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

**Denise Eng, Diane Lance, Becky Bullard**

**February 6, 2018**

>> Hello everyone and welcome to this webinar on reinvigorating with the partnership before we get started, I'm going to ask lids hello everyone is good to be with you today, I would like to call a couple of things to your attention. You will notice that there are captions since the phonedlines -- caption are having issues with audio. Please stand by.

>>> I would like to know that there is an opportunity to adjust the settings of all the individual boxes that you see on your screen. There is a light gray icon in the far right, a speech box. If you hover over it, you will see a range of options available to you. Please utilize those at your discretion. If there is anyone who is participating with audio, through voice over IP to your computer speakers, if you notice that the sound quality is low, it is likely due to that voice connection and we recommend that you dialin by telephone. That is generally the best sound quality. It will give you the best guarantee of today's experience with audio. Finally, if you have any technology issues, don't hesitate to contact myself, Liz Carlson or are webinar hosts in the Q and a box. This recording will be posted and available on the institutional analysis archives page tomorrow. Feel free to share with your colleagues. With that, Denise, I will turn the call back to you.

>> Inc. you Liz, and thank you to everyone for joining us today. I would like to introduce myself briefly. I have been with praxis for 10 years. I come from an

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advocacy background. I work primarily in our blueprint for safety program for praxis. I worked in a number of sites around the country, helping them to various kinds of analysis of their institutions, including having worked with Nashville Davidson County. I am very excited about introducing their product you today. I would like to introduce Diane Lance and Becky Bullard a little bit later in the webinar when they tell you about they are work in Nashville.

>> First I'd like to tell you little bit about what institutional analysis is. When a victim of domestic violence calls 911, she is accessing a very complex system of rules and expectations with hundreds of steps and dozens of workers who are handling her case. What we know, is that this can be very confusing for victims of violence, and it doesn't really meet their needs very well. One expect of the coordinated community response is to continually engage in reflection and assessment of how we are doing in relation to whether we are meeting people's needs, or not. We want to continually add are sought -- ask ourselves if we are sending messages of help to those victims of domestic violence. Are we opening every door? Are we giving them access to safety and justice? Who seeks to be drawn into a committee systems? Who avoids them and why? Why might they find that intimidating or not helpful? How can we adjust our sponsor accordingly? Do our interventions have unintended harmful impacts? Are we doing more harm than good without intending to? Do our actions make it better or worse for victims, survivors, and their children? Are we acting in ways that are doing what we intend to do? Are we inadvertently making it harder for people?

>> The slides -- slide shows the four different tools that praxis often works with that are available to communities to engage in institutional reform. We call it the overarching tool. We are going to be spending most of our time on safety and accountability audit, also referred to as a community assessment. Some find it

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intimidating to use the word audit. It applies punitive action, even though that's not what it is. Some people prefer the word assessment instead. This is a broad analysis looking at the terminal and civil legal's response to violence against women. Practice assessment is about doing a focused analysis on a small portion of one system. Praxis has several guides that we have developed for helping people and committees look at their systems in the detailed way. That includes 911, patrol, investigations, charging, and child protective services. The blueprint for safety is a comprehensive assessment of criminal legal systems response to battering that results in adoption of model helices. It is followed by a series of activities to monitor and evaluate how that response is actually working. In addition, there have been other applications of institutional analysis in setting such as foster care, human service organizations, supervise Asian -- supervise Asian -- supervising,

>> What is this thing we call and institutional analysis? It is a systematic interagency methods to analyze how safety of victims, or perpetrators, or how those features are incorporated in the daily work of practitioners. It is not assessment of individuals. We often talk about how if we are organize, we have a specific outcome.

>> The goal of the audit is to have a goal of successful and effective implementation of institutional change, the audit follows these phases: establish your team, gather information, analyze the information, develop recommendations aced on what they find and then implementing those repetitions. The ways that information is gathered in and institutional analysis to first do a detailed mapping of their system. What are the specific steps and substeps of how things work. How our work is connected to one another, or how information get transferred is the key. How could we improve those steps in that

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information sharing? A focus group with those who are most affected by the institution and response is the key affect of the institutional analysis. We need to talk to victims of domestic violence to find out what was helpful and what is not helpful and how we can adjust those responses to the more effective? We talk with people about their work. We essentially interview practitioners. We asked them questions about their daily work routine. We try to learn as much as we can about all of the details in people's job so that we can see how it is that people conduct their work and what guides them in doing so. We also watch people at work. We know that we need to see what people do and talk to them about what they do. It's very helpful to go into a work setting and see that people have that workspace that they need. Are they working in cramped quarters? Do they have easy access to information? What are the steps that they follow? What things do they do? What's the difference between what people actually do and what they intend to do? Not that they are lying, but when they tell you when they tell you they do something, how do things actually work come pair to what they want to do in their job? And then we's -- read stacks of police reports. We take all of that affirmation and analyze it. And then we develop recommendations based on what we learn.

>> In and it's -- institutional analysis, we're always looking for the gap between what people experience and what institutions provide. We are also looking for the gap from the victims perspective. And then we want to look at how the gap is produced. We don't just look at the gap, but we need to find out what happened, where's that problem located and how does that contribute to the gap? Institutions are organized and correlated in case management, they will treat cases alike, even if they are not similar. We try to figure out how cases are categorized. And then we are trying to standardize workers thinking and actions.

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We want to try to figure out what is the standard response in an institution and how we can elevate that standard.

>> When we talk about how work is organized, we talk about it being organized and these eight methods. The first that we will talk about is at the top, and that is rules and regulations. The over reaching laws that tell workers what they need to do. Secondly, administrative practices are those things that tell workers how to carry out those regulations. Linkages talks about how well we are connected to each other. Do they pass along all of the information that they have available to them? Do they know who else might make use of the information that they have? Resources are often talked about in agencies, when they are talking about how they want to improve their response. Everybody wants more resources, and they want to look at how much is they are, but also how it is used. Are people able to leverage the resources they have? Accountability has to do with how workers are supervised and held accountable to one another, to other agencies, and most importantly, in and institutional analysis, is how they are held accountable to victims of violence in the community. Concepts and theories has to do with the language that we use. Sometimes, people don't pay a lot of attention to this, but language is very important. I'm not going to spend a lot of time about it now, but we have lots of resources on this. We can talk with you about how language affects what we do. Mission, purpose and function is about what workers think is the overarching think -- thing we are supposed to do. The basic purpose and function is to get the right help to the right location as quickly as possible. That really guides everything that they do in that response. I mention education and training last because it's the first place that people go and, we often try to discourage this is the first place to go, because these problems are not typically located in training. We encourage communities to look at these other methods or pathways to determine where the gaps are. Then you can

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develop a policy or practice that fixes those problems and train people in that. Education and training is an important piece, but we also think it is important to not leave out the other methods.

>> Guiding principles of audits, is that we want to increase access to protection and justice. We want it for those who are being harmed and make sure that we are looking at sating -- safety and well-being for all.

>> We also want to increase it on ability and opportunities for those causing harm. We want to make sure that is guided -- everyone is guided to be held accountable. We are also looking at real everyday people's lives. This is a still from a video that produces a story of victims of violence and then after they were called -- called the police, they were thrust into a series of institutional responses that created a maze. What often happens in an institution is that they often function to benefit the institution but leave out the reality of people's lives. We want to organize ourselves to be able to see everything about someone's life and how it affects them as they are trying to deal with all the myriad of things that we need them to do. We need to adjust our response to encompass the reality of people's lives. We also know that sexism cause him racism, classism, ablism affect their ability to access help and navigate there were -- way to the world. We need to understand that everything that people do in terms of accessing health, can be protective, or can be potentially harmful. We want to be conscious of all of that. We are trying to look for gaps. It's not that we don't want to see what is doing well, but we particularly need to find what is not working well and provide opportunities for help I've closing those gaps. Finally, we want to reduce social harms caused by institutions. We know that the cost of being battered, when they are arrested or when mass incarceration affects the community, we want to be paying attention to all of those things. Institutional analysis calls us to be looking

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at the broad social harms that can happen to people as a result from being battered. That's a very quick overview of what the IA or community assessment is. I would like to turn our time to those folks were present from Nashville Tennessee. I'm very excited that Diane and Becky are with us today. I was somewhat involved with their project in Nashville and I want to say that they did a very unique project in a huge project was undertaken. They really transformed what they did as a result of this. Diane will tell you that I asked her a number times if I -- if she was sure she really wanted to do this? And this project was initiated by the mayor's office in Davidson County and he was quite insistent that he really want to take a look at the whole thing. So they did it. I -- Diane is a powerhouse of a woman. It is because of her leadership with support of the mayor, that they were able to do this process. I would like to do and -- a quick introduction. Diane has focus the most of her life focusing on family violence. She went on to be hired by the national attorneys office, and in 2008, she was hired as a special counsel to the mayor and in that role, she identified how law-enforcement and the judicial system put up victims in need of accountability. She is now the department head for the office of family safety. She worked through the coronation of services and also oversees a family justice center work, including the 2018 opening of the largest family justice center in the country. Welcome, Diane, thank you for being with us today. Becky Bullard is the high risk program manager for the office of family safety where she manages a team, examines high risk cases, processes and fatality review. Becky is also a trainer and consultant for OBC and on the intersections of human trafficking, as well as a multi-collaboration. She recently worked on the Denver, group. Becky has worked nationally with her time in Polaris and the hotline and in training there. Becky is articles are published by the national coalition for domestic violence report, as well as articles. She is bilingual in Spanish and holds a BA in political science and

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from George Washington University. Those are impressive credentials. Thank you for coming to be with us as well. I would like to hear from you what you have prepared. I would like to turn it over to you.

>> Thank you Denise, this is Diane Lance, and Becky will join in at a later point in the presentation. Denise, I appreciate the introduction and appreciate being asked to be a part of this call. Like Denise said, she was somewhat involved in and the national safety audit, that is modest. We had many days of her coming to train us and check in with us and quite a few of late-night calls that I made to her from my home in moments of panic during the assessment. It's always a -- guiding, calm hand to Nashville from Denny's.

>> So this is a presentation on Nashville's journey with our safety and accountability audit. Like any journey, we have a history with domestic violence. We have problems that emerged and then we worked toward solutions. So our journey in the area of serving domestic violence, began in the 1990s. Nashville is doing some really great things. We had a specialized domestic violence unit from the district attorney's office, one of the first in the country. We had a specialized division in the police, one of the largest in the country we has specialized judges and we had formed this coalition of a nonprofit partners to work together and do great things in this area. And then, everything was going well, we thought. We were making progress, and then we reached the early 2000's, and I call it the great unraveling. Things started to change for Nashville. There are a few reasons when we looked into it, but my belief is that it started with the addition of a courtroom that needed to be staffed and then Metro added a new courtroom and I don't believe there was funding for all of the staff that were involved in prosecution. That created a weekend division in the district attorneys office. There was leadership around that time that put less influence on the specialized



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divisions in the police department. That started to unwind a bit. With the strain of the extra courtroom, the specialized judges couldn't just focus on domestic violence and so that special -- specialization went away in most of the domestic violence cases. One thing like that can really unravel strong leadership and voices around that. That's what happened for us. It was very unfortunate. I call them the GAP savers, and you will find them in any community that has unraveling. There were several diehard strong individuals. They were standing beside the gaps trying to point victims in different positions, but when you look at it different -- tenure period like that, you can see those people get very frustrated. That's where we were in 2011. What happened then is that we learned about praxis and the safety and accountability assessment. That's where things start to change for us here in Nashville.

>> This is how it started. You have to sell it. It doesn't just happen. Not everyone is always on board. The first thing that a community needs is an influential messenger. On your slide, you see a woman on the right in a purple shirt, and that was our influential messenger, Jean Crow. She is referred to as the mother of our domestic violence movement here in Nashville. She specialized in this, and she joined up with a circuit court judge and spoke directly to our mayor. That's an important thing. You need influential messengers and you need to take that message to a person with a broad source of power. For Nashville, that was our mayor. We were fortunate at that time. We had a mayor who was the former elected public defender for our county and as a public defender for the county, he always had a strong heart for domestic violence and the importance of holding offenders accountable. He knew he could prevent further violent crimes and send people to jail for longer times. He understood that relationship between the two. He was also a mayor who was one of those who put public safety as one of his top priorities for his entire term. When you bring an influential messenger to a person

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with a broad source of power, it's a good idea to have talking points. They are not on the slide, but I'm going to tell you what they were for Nashville. Those soundbites were making national the safest city for women and children. Another soundbite that you could hear a mayor saying in a speech, was that the homicide rate may go up and down, but the -- and the third message was the best way to get rid of crime is to focus on domestic violence. In our area, it was 47% of all violence in the county. They are easy messages for a mayor to convey in the importance of this. He can convey them to the police chief. After you take it to your source of power, you work on getting your leadership buy-in. Under the layer, we did this. To find an audit of the question? Do we even need this? The Mayor said we do, let's look at ourselves. That internal team has some police, shelter providers, court personnel and things like that. We did a quick run through of our system, looking at cursory gaps that we could identify. That team decided that an audit was necessary. That team also defined a recommendation to the mayor what that audit question needed to be. The audit question was really hard. The team did a great job at helping us craft what that audit question was. For city, it was extremely broad.

>> We look at the scope and the breakdown of the audit to find all the things that are audit covered. We ended up calling it an assessment, because we found it more friendly to those who are being audited. We looked at the term assessment. Like Denise said, we covered the damage. We looked at everything that Metro government had some sort of control over. We looked at 911, patrol response, Howard domestic violence detectives responded, are District Attorney's office, our whole order protection process, the general sessions criminal court, probation, like what happens after. And then we added on two things late in the game. We added a domestic abuse death review team, we had had one, but there was some expression that it wasn't what it needed to be. So we decided to add

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that on, and we added a case assessment team. That team took one case and looked at it carefully with defense attorneys to see how they thought our system could improve. If we are going to get our system to accept all of this, defense attorneys are a big part of that. We needed their bias and we needed them to look at a domestic violence case for them to identify some gaps. That is why we included that onto the assessment. As you can see, this took nearly 2 years. We thought it would take a year, but it took double that time. We thought it would take about 20% of my time, in my work in the mayor's office, but it was a full 100% job.

>>> So next we assembled a team to figure out what the assessment team would look like. We picked representatives from each agency or division that was being assessed, we had representatives from all of those 911, the DA office, with plenty of representation from each area being assessed. We had survivors on our team, we had nonprofits on our team, like shelter providers, civil legal providers, and victim advocacy. We had people in the community expressed an interest in being involved and we had some of them on our team. We had subject matter experts, people with expertise in sexual assault and other areas that we thought would be useful. We even had nonprofits with strong leadership in their area, but might not be working with domestic violence, but were community leaders. And we also had defense attorneys. We met for an hour and a half every two weeks for the entire duration of the assessment. We start with a team of 60 people, but by the end, it grew to over 100 people. It definitely is a great statement about the buy-in for Nashville that over the course of two years, our numbers grew rather than reduced. It shows the influence that can be had when you have it come out of a popular leader, like our mayor. I think that was part of it. People started to

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believe that change could happen and wanted to be a part of it. I think that had a lot to do with it.

>>> Denise outlined data collection activities. Axis showed us how to do all of these things well. We did all these things. We did patrol ride-alongs, they sat in court and observed what was going on in court, a lot of people work in court, so they would just make their observations while they were doing their normal job. That was useful, because no one knew they were watching for that purpose. There were practitioner interviews, not just watching them, by interviewing them about their work, and their paperwork. And we interviews survivors in court and at shelters about different aspects of our system. We asked them about their experiences about that day, or about the past. That is how we collected all of our data for the assessment. Physical buy-in versus emotional buy-in is part of it. Looking through the slides, it's not all roses and days is on this journey. It can be pretty tough, so I want to go through what the stages that I felt we went through. I thought these were the stages that are team experience. We definitely had physical buy-in from the beginning with a mayor who showed up. And when the mayor shows up, people tend to show up. So we had people showing up for our meetings in the beginning, but we did not have emotional buy-in. And you can see from the pic sure, that is literally what the room look like for a while. There is a big part of having to sell the whole idea of the audit at the beginning of each meeting. I remember feeling like it was a sales job at the beginning of each meeting. I call it the yeah right stage. The meaning of their body language with arms crossed, was yeah right. Yeah right, you are going to be able to change anything. You're not going to be able to go very deep. Or yeah right, you can't do anything about this, the problem is way too big. Or gay rock, Diane Who Do You

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Think You Are?? Or have you been all these years? Yeah right, I'm not going to trust you, you could get me fired if I tell you anything. I think a lot of that was going on in that body language. I stressed for the first two months, confidentiality. I stressed a lot of other things, but confidentiality was talked about at the beginning and the end. I had extreme clarity on what would be done with the information that they gave me. If you email me, this is what I would do with it, I would take it off the email and included in a note without your name. I scrub any identifying information in any examples. Trying to address that concern was always a big deal. I was always expressing how thankful I was for their trust. And to ease them into that, I would tell them things that some people had told me, so they could see me right then and there and understand that I would respect their confidentiality. That was a big part is getting through stage I. Stage II was the fire and fury stage. It was a bit of fire and fury, I've forgot that that was the title of a book, there is no association with that. That slide makes me laugh, because it out like that sometimes. It felt like an all out revolt. Stress -- trust was established, but there was restoration and grief. People really grieve when you lose something in your community. And all of that was unleashed in this stage. And this lasted for couple of months. Praxis and Denise were unbelievable in helping me understand what to stress in the stages. You really stressed the process, and not the people. Most of the theory is saying that someone did something, or this judge does that, or that officer did that, or there is an enemy outside of the room. And I really had to stress that people want to do a great job. 99% of the people don't go to work each day trying to do a bad job. There is something in the process that is making them think that it was the right way to be done. Let's try to dig down and find out what that influence is. In that stage we really worked on reminding people that it was a process, not people. By doing this in each meeting, team members started to remind each other of that. When you have a catchy phrase like process, not

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people, they tell other people. When people decide to burn the winter, and people get all fired up again, and then a majority of your group could bring it down to a solid conversation. The other thing that happens in the stage that is helpful, is letting people understand that there is a journey and methodology to this. Praxis has the blueprint for safety. Sometimes, when people are as upset as in this picture, they won't be as enraged or grieving when they know there is an answer to questions. So instead of the thoughts and feelings that it is horrible and there are no answers, the blueprint shows that this is horrible, but there are answers. When you have some answers and some ideas that can really calm things down into a productive course. Stage III was the getting to work stage. I think the key ingredient for this stage, is for leadership to be consistent, reliable and trustworthy. I attended every meeting, we broke it up into a lot of subcommittees. I think we had 10 to 12 subcommittees that met every week. And every other week, I took notes in every meeting and ensure that no names could be determined from any of those conversations. That was really important for our stage III.

>> I want to tell you to expect the unexpected. We didn't have anyone showing us the slide, so we didn't know this. We needed IRB approval for specific interviews. IRB is an institutional review board and anytime you have a study, of human subjects you need that type of approval. We got those from our local health department. That was a big hurdle to get through, quite a process, but it was really important to have that survivor input. Patrol observers engaging with victims, as I said we had ride-alongs, and those victims really wanted to engage our observers. They wanted more compassion and to look in their face, and it was really hard if we saw some officers not respond the way that we thought they should at, and and I didn't really know how to make our observers only observe and not engage. That was really hard for me in many ride-alongs. Sometimes in

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assessments, if we would be on some topic areas, and you notice something could be improved, they might try to improve it really fast. Those solutions were often just Band-Aids, and we know that Band-Aids fall off over time. So we let them do their quick fix, but we continue to keep an eye on what we were recommending for the long-term fix. And we still had to acknowledge the efforts they made in the report with the recommendation. Becky has a good example of that. I'm going to turn the time over to her for that.

>> Hello everyone. I'm Becky , and I wanted to interject -- this is Denise, and I want to remind all of our listeners that you put those questions in the Q and a box and we will pass them on to our presenters. Sorry for interrupting, Becky. But I wanted to make sure that people knew that they could ask questions.

>> No worries, please send along your passions and comments to us. Hello everyone, I'm Becky, and I am the manager of office of family safety, and my example of a quick fix is the intervention panel that I currently run now. Back when we were doing the assessment and the it audit, it was a panel of a quick fix to a lot of issues that we were seeing through the assessment around responding in a multi-disciplinary way to the highest risk cases of domestic violence. So this panel was put together, with police offices, and domestic violence offices and was able to bring together our partners and meet on a monthly basis to read these cases. That fix was helpful to get us started toward the panel that we have now, but it operated in a lower-level of being able to review only a small amount of high risk cases. There was not clear definition in how cases were selected. And we also didn't know some of the follow-up mechanisms that we could do. We will talk a little bit in the next couple of slides of how we modified that to now. Out of the assessment, it was a quick fix, and it solved in immediate problem of getting folks together and trying to get a more team solution conversation happening

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around these cases, but it wasn't able to provide a lot of structure for how our cases were selected.

>> After that, we have defenses, so when you're done with assessment, you have to be presented to various leaders and people can be defensive about it. There needs to be a lot of planning around that. And then media response is an unexpected thing. It's important to keep it positive. Sometimes the media might want to talk about their articles and newscasts in everything that we are doing wrong, but we actually want to focus on where we are going and what we plan to do right. That can be tough to get that going in the [NULL] in you think it should go. No matter what, it's a win. Just starting an assessment getting moving, I believe is the wind. -- Is a win. We had boots on the ground practitioners talking to each other, trusting each other, and supporting each other. Even if we hadn't finished, we had all come together as a people that work directly with victims of domestic violence. It also helped us create a common messaging to points of power. Remember the messages of this is the safest city for women and children. Focusing on violent crime, coming together helps with that too. No matter what, where your assessment goes, getting it started and getting people together is a huge win. In making it stick, this is one of the big concerns that we had in the assessment. Had you make it stick? We had this a Norma's recommendations report, it was 184 pages and we reduced it to a 25 recommendation only report. How do you make it stick in your community? We wanted to begin with one big and impactful recommendation. For example, if you have a strip mall, with an anchor store, it's like that. What is your anchor store going to be in your recommendations? Ours was the Jean Crow advocacy center. She was the mother of our domestic violence advocacy groups back in the 90s. It is a trauma informed place for victims to go, or to get their order protection and receive advocacy assistance. The advocates were all OP's, and it was a high priority for

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training. Though training is never the answer for everything, it certainly can help to get people trained. So we ended up absorbing all training money for various entities in this area and we got to pick where people go to training.

>> Before we advance the slide, what was useful in creating the buy-in?

>> Getting the right people in law enforcement was really important. Fortunately, I knew a lot of people in law enforcement from my time as a DA. It was couple to have those long-term people. You don't want your highest up, you want your boots on the ground, you want people who can be champions for this, but I picked the people will -- I picked the people who would have a broad familiar day with the ups and downs that we would experience and have positive enthusiasm. The the trust was hard. Often, officers would text me information and not email it to me. Having those individual relationships with your officers, not just getting them in the group, but getting individual relationships is really important. I've done a lot of training for officers, and they can seem very withdrawn, sitting with their arms crossed. But after training, they come up with questions afterwards. The demeanor in the room can be very different than when they,. That's the most important relationship to have one-on-one with. You can go to lunch together, meet for breakfast, get their advice, and ask them where they think the meeting should go, I have close friendships with quite a few law enforcement people on our team. I'm hoping that makes sense. Please feel free to ask more questions, it's a fantastic question.

>> I agree with what you are saying Diane, having worked with worked -- a lot of law enforcement people myself, they are trained to not take things at face value, so it takes the while for the them to recognize that you are going to do what you say are going to do. And that you're not going to out them in a way that is

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embarrassing to them. It's important for relationship building to focus on those relationships.

>> Anyone that is leading this time assessment has to be very aware that you can get them fired, reprimanded, and disciplined very easily. Their information is the most crucial to be very careful with. Anything that they provide, does not go into the report, unless I had a nonpolice person make a similar or same observation. So I had another source, and I might have to proactively seek that out. I had information that was too identifiable to one police officer, so that I would move on to find a way to make that recommendation in another way. That is nothing about our leadership, or are police group, but they work in a different culture and it's something we need to be respectful of.

>> Here's a picture of the JCAC. Here's in the heart of our courthouse. This is where domestic violence can come. This center accomplished 14 of our recommendations in our safety assessment. It gave people a safe place away from offenders in court, it gave the district attorney a place to meet with victims instead of meeting with them in the courtroom. There was a safety resource connection there. Many things went on in this picture. This light is another picture of the center and the slide on the right is a space where we work with the victims that we serve in an intake room.

>> It's really important if you have a report, that it might take years, since like ours it was so expensive, that it might not happen in a year or two years, so we needed to find a home. And we were in the Mayor's office, and it was the end of his second term, so our home begin -- became a Metro office of family safety. Nashville now has an office of safety. Our mission is very similar to what are audit question was. About improving victim safety and offender accountability and having a family justice center and working with nonprofit partners and correlating

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with the community. Our entire mission is grounded in the work that we did with our assessment. I know you are wondering why I'm giving you this flowchart, but this is what our department looks like and the type of work that we do and the diversity and funding that we have for it. The numbers are how many people are in those positions. The blue are those that are paid for through the Police Department. And the pink color are all the people that we have under grants and that work that they do. That line under the for on the right, those are our primary programming areas. Direct services, victim advocacy, in the courthouse, training and outreach is the biggest -- second-biggest programming area. Like we are now doing education in the female inmate population which is very exciting. And then high risk programs which is what Becky does which is a very weighty area of work. The biggest win, I would say from our assessment is that we now have a focus and a source of leadership for high risk programming. This is what Becky does, and she will talk about in a minute. We have a family justice center in our courthouse and we are building a new justice center in a non-courthouse location. We are standalone department which means that if cuts are made to our budget, it is very visible. We are not a small part of a big department. Being a standalone makes how we spend our money very visible. And we are winning and that we are invited to the table. My direct supervisor is the Mayor and that is very helpful to keep the influence that is needed in this area and make sure -- I don't mean that I am invited to the table, I mean that domestic violence is invited to the table. Went big issues are -- decisions are made, domestic violence is considered at that table.

>> We continue to evaluate our work. I'm going to let Becky talk about the slide and her work.

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>> In relation to our continued evaluation, there are couple of things that we do. We do annual reports from the office of family safety that highlights all of the programming that Diane spoke about. It talks about all the outcomes from the high risk programs, and our training. We are currently working on a five-year progress report for 2018. So the assessment was finalized in 2013, and we are doing a five-year update on that report to see what our progress has been on all of those recommendations. And then finally, a continued evaluation component is within our fatality review that Diane mentioned before. It was going on during the assessment, and we have restructured it somewhat after the assessment with my position. So our annual fatality review report also serves as a yearly reassessment of our system. This is based specifically on a homicide. Based on the competitions from the assessment, we are able to look at ongoing projects. I don't want to overwhelm you with too many slides, but we are happy to send out the stats and information to afterward. The big recommendation from this meant was to adopt a lethality assessment. National -- Nashville chose to adopt a protocol, like that out of Maryland. We implemented the protocol in December of 2016, and since implementation of that lethality assessment, I would like to share with you some of our statistics. We were predicted as Nashville, we would get about 130 lethality assessments that would be administered per month. What we've actually seen since our implementation in late 2016 is that we average over 600 lethality assessments. They are ministered by Metro police per month. For example, in 2017, we had a total of 7000 -- 7400 lethality assessments for the year. That breaks down to half of them coming in at half -- high risk. These are connecting directly to the Y WPA. And to their crisis line. So those high risk victims are getting immediately connected on the scene to our domestic violence service provider and getting immediate safety planning and crisis referral on that call. The other component of our assessment was related to the lethality assessment. This

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is the panel. This is what I mentioned as a quick fix per -- first. It was created to fix some of those problems in the lack of coronation with the partners, but as I mentioned, it was a lower level of operation. We met monthly and reviewed three cases. With the implementation of the lethality assessment and my grant funded position, we were able to provide some more structure and some woman hours around that particular project. We increased our high risk reviews to a high rate. We now meet weekly instead of monthly. We are now on phone calls with each other every week talking about at least 10 to 15 high risk cases per week. That has increased our case review a huge amount, over 70% increase in the amount of cases that we are reviewing. These are the highest risk cases of intimate partner violence. Those are some of the intimate -- recommendations that rolled over to my position. This is part of the recommendation as well, that we didn't have a firearms possession process for Nashville. We are continuing to work with that task force around the protocol to this process domestic violence offenders and give orders of protection to dispossess firearms. Finally, our fatality review, shows we are continuing to do our yearly case reviews. We've shifted our focus again under direct recommendation from the assessment from reviewing every domestic violence homicide and not being able to do a lot of in depth analysis for each particular homicide to a shift in an annual review of one case of domestic violence homicide. We do a deep dive in one case and we are able to look at all of the different systems and nonprofit partners they interacted with the victim or offender. We are able to conduct interviews with friends and family of the offender, and create recommendations from our interviews and the information that we gathered. This is all part of best practices from the fatality review initiative that we are able to adopt this from the assessment. These are parts of our annual review from 2016, we got recommendations based on a particular case. We also do a summary of statistics from domestic violence cases

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in Nashville to get some idea of what we are seeing around domestic violence homicide and what are some the things that we can continue to try to change and shift in our services and our systems response to make sure that we are preventing these from happening.

>> Thank you Becky. Obviously, that is obviously some solid work that is being done. The next light is a rendering of what Nashville mothership family justice center will look like. This building will serve domestic violence victims, sexual assault victims, and a local child advocacy center will be in there as well. Children who have been abused will be served in this building also. This is another aerial picture with the justice center on the right, and it includes a new police headquarters attached in most ways. Here's a courtyard for the family justice center. It's an exciting project. We will finally have local coordination with police, detectives, the Department of children services, and the family justice center will remain as the satellite office. I'm excited about this building which falls into our recommendations and how we outreach to victims who are not engaging the law enforcement and judicial systems. This building is going to help focus on those who are not getting help from the justice system.

>> This like talks about developing your philosophy and style. With law enforcement and court leadership, it's important to be the reasoned voice that understands all the points and doesn't blame. You're not going to be invited to the table if the voice you are using is blaming. Like Denise and praxis said, it's a process not people. Let's understand their process before we start talking about where we are going to move two. With DV practitioners, especially those who work with me in my office, we have a philosophy that we are the cone. I'm a true believer in this. In the office of family safety, we are the cone. The police, the DA, the nonprofit partners and everyone we work with are the wonderful flavors, but

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we are the cone that supports them. We are happy for the DA to have 100% of the credit for any ideas, because we are the support in the great initiative and work that our partners do. We never want to be the cherry on top, because that's what everyone eats first. We are the cone.

>> This is something to keep in mind, there are popcorn years. Some things might seem really hard and impossible, and every community has popcorn years. Maybe you are really happy with your leaders, and then all of a sudden everything changes with a new judge, or new police chief, or a new DA. And I will just call it a popcorn year. People can get really upset and agitated over popcorn years, it's important for everyone to be patient and wait and see how it all settles back down. I like the picture in my head of the teens that you get in the holidays where there is a third of the salt, the third of Carmel, and the third of the kettle corn, some taste pretty good, nothing special, the title -- kettle corn is awful, and the Carmel is amazing. So when we did our assessment, it was a Carmel year. The whole year was Carmel. We were in a great place. But most of the time, your 10 is divided up and everyone needs to be reminded that it's all going to be okay. You do have some Carmel, you do have some plain popcorn, and you can make that work. And we will all have to deal with the kettle corn. The that is always helpful for us to keep in mind that nothing keeps -- stays the same. I call these words to live guy -- by because I have pasted this to my wall since the beginning of the audit. You may have to fight a battle more than once to win it. It is so true. You might get a no, but find another way to ask the question. If you get a no again, get someone to help you with the message. If you get another no, find a cleverer way to say it. There are so many ways to try to get to the yes, and a lot of what you saw in our slides and heard about, we went through a lot of nose to get to the yeses. The yeses have paid out and we are glad that we persevered. That's our presentation, the last light has our email address. Always feel free to reach out to

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us both. I would say that Becky is better at not missing email. If you want to email me, just DC Becky also. -- Cc Becky also. Thank you for taking your time, I know we all have busy days.

>> I would like to thank Diane and Becky for this very informative presentation. I had a chance to see firsthand, for those of you listening, that the work that they are doing in Nashville is great. I found it to be such a well developed and well thought out and far-reaching example of what a community did as a result of doing a community assessment. It was really remarkable. Can you answer a question for me Diane? Someone asked what you would do differently if you could look back and change something? Is there something you would do differently?

>> I would do a lot of things differently. My organizational philosophy could have been a little bit better. I probably would have kept leaders in the various places that we were assessing up to date as we went along. I think our findings were a surprise and sometimes people don't like surprises. I definitely would have kept them updated better. I would have shared with those leaders, early on, not just what we were finding, but the directions that we are hoping to go to. And maybe have an area in the report where they could comment back. Trying to work towards that all around buy-in would have been helpful earlier on if I had done that. I'm sure there are lots of others, but I will think of them in the middle of the night, I'm sure.

>> People can always email you with more questions. One last question was on your relationship with praxis and how it lasted and was financed?

>> Praxis helped and guided us through the entire assessment from the beginning to the end. We paid for them to come out and train our community



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two or three times, and Denise came out and consulted with us as we needed and's with phone calls throughout the process. We could not have done it without praxis. They were instrumental in helping us. We happen to be fortunate enough to have someone who could do the assessment that was already on the Metro payroll and was knowledgeable about the area and the relationships with the people involved. We were able to get it from within. We used every ounce of their materials, from the blueprint, we lived by those, and we still absolutely live by the many mottos and things that we learned in the trainings. We say them over and over again. When we talk about national's journey, we always begin with praxis, because that is what started it for us.

>> It was a pleasure to work with you Diane, and I hope we continue to work with you in the coming months and years. It really was a combination of the ability of the local folks to provide some financing to help us come and under our regular TA we were able to get some work with Nashville Davidson County as well. First of all, I would like to remind you that you can download the presentation today. And also be sure to fill out the evaluation. We really do use that information to help us in our programming, to make sure that we are being more responses to what people are asking from us. Solicitations are open now and you can apply to do work to provide support. The grant program is January 27, the support materials are on our website and you can also call us at four individual support. Upcoming events include our next webinar in April 3. This is the in sports of a multiple disciplinary audit team. And then in June, we have what is the best practice for victim witness? And then in a year we have, and you can -- and you can see our website there to learn about advocacy in our course. I would like to thank everyone and Becky and Diane for a great webinar, and have a great day. Bye.