring.

If you think about how a 911 operator does their work we can start out with mission purpose function. 911 call taker is largely organized around issues of public safety, I don't have a mission and front of me but let's say it has to do with their mandated also to dispatch fire, ambulance, and police and the correct way. And then who are they accountable to? A supervisor? Of a given support and oversight? How do they carry out their directives? Is their computer screen when they code it is bliss response doesn't show up automatically with a computer screen that guides their questions. The directive.

What must I do. Must I log it? Wife to determine the nature of the call? I have to dispatch the right response. Are they linked in terms to a criminal database? Five databases that all have to be logged into and logged out of one by one. And terms of resources, how many calls do they get a night? Hominy call takers are there? Five minutes call, 20

minutes call? Do they have the luxury of being on the line of people and a crisis? How the words, link -- in terms of concepts and theories, what triggers the idea that this is a domestic call is somebody calls and says she was in a fight with her roommate. What kinds of thinking goes into whether or not you code something as a domestic or disturbance .

[Pause]

Olga?

Thanks, Casey. So let's look at the complexity of risk and safety. The big thing to remember is there is no universal victim. Just as Kelsey pointed out to us while we are using he and she for keeping the perpetrator and she being the victim, also pointing out that that is not always a what is going on. Sometimes in same sex relationships and maybe she and she. That it's just a tiny example of the complexity. When you are thinking about what you are looking at and you are thinking about your proposals for changes you want to look and consider what risks are going to be generated. Who is this not going to work for. If we approach each victim from the same perspective and we think of a main stream family that doesn't have immigration issues, that lives and a home, where everybody works and has an education, then only certain things, only one type of victim is that respond to that law that rule going to be okay for. But if you think about the different ways in which a response or a law will apply to different people then you will be doing a better job at making sure that it is an effective approach. Because we know that there are risks that are generated from the immediate circumstances as well as things about that person's aspects of culture. If someone is unable to speak English are they going to be able to access services as someone who can

If a person's response or an institution's response requires things that only people who speak English, for example, only people who can speak English can do, if it the child welfare response does that faintly then those kids get removed and placed into foster care? So it's a really important point to consider.

Let's explore this a little bit further. So this is a policy that exists in a lot of communities. let's take a minute to look at this. When someone is arrested for domestic abuse related crimes like disorderly conduct, damage to property or salt there is an automatic no contact order as a condition of release from custody. The no contact order remains in effect until there is a final disposition of the case which averages six months for misdemeanors. Here is a policy that a community has. Now let's take a second to reflect upon this policy and Tjaden. For home with this be a problem? Let's hear in the chat, let's see what you think. Let's take a minute or so to do this.

[Pause]

Okay. So Kelsey, a person with a disability dependent on the abuser for care. Exactly. If there is a no contact order how will that person get care? I also like the gentle neutral way you phrase that, Kelsey. Other

folks? For the victim, the emotional strain caused by the delay. Meaning the no contact order might be in place for six months and there is no way to take that off. What about childcare? What about if they own a business and they work out of their home and that business can't continue? What about immigrants? So really the person who is dependent on the abuser. Right. Exactly. Thank you, Linda.

And also, what if what happens after years of being abused a woman uses violence and self-defense but the police do not assess it properly? What happens in that situation?

[Pause]

You can see how the woman is being treated. She might have a no contact order automatically without assessing whether this is an appropriate response. She is on her own and Deirdre Singh exactly.

It's a really good point. Kristin made a point of she likes the idea of a temporary protection order being issued every time because she doesn't want the abuser being able to take care of the victim. The question isn't so much that. The question would be how this policy plays out for women and your community that's the key. You want to consider policies like that because they can have a detrimental impact on women and your community, like women who are mistakenly arrested.

Here is another policy. Let's do the same thing. When someone is convicted of or pleads to a domestic abuse related crime, the sentence includes a mandatory 52 week bad for program. Who would this be a problem for? [Pause] Anyone want to offer that up in the chat

This might be a problem -- it looks like for the batterer who works. That might be a problem in terms of if they have to go to a 52 week program they might not be able to work. Other folks? For the victim survivor who has to take heat from the batter every time they go to the session. Expected.

They don't work.

I think that is Kristin responding to the batterer who works. So also let's say you have been intimidated and battered for years and last week he came home drunk again and knowing what would happen it -- and you threw a vase at him and it broke and cut him and you got arrested. Than what? Would this be a problem for you? Would this be appropriate for you? 'S. I love the examples you guys are giving about the fact that the victim might have to pay. That this would not be appropriate if the victim ends up getting arrested when the shoving match and the vase that broke is it really considered under battery. So this is really important to keep an eye on what you all are promoting and passing in your area and this is what the IA process will do. To make sure you understand how it will impact survivors in your community. We wanted arrests of batterers across the country and now we have women being arrested because there used to violence but not because of battering . So that is kind of -- let's stop there and see if anybody has questions. We have roughly 20 minutes left and we still have quite

a bit of material to cover. Let's see, do we have any questions that we missed that you want to focus on? Casey is there anything that you seen in the chat as well?

This is Casey. People are giving examples of their community having spotted the points you were raising. How sometimes these policies that are great for most people create problems for others. And they have created workarounds for the most common problems. For example they had a special program for battered women who are arrested who used violence illegally and there is a diversion program and they don't end up in a 52 week batterers program. There are other examples given their which is really helpful.

And there is a number of things. Anything you want to throw out our way?

Kristin is raising so many good and challenging points and this Webinar. She's putting it out there about batterers intervention program potentially not working but I made a response and wondered about Olga and Casey your thoughts about the intervention program and I know the research that's been done today indicates that they don't work and they are not effective in reducing recidivism there's concerns that the research wasn't working on what we know are the most profound and effective methods for engaging batterers in via education and behavior modification and that sort of thing.

Yes. Casey, is there anything you want to add?

I got up on the most recent research. I think it's a really good point but it's the category of seeing community assessment teams. up is a question of what are the best practices out there. For example, I'm not trying to skirt this question but I will say I don't know the answer to it and I don't know if that's the way to go but if you take a step back and think about the process that you would bring up that question and you would talk about in your CCR group for example there was a community who recently got the pocket cameras. They are using kind of all the latest technology in policing.

The body cams?

Right. And they were using those and excited about them and it was a timesaver and a money saver and a great thing and they were kind of fun and they are doing all of their interviews on body cams and then as a result the domestic violence program started finding and the prosecutors found there were no transcriptions of interviews. Nobody had any idea because they had to go back to video, request a transcription and wait several days. There is a best practice out there for when and how they are used and whether or not they are a good idea. I don't know what the answer is but it is within the community assessment that the community gets real about what is working in our community and what seem like great ideas and are they causing problems and you go back to the messy complex lives of the people in your community and ask questions of them. I would keeping women safe with this practice.

Are we getting a hold of batterers behaviors? Do we get more control with this method are not?

I know I skirted your question but I'm just stepping back into the process.

And it's a really good point because there is so much research that comes out and you could apply the research and say okay this just came out and as a friend would say this is the dance sensation that's sweeping the nation and people would apply but if you can remember this tool as a way to examine the impact, you will be more successful in seeing whether this is really working in your community are not. If there aren't any other questions I think I will move us along. We have about 15 minutes left and quite a bit of information to cover. Does that sound okay?

Absolutely.

Casey?

Okay. I'm going to speed us through data collection. It sounds formal but don't let it intimidate you. It's a done buy regular people on regular jobs. A group of people get together and let's say you are looking at just the generic issue of safety and accountability in cases involving domestic violence. The team uses several ways to answer the question. One of the ways this text analysis. What text analysis does is using the information that bureaucracies gather and write down about what they do because you know bureaucracies exist on no other level than in the written word. You take advantage of all this rich information that shows up in reports and case files to really look at what's going on in your community. You can do this and a variety of interesting ways. A lot of groups looking at CPS responses have just look at it case filed by case file because CPS files are three or four inches thick. They are monsters. You don't -- you take one or two of these and you read through them and you see what is going on in this person's life from their perspective and the impact of the recent -- the institutional response has been. One analysis that I'm particularly fond of is there CCR community regularly tracked five high risk domestic offenders and their communities. They were these red flag guys and everybody knew who they were and they decided that they would go back to the very first time that these guys became involved in the criminal justice system and lineup their reports and in the big long row and read it once. Let's say they took Mark and they look back in 1997 after he started getting arrested in high school or whatever for whatever he was doing and tracked him over the last 15 to 20 years with this question of how has our intervention reduced his violence? That is the goal is to reduce someone's violence. You could call it accountability. How has our collective intervention either increased or decreased the level of violence. Are we getting control over him? We know that offenders will reoffend with subsequent partners.

There was another community recently that looked at 18 files of police arrest a port -- reports in which sexual assault has occurred in the context of domestic violence. They read 18 police reports with this

category and they found, for example, that there were no women reporting sexual assault who were still with their partners. We can all think through the implications. What are the implications of that for advocates and police and everybody else. From there that sparked a journey for them.

I wanted to jump in, Casey if you don't mind. There are some things that you are not looking for that jump out of case files that are also really important. And the case that you are just referring to in that community where they were looking at the case files and intimate sexual violence, also one of the things that jumped out of the case files is the impact of limited English proficiency.

That's right.

You couldn't and you didn't see a policy where an interpreter, a certified interpreter was provided. And in just about all the cases there was someone with limited English proficiency and there wasn't an interpreter provided those cases either ended up being found guilty or pleading guilty.

That's right. And that's just information that they stumbled across to gather as a group and they were like what about this and they looked into more detail and they found exactly what you said.

Yes. Will.

Yes. Will. -- so my love when it comes to the institution analysis process as focus groups. And they are useful for just about anything but and in particular they can help you and we recommend that you start doing focus groups right up front. Talking about focus groups with survivors up front. And enables you to develop your assessment question and fine tune it. You might want to look at the issue of sexual assault but you are not sure, specifically, what aspect you want to look at so you can do focus groups with survivors and look to see if you want to do intimate partner sexual violence, if you want to focus on control response and 911 and you will find out as you find out what's going on for survivors around that issue. And one community they were going to focus on just the police response and we did a focus group of women who had experienced sexual assault and the context of domestic violence and one of the things and some of the issues that came up came up around how the lack of conversations and the lack of discussions advocates had with them about the potential for sexual assault in their relationships. The fact that none of the women and the group thought it was illegal to be raped if they were married. The fact that they felt like they were the only one had ever happened to and it would be helpful if advocates started talking to them about it. So really that changed kind of how the community assessment went from that point on. It enables you to identify where problems are located within the institution. If you doing focus groups you are focusing on law enforcement and you are finding out that a particular -- like limited English proficiency, for example, that an organization has a policy of language access and sending out interpreters but that has never happened. That's identifying a problem that is within the

institution and exploring how practice is or could be potentially a safety problem. Another focus group id. with women we had talked and it wasn't really even the focus of this group discussion but it just came out that the safety planning that they were getting from advocates in that community did not feel real to them and then they listed all the things that they do to create safety and comparison to what the advocates are saying to them and that was totally unexpected, just a side issue of that institutional analysis of the community assessment. It then enables you to do -- to uncover disparity. Hearing about the ways in which they are treated and the ways in which things come up and you won't get a sense of it without doing focus groups with survivors. It is really -- I think any audit or assessments that have been done over the years, the ones that really come to life have made significant change have always done focus groups. I think the one that I find the most powerful, all of the audits I read happened in the loose when they were looking at what happened when native women called the police to report rape. I think they were able to find and include in the series of focus groups 40 women, 40 native women who it called and reported rape. It was powerful. I urge people and I know it can be hard to do focus groups but I urge people to really if you are going to do a community assessment to start with a focus group of survivors and keep doing them throughout the process. When you are doing focus groups you want to listen and watch for certain things. You want to listen for the gaps. Again between what their lives are and what the institutional response. Going back to the first discussion and the beginning about a woman calls the police because she's afraid for her life and she's being beat up and the institution response and safety isn't what she ends up with. She might end up with being arrested herself or all the ways in which gaps. Soliciting for the gaps and the stories and the focus groups. What is working well and what is problematic. Listening for like a said in the situation where the women were talking about safety plans. They sound like good plans but they weren't working. They weren't connected to the reality

of the women that were working with the advocates in that community and that shelter. Also how people are affected by the institution's response. We oftentimes are caught up in our institutional responses and what we know about them. And we don't always know exactly how people are affected by them. So this is one of the things you can easily find out. They will tell you when they have a focus group. And where to look for more information. I always like to ask focus groups, where else should we do these? How can we access other folks that have experienced what you have experienced. If you just go to your shelter and do the women participating you're going to miss all sorts of survivors and the community who either don't know about the shelter or are not accessing the shelter.

Olga, I'm going to speak to these vast tooted slides. I wanted to describe interviews and observations. The point I will make about both of these is that you have no credibility in trying to change how a worker does their job unless you understand what they do and why they do it. It's like asking St. Up for magic present. If you say we want you to start giving every single person who is arrested and interpreter. You need to understand how it is they make decisions for interpreters and make sure they are with linked up to the right

organizations and so that people can ask for it in the appropriate weight. You need to know how people's jobs are put together

and they are set up so you get a good sense of it. We worked with the community once where we got their police reports in advance of visiting them and I was like these reports are short and they seem a little skimpy and this was when I was judgmental and we start doing rider logs and the police officers, it was a really large area and the way they were organized as their writing with one hand on an in car computer while they're driving and it was the most petrifying ride along I've ever been on. This was how they felt they were organized to do their work. It didn't make sense until they completely reworked the conditions under which the reports were written..

If you are okay with this, Olga I think we should skip etiquette and talk about outcome.

I will take it from there, Casey. The big thing is that as you are identifying gaps and you identify healthy, then you have your findings. You will have here is how we can fix this and that naturally leads you to what changes. The gaps are your findings and your recommendations are the ways in which these gaps -- gaps, and what methods are coming up. And at that point what you want to do is figure out whether you want to write this out into report and share the information and all those things. I would just say the way of bringing us to a close that the thing that I found was the most powerful of the process is that you are investigating your responses and your community and the team and if nothing else happens you learn about each other systems and learn about the gaps and how they are coming about and you develop into a really cohesive team. The recommendations come from all of that. So you are much more successful in terms of relationships you've developed and the way you've learned to look at things than the way you would be without this process. I will say that. It is why I love the process. And part of the reason -- I wanted to add something to that if I could.

And terms of outcomes, you can in advance with your CCR group decide what you are going to do at the end of the day and this helps you get buy-in. If you don't have a great relationship with the prosecutor because they don't trust what will happen with the information, there are strict guidelines with privacy around this process and agreements up front about what you do with information you uncover and how it will be released. Some communities never release publicly what they find. The only release publicly a series of reports and recommendations that they think show all these agencies as being heroes because they have redone their domestic violence policies and everybody looks good at the end of the day. You can craft this in a positive way so that it is not a problem finding an aha thing. You can craft it in a positive way that helps people get engaged and committed to it from the beginning of the process.

Great. All right. So we are out of time. I'm hoping that there aren't any other questions and the chest and what I would do is I want to thank you, Casey, for being part of our first Webinar of the year, of 2016 .

Thank you.

And I will remind all of you, thank you so much for participating and when you close out you will be given a prompt for an evaluation. I ask if you would please give us feedback, we totally look at those and we adjust our schedule -- our webinars with those in mind. So please take a minute to fill out the evaluation. Our next Webinar will be on Groundhog Day. The first Tuesday of the month is February 2nd. Hopefully we will not be doing that whole ground dog -- groundhog day thing where we repeat the same information and thanks so much for participating. We will send an e-mail with wrapup information and any of the links to information provided in the chat and information about next months Webinar. Thank you to everyone. [Event concluded]