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## **Uncovering Disparity: Safety & Accountability Audit Design and Data Collection**

**Karen Escalante and Uland Tatunchak, New Jersey Division of Women, and  
Maren Woods, Praxis Institutional Analysis**

**November 15, 2018**

>> Welcome to this Praxis webinar on November 15 on uncovering disparities using the safety and accountability audit and how to design your project and data collection activities to help discover disparities. I will say this now and again in a little bit, we are just getting word that New Jersey state offices are closing due to a snowstorm. Our presenters and guests are willing to dive in. We are going to wrap it up early by 3 PM central time if not earlier. Before we dive into the content I will as my coworker to go over some details about our participation today. Kue, I turn it over to you.

>> Hello, everyone. I'm going to go over some of the technical information for this webinar. Below in the bottom right of your screen you will see a closed captioning pod. This is real-time captioning so you may see mistakes. To the right we have the Q&A pod. You have -- if you have questions or comments please put them there and the presenters will respond. You are free to adjust the webinar boxes to your preference I clicking on the icon of the -- in the upper right corner of each box. Audio will be from your computer speakers. If you are having issues with your audio you can dial into the phone number on the screen and use the access card -- code.

>> We also have a web link and copy of the PowerPoint listed in the materials box. If you have any connection issues you can click on the help button located in the top right of your screen

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and it will take you through some troubleshooting steps and test your connection to make sure everything is stable. If you have done everything you can and are still having issues, leave a comment in the Q&A box and I will contact you. Last but not least, we encourage you to raise your hand and participate. Thank you.

>> Thank you so much, Kue, and thank you for getting it started today.

>> My name is Maron Woods I work for praxis is the program directory. -- Director. I am delighted to have with this some lovely women that Praxis has been working with for many years. For those of you just joining I will mention again that we are getting word that the New Jersey state offices are closing due to a snowstorm. We will be wrapping this webinar up earlier than intended to -- so we can get Karen and Ulana home safely. First I would love for you to -- the two of you to introduce yourself. Karen?

>> Hello, everyone. Is Karen. We've been working on this initiative for a little over four years now. We are very excited for today.

>> Hello, everyone. IM -- I am Ulana [ Indiscernible ]

>> We are going to be here more from them who were responsible for launching a statewide pilot program in 2016 to design and implement institutional analysis programs that focus on uncovering institutional and processes [ Indiscernible ]

>> We are going to learn more from this -- them about coordinating this work at the state level and hear more about the local projects they have been able to work on so far since 2016. So we're all on the same page and we will go over this quickly, I know several of you have heard this part before. I encourage you that if you are not familiar with practice institutional analysis to please -- to can -- to continually engage in reflection and assessments. They asked themselves key important questions. Are we all on the same page as systems and agencies in our responses? Is every door in open door of for someone seeking safety? Who avoids our

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systems and why? Do our interventions make things better or worse for our victims and their children? There are many methods that have been developed -- developed in the last 40 years around these issues. What you see here on the slide are the tools that practice -- Praxis offers to communities seeking collaborative methods to identify and make change in institutional responses.

>> Each area you see here safety and accountability audit, practice assessment, blueprint for safety and other distinctive applications you can all learn more about on our website. I just wanted to say this because you would hear these terms interchangeably. Particularly in New Jersey they refer to their project as the safety and accountability assessment or pilot project. Largely these are referring to the same processes and methodologies. What Praxis institutional analysis is , a way of looking at our work and looking at how our work is put together to produce her outcomes. It includes activities for interagency steam to engage with each other to direct their institutional reform efforts. Institutional analysis or safety audits or practice assessments are not assessments of individual practitioners. They are not a process where a third-party comes into conduct an audit. It is not a external audit of an agency's response. It is a enter agency locally driven methodology of self discovery. The process itself is grounded in identifying survivors need and the ways in which the daily work practices of practitioners within institutions are organized to meet their needs or not. Is our work making things better or worse?

>> Typically communities engage in the following core data collection activities within the context of institutional analysis. The local team members conduct these activities individually or in pairs and report back to the team what they have learned. We will hear more about each data collection activity as we dive into the projects that will be highlighted today. There is a case processing and mapping exercising that team members go through and talk with people about their experiences with systems. Usually survivors, offenders, or general community members. Team members typically interview people about their work and may observe them

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at their work to see whatever settings they are operating in. A key part of the institutional analysis is reviewing those official documents, case files and policies. A lot of times that is where we can make concrete changes to improve outcome.

>> The Praxis institutional analysis tools point team members towards identifying the gaps. You will hear about the gap a lot. If you have been around other training events we are looking for the gap between what people experience in their everyday world and with the needs from into tissues -- institutions and the gap between what institutions provide. We look at that gap not just from Julie -- general community members but in the institutional analysis we're looking at a victim's perspective of what the gap is and how they experienced at that gap. Then through the focus on the way the work is structured we are looking to see how that gap is structurally produced. When we can find out how the gap is produced in the structure of the institution we can find how to close those gaps and start to enhance outcomes. We are just more than one victim or survivor at a time.

>> A couple of points on guiding principles of the safety and accountability audit and in the community using them. These are important principles to help team members stay focused on the right thing throughout the process. A principal is trying to engage in the work to increase access to protection and justice for those being harmed in our communities and for safety and well-being for all victims and survivors in our communities. We are looking for ways to increase accountability and opportunity for change for those causing harm. In our society we created batterers. We created a culture where sexual assault and rape can happen without consequence. So we're looking for the opportunity to help people change in addition to holding them accountable. Team members are seeking to stand with the people whose everyday experiences are what we are trying to improve. This an important point. We are trying to fix the mess you see here on the side of all the case processing steps. We are trying to fix this for victims and survivors. My end of discovering through analysis that we fixed missing

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things for us as workers and along the way as audit team members and investigators we are staying focused on how to make the system better for victims and survivors.

>> Team members need to say -- stay cognizant of what each survivor brings with their experiences. Auditors keep in mind that the inner sexuality of social standing, aspects of culture, risks posed by the offender, risks that the institution may pose by getting involved and staying focus on the ways in which sexism, racism, classism etc. to play a role in people's experiences with institutional interventions. Team members are also seeking to reduce current and historical social harms that institutions can cause in the lives of people in society. Looking to address those harms that may have been caused by sexism or racism. For example, a battered woman arrested for using self-defense or understanding while the child welfare system disproportionately places Native American children in foster care. We are looking to reduce those long-term social harms that have been happening by institutions. These principles altogether are critical to ensure that the institutional analysis process or audit methodology is not used to make the institution bigger for yourself or more efficient. Though, that might happen along the way. It is important for team members to stay focused on the goal of improving outcomes for people whose lives are impacted by these institutions. We are going to hear from Karen and 12 and a little bit that I did want to share this picture of the lay of the land of institutional analysis work. Most frequently communities come to these tools from the ground up. So someone in a local community may have heard about this collaboration tool and promoted it locally. A community-based advocacy program may have heard about institutional analysis through a webinar such as this and not, we have been having a lot of problems related to the overreliance on victim dissipation in the prosecution of domestic violence related crimes and we want to figure out more of why that is happening. There is the local ownership and motivation to use this tool. Less frequently but it has happened state-level agencies or programs or coalitions have learned about the process and designed and implemented projects across their state. A sampling of those are listed here. I will highlight a couple of them before we dive into New Jersey's project. In early 2000 -- I do

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not know if the folks from Colorado coalition are on here that the Colorado coalition conducted safety and accountability audits in five or six community across the state as part of their enhancement of community responses to domestic violence. They shared the lessons learned in the communities and conducted the audit with other communities across the state.

>> Another project that is happening right now is in Florida the coalition against the mystic violence is working with several communities in the lower part of the state to conduct audits to enhance their responses to high-risk offenders as part of their statewide homicide reduction initiative. There are other states listed here and they all have similar designs and ideas where they promote it across the state to local communities to conduct audits and provide support to those projects and implement the findings of the result of the audit. New Jersey is marrying -- very unique in many ways. We are going to hear from them today. We have had the opportunity to share lessons learned from previous day why projects. New Jersey is paving the way for the states to learn and coordinate on this level. Particularly in focusing on reducing disparity. New Jersey is a very diverse state. I'm going to stop talking and ask for Karen to please describe to us a little more on who the division of women is in New Jersey.

>> Good afternoon, everyone. We are excited to be here today. We are excited to share our journey with all of you. It is important for us to thank Praxis for all of their support. Your guidance and assistance over the years. We also want to thank the leadership on the division of women who have been instrumental in carrying out this work. Also our colleagues at the division. We were established in 1974 as a pioneering agency for women's advocacy. An array of programs and priorities were aimed to create promote expand the rights of women across the state of New Jersey. It is important to note that all they we were created to serve women we are also inclusive of men, Trenton community and other diverse communities. I think Ulana will now go into more about how we actually began.

>> In January 2014 legislation was passed that directed the division of women to conduct an institutional analysis on the systematic response to domestic violence on a state, county and

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local level. Specifically to focus on how institutions investigate and prosecute and provides services to keep victims safe and alleges accountable. This came about as a result of a statewide domestic violence fatality review board. The board was wrecked -- recognizing the work done by Praxis. They found that New Jersey would benefit from this type of analysis. 13 years later that recommendation has been made into legislation and was passed. Now New Jersey is one of the first states with a law mandating accountability assessment. That is one of the biggest factors that makes us unique. Second, when the legislation was passed it did not have funding appropriated to it. That means we could not utilize a RFP process like programs traditionally do. There was also no time line delineated in the legislation and no funding meant that our time line and program could be a little more fluid because we did not have strict parameters. Lastly, our department was making a huge push towards managing programs by data. We knew whatever program we did develop the data would need to be a big part of that.

>> When Karen and I came on board in 2014 and consulted with Praxis, we saw all these factors would prevent us from following the Praxis framework to an exact measure. As you can see from this slide the phases of our program look different. That is due to the lack of funding. We had to conduct a lot of research to craft a strategic and beneficial program that communities would want to be a part of. Since we could not use the funding as an incentive we had to focus on selling the benefits. Draw them into the program to volunteer their time. The positive side to the lack of funding that meant that we could develop an integrative program that did not have strict funding parameters and could test out the methods we were researching through the use of a pilot program and tracking the just as we go along. We also wanted to ensure that the solutions and recommendations that came out of these assessments are going to be implemented and put into practice. We studied implementation science and were able to infuse those principles from an early stage and into every phase you see throughout the process. Karen will talk a little more about the research and how we utilize data to inform the program.

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>> Thank you can't Ulana. One of the first priorities we engaged upon was to become familiar with the demographic in New Jersey. Through the utilization of publicly available data it helped us to shape our initiative and provide direction towards the approach we needed to take. We came to the realization early on that understanding the population of New Jersey would be pivotal for us. We scoured through countless national and state reports and national organizations to gain an understanding of the trends, promising back this is, and to understand more about the unique experiences of diverse communities. We recognized early on that we could use raw data to highlight disparities. But we wanted that information to be relevant. We wanted the data to tell a compelling story about the different counties in New Jersey and the street -- in a strength-based and meaningful way. The data was used to highlight -- activities used to serve the underserved every charter to reach communities by using information readily available to them.

>> Our next step was to gain a thorough understanding of what was happening across the news as it relates to domestic violence. After conducting phone interviews and in person meetings we would capture the information of the themes that resonated throughout our conversations. It is important to note that their establishments of cultivating relationships with these partners they were able to give us reports that we were able to analyze. We then did a content analysis of these meetings and it became very clear that there is a lack of specific services for marginalized and underrepresented communities. In committing -- comparing information and coming to the information from interviews it became apparent that we needed to have a better understanding of the diverse needs of communities across New Jersey. We want to share with everyone that New Jersey has 21 counties. When we began plotting the data regarding the metrics such as poverty, age groups of women giving ours -- birth, elderly and domestic violence reported offenses, it highlighted the needs and challenges of different communities. That augmented the importance of having a tailored approach. Once we understood the landscape in New Jersey we recognized the lack of services to the underrepresented communities. We needed tomorrow -- know more about culture. We



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understand culture can be a protective factor. It can also be a risk factor there. The same characteristics listed above can be a protective factor but could also preclude someone from making it to the front door of an organization or being connected to a conditional response. We embarked on a journey to learn more about what has been done as it relates to the topic of culture in New Jersey. We read through countless reports of publications while attending numerous conferences and workshops to become well-versed on the topic. We held strategic meetings and offers -- Arthurs of New Jersey and other individuals to get a holistic overview of previous efforts to address the topic of culture.

>> Understanding when have been done in the past was instrumental we did not want to reinvent the mail -- wheel. We learned that despite numerous efforts to address the topic of culture competence, those recommendations were not implemented. For us implementation at the forefront was very important. Another factor we took into consideration was after coming to all the information and having the holistic overview of diverse communities in New Jersey we recognize the need to have a platform to test a innovative approach. We see the opportunity of not having a funding requirement to create a pilot program to cultivate a innovative approach. And recognizing that diversity that exists in New Jersey and understanding the unique needs and challenges of harder to reach communities. We wanted to appeal to those communities and encourage them to apply. We created an opportunity for them to come forward and teach us about how to meet their needs. By understanding who is accessing services and recognizing the barriers so we can learn how safety was being compromised. We crafted these questions to adjust disparities in an effort to understand the current response. Ulana will tell you more about our pilot program.

>> We realized early on that we could not just go up to government institutions organizations and say would you like to be a part of our audit. This would not get as far. We had to sell the benefits of participating in the process focusing on the skills they would learn card data that we collect, partnerships they would forge and how the partnerships would increase their

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resources. Is importantly, how the process could increase safety and that can -- offender accountability in their community. Since the community would volunteer to participate we had to show that the program was beneficial to their needs. We traveled throughout the state presenting networking and hosting information sessions. We were able to obtain feedback on whether our plans for the pilot were realistic and helpful. We were then able to incorporate that feedback into the final version of our pilot program. So we released and launched the pilot program through our departments grant office. Through a request for information which was our version of a RFP without grant funding. We thought we would be lucky if we get two or three applicants but we were excited because we received nine. Since there are only two staff members working on the project we can only select three communities to be a part of the pilot program. After we chose those communities we had to ensure that everyone had the same find additional knowledge going into the process. We hosted a two-day capacity building training that introduced the framework and focused on how to utilize data and conduct needs assessment environmental slant -- scans. How to create different partnerships and other topics that would cultivate the overall community readiness. We also conducted site visits with each pilot site to craft individualized plans. Since all the sites were unique they had different needs and strengths so it was important to pinpoint where they could use more support and resources. Some organizations that were part of this domestic violence was not their main mission. It was important for us to provide them with the support throughout the process. We wanted to make this as beneficial as possible and ensure we are a quick and -- equipping them with the tools to carry out assessments after the program is completed. That was a huge part of the sustainability plan. Although the capacity building phases at the beginning of the program development it was something that we continue to do throughout the entire assessment. We were consistently sharing different guides, literature reviews, promising practices, and any other information that could be helpful to our communities.

>> This slide shows pilot implementation. When we talk about program development we like to use the analogy of the house. On the bottom you see that for us to ensure that we had the

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fertile soil we had to gain buy-in from the states and then teach the skills necessary for conducting an assessment and building that foundation. After that we cultivated the cross sector teams. Those are the pillars of the program. As division on women was a state agency, legislatively mandated to cut the work we provide much of the guidance cost support and assistance to ensure that the overall pilot project was carried out. We would be taking on a heavy administered of role doing the prep work, coordinating, facilitating, research, scheduling, setting up data collection activities and wanting to make sure the team could focus on giving their knowledge and we would focus on everything else. We wanted to make it as easy as possible for them. All of these components were necessary to lead a successful pilot implementation. Something we can learn from moving forward.

>> Perfectly timed slide for Q&A. I think it was Karen who was talking about implementing some of the cultural pieces or cultural competency lesson learned at the beginning when designing the request for information. The words used to describe this initiative. Can you say a little more about how you build in the lessons learned from early research from capacity building around the cultural piece?

>> What we did was read through different reports that were published in New Jersey regarding cultural competence and domestic violence across different sect tears we were able to see that the reports had different information is regarding different communities. It is interesting to note that around the same time Ulana came on board there were reports released from within the state regarding the impact of culture in specific communities, underserved communities, in New Jersey. We were looking at all this valuable information and willingly identify the topic of culture I think it looked different. When we looked at the United States Census Bureau and pointed out where on December Mike was in New Jersey it was different when you look at the demographics for counties in North Jersey which are very diverse as opposed to a county in the southern part of New Jersey which would be Salem. We understood that if we were to roll out a one-size-fits-all approach it would not be meaningful

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to all the counties. Hudson County has 41% of the farm born residing there. The southernmost County Salem, only 5%. When we look at the data and plotted it out it was very significant and helped us to hone in on our topic.

>> That is super helpful. I think as you go on in your project across the state, you have identified these priority areas as part of the pilot projects and it will inform the aspects of what you may do where there is less of that population density of what you are trying to look at. That is great. Thank you.

>> If I can also act quickly, when we did release our request for information we invited communities to choose topics specific to them that also informed us. We do not tell them what they had to choose. They didn't have to choose a specific type of culture, we said, whatever topic you want to assess and evaluate we are open to that end will assist you.

>> It is important to note that when we told them a community we did not define community for them. We gave them the ability to define what community meant for them. We looked at different metrics. It could have been a community that is deaf and hard of hearing. It could have been LB GTQ. We really left it up to them to come forward to say with a needed.

>> I was thinking about that from the perspective of organizing this type of work from a statewide level and having a starting point be driven by you at the division on women and how important that was to enlist the support interest in connection to the project and outcomes and to build that ownership and vision of what it is they were looking to understand and improve. It is great. I do not see any of the questions in the chat so let's segue and thank you for that great ascription on how you designed and implement to that project but let's hear about the communities you ended up selecting and working with.

>> Ausbury Park was the first pilot assessment we completed. When we first released the RFI we had to organizations from the same area apply. Both of them wanted to focus on the newly immigrated Latino population in the general facility of Ausbury Park. They were strong

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candidates and have a good working relationship so we asked them to partner as co-community leads. It ended up working well for us because they were able to bring different relationships to the table to form a diverse multidisciplinary team. We had representatives from culturally specific organizations serving the Latino population, a trust a community-based organization and child protective services. The topic was how Latinos are navigating domestic violence services in Asbury Park. The goal was to create a community response that is culturally relevant for that community. The project lasted a little over two years. We originally thought it would take nine it would take 9 to 12 months. The team was only meeting once a month and we thought the topic was sufficiently narrow but involved so many different systems even though the geographic location was small so many different systems were working with victims and survivors and providing services. There were a lot of practitioners to interview. Once we uncovered one rock we would find him more. It ended up taking longer than anticipated. The activities we conducted together as a team included seven different trainings and technical assistance sessions along with fixed planning meetings and 24 data collection activities. What you do not see here is the twice the ducks -- a month call ins with the team. It does not show a lot of the presentations and meetings with stakeholders along with the prep work that went into planning five focus groups. There's more planning and capacity building happening throughout the process and behind the scenes. That we did learn a lot. This project was extremely comprehensive. If we want to talk about everything we learned from Ausbury Park we would be here for another three hours and snowed in. We just wanted to touch upon some of the highlights. One of the most important takeaways was the work with the focus groups. Since Karen was present she will talk about that.

>> As you may already know the states and accountability assessments created by Praxis is rooted on the experiences of survivors. Once we understood that this was the next step we planned for focus groups. With the understanding that the initiative did not have any funding. We knew early on that we had to create that buy-in and support from the leadership . We have a meeting to unveil all the work that the team had conducted to ensure that they

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understood the importance of leveraging the collective resources. It was amazing to see the success of the partnerships and collaborations that had been built. During that specific meeting each leader articulated their support. After receiving a.m. person training from Praxis international and conducting listening sessions and developing questions we began the logistical planning which was inclusive of childcare, considerations for the venue, stipends, food, transportation and advocacy. Each focus group strengthened the planning of the subsequent session. However, this is what we learned. As it relates to the venue it is important because you need to create the environment where survivors will for comfortable and share. Having a trusted member from a program was important because the same person would also encourage them to talk. Similarly Winchester community partners were present they knew if they were relatives in the same room and recognize the potential tension. Early on we planned for this to occur and we had the opportunity to have another session in an adjacent room. Talk care is important to have but we learned it is important that it does not happen in the same room because it can be distracting. Having the support of an advocate that spoke Spanish was also crucial as survivors wanted to connect with this person afterwards. It is also important to note that one of the sessions occurred around a holiday. This was an incentive. They provided gifts for the children and the session have an amazing turnout. The parents were excited about the gifts and stipends they received. Each focus group had its own identity and held by different team members organization. However, each team member came together to ensure that the focus group overall was a success. We had a total of five listening sessions with 40 Latinas predominantly from Central America. Initially we struggled with engaging survivors but once we informed them that we wanted to create a program specifically for them they began to share. At each session a survivor would rally those present in tell them this is your moment to talk. Another survivor had been wanting to connect to a domestic violence agency but did not know how to and when she saw the flyer about the focus group she knew it was her opportunity. During these same sessions it was incredible to see how each session unfolded

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and how survivors expressed their desire to have similar opportunities to talk and share their experience. It was amazing to see.

>> Yes very powerful and the information we gathered informed our entire process. Made the basis for the solutions in the end. I talked about our time line in the previous slide. Another reason that our data collection took longer than anticipated is because the team elected to carry out each data collection activity as a team. Every team member was present during every work practice interview or big picture interview. Everyone had the same knowledge throughout the process. Every session was built upon the next and help each other recollect information and piece together various responses. During the data analysis it was helpful to have everyone contribute in full analyzing the data. However, it did prolong the overall project because the data collection was only happening once a month. That was something that was a very specific to Ausbury Park . But it was good. The debriefing and mapping that occurred also uncovered something extremely interesting. We have our mainstream organizations and government agencies on the left side. Whenever they would encounter a Spanish-speaking victim or survivor they would refer the individual to a community organization that had the linguistic community -- ability to communicate. These organizations would refer or partner with each other. This created two entirely separate responses. The smaller community organizations had the expertise with that population but did not have the resources. The traditional organization had the resources not the expertise working with the Latino population. Many solutions from this assessment focus on bridging the gap between two responses to ensure that we had one holistic coordinated response for the Latino population in Ausbury Park.

>> This is Karen. I'm going to give you a brief overview of the Middlesex County pilot site.

>> This site was recently assembled and received in person training by Praxis and had now began their data -- data collection activities. Their team heavily consist of attorneys which is very beneficial. The expertise of the attorneys in the court has been helpful during data

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collection activities because they understand the core system. Similarly, the goal of this team is to ensure a equitable access by increasing language assistance to Gujurati speaking victims and survivors of domestic violence. When we looked back at the intensive TA that we received from Praxis from Ausbury Park it equipped us with the ability to prove [ Indiscernible ] we have had some setbacks that have allowed us to work more deliberately with the lead organization. We have been able to foster and cultivate trust accountability in a partnership that has been invaluable. Over the last three years the lead organization has had turnover which led to changes in who was doing the staging and accountability work. We had to retrain the new staff. As mentioned we have been able to implement -- implicate the importance of communication trust in teamwork. This is not come with an assembled team so we had to strategize who would be on the team. We did this by collectively attending working group meetings and community meetings to identify potential candidates. Once we did this we developed a system so we introduced the work and have them involved as a team member resource, or interviewee. After our team was assembled we infused what we learned from Ausbury Park and since convening in November we have conduct did -- begun conducting our interview. Using data has been a powerful tool for us for this particular site. We analyzed the census data to learn about the population of Middlesex and their ballistic diversity. We learned early on that in New Jersey we have approximately 1.9 million individuals who are foreign-born and 32% from Asia. We honed in on Middlesex County and we learned they also have a South Asian population. When we looked at the top 10 languages's broken by the LEP in New Jersey we identified that Gujurati was on the list. Simultaneously we analyzed a report released by the courts of New Jersey and learned that Gujurati was not one of those top languages. That sparked our curiosity and wanted to learn a little more. We done deeper and did a three-year analysis of the language specific to Middlesex County. The gap was blaring right at us. Despite the population and large number of Gujurati speaking populations they were not represented. At the same time the lead organization received a phone call from the civil rights division in Washington DC informing them that they had reached the threshold in



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the population to ensure that during voting time the voting documents should be translating in their language because the population was over 100,000. This was pivotal in helping us to identify the language that we should be focusing on. When we started doing our data collection activities we learned that there is a language card that became be utilized to pinpoint the language a person speaks. This is helpful to court staff in linking individuals to an interpreter. Interestingly enough we learned that Gujarati was not on the chart . The court use the data from translations to prepare but if there -- the particular language is not on the card there is a gap. There different ways a person can become an interpreter in New Jersey. We are still learning about these processes. The courts in New Jersey rely on agencies for interpretations of less common languages because of lack of text with those specific languages. In New Jersey the courts also seek input on constituents through surveys. However the surveys are only available in English and Spanish. While we have only just begun data collection activities in Middlesex we are sure that we will be learning so much more information and we look forward to sharing that with all of you at a later time.

>> I do to. I take this fascinating. When you have a specific focus and you try to uncover information how quickly you can learn about gaps. You don't have to do a full safety and accountability audit or assessment to discover the potential gaps. How crucial it is for people to identify the language to speak in. It is interesting and I can't wait to hear more about future projects in New Jersey. In the interest of time because we want you out of there let's transition to lessons learned.

>> We learned a lot. Although it was not intentional it was good that we completed our Ausbury Park site before Middlesex so we could incorporate those lessons learned. These are the ones we feel have been the most helpful. Having strategic assessment team members is huge. It helps you gain access to the knowledge and data needed to create the coordinated community response. We had a mix of front-line workers and directors which was helpful because the front-line worker could discuss the direct experience with survivors and directors

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were able to streamline the process and give us access to documents and individuals quicker. We originally thought we had a narrow focus for Ausbury Park due to multiple systems it was way too broad. We know that we need to make our topics more manageable. They have to be very narrow and a realistic project. It should be timely. With Middlesex we were going back and forth whether we should focus on one language or three languages. We mapped out all the data collection activities that would go into assessing three different languages and the different focus groups we would need an interpreter's we would have to interview. It brought us to a project that would also be two years long. So we realized that we cannot have another project so we had to keep it narrow. That has been helpful. Also with our team and individual data collection we will be employing a hybrid system where the team can be present for the pitcher interviews but similar to the Praxis framework we will have team members in pairs of two or three conducting the data collection. Again, we learned that the continuous buy-in is huge. So much of this process relies on the assistance of other agencies for data and for petitioners to interview to implement the solution. We have to make sure everyone is sold and ready to assist. That is how we will make a change. That is the goal of this project. It is very important to have that buy-in. However, we did come across some challenges. Some of these were discussed. But looking at this has helped us create a better program moving forward. Working with government agencies mean that there is a lot of bureaucracy as a relates to approval and hierarchy. One thing we did learn was having the right people at the table is crucial. Also, it has been a challenge in the past for us. We are also seeing with pilot sites that laws and policies are playing a huge role. So if laws prevent public assistance or employment to undocumented individuals than it affects solutions and the availability of programs that can provide assistance to the communities.

>> Fear also played a huge role. We started seeing victims and survivors would not leave their home. Because of the political climate there was so much fear that they were not going to leave to obtain services. We often heard that they did not send their kids to school because they were fearful. They were not obtaining restraining orders. This was a huge

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problem because we could not assess needs and create programs to help. Those are the overall pilot challenges we have been working with for the past few years. It hasn't been all challenges. There have been some bright spots.

>> As we say it is always good to understand what isn't working well but we cannot underscore the importance of highlighting what is working well or what we call the bright spots. We learned that innovation can come by thinking out of the box. There is a sewing class being offered in Asbury Park to Latinas. We also have an attorney that meets with his perspective clients at the local food bank or churches. There is a community program coordinator who only speaks English. However all the parents in her classes are Spanish-speaking so she needs an interpreter to understand what is happening. Now she is learning Spanish. We had a team member who was a long-standing resident of Ausbury Park. They were provided with an opportunity to have a voice and concerns of those coming to the front door of the organization. We were able to see how survivors felt empowered [ Indiscernible ] and support throughout their journey. They accounted how bilingual assistance made a difference to them. This is been the most amazing part of our journey. We saw this process unfolding before our eyes. Ulana assure more about the promising practices we have learned.

>> We have definitely learned a lot. It has been an incredible experience. We learned that as overall coordinator's we need to provide clear guidance and direction for our team. We would begin every meeting discussing audit etiquette so team members new this was systems focused not on the practitioner. Everyone in the room would work with survivors either indirectly or directly. We wanted to be sure that we understood that this was a process or a institutional analysis process. Not an analysis of you. We made sure to hone in on that. We created communication protocols so that team members would know exactly when we would be meeting, when the communication would occur and how would occur. We would be setting expectations from the beginning. We utilize the lead applicants. They would assist us with co-facilitating. We wanted to make sure those were some of the skills they were able to obtain.

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That was helpful for us and helpful for them because we knew they would continue to lead the assessment after the pilot was complete. We utilized all team members and unique expertise to community champions in the room. That was huge for us. It helped us to utilize everyone to move the process forward we would also celebrate small wins and be thankful and appreciate time and effort team members were putting into the project. Again, this is volunteer base. With both of our policies we've had minimal absenteeism. Every team member would show up every single month for years. It speak to the dedication that the members had to the team. Again, we wanted to ensure that this process was for the community. We made sure that we were cultivating continuous two-way feedback at all times. A clear line of communication with the code lead, team members, leadership and external stakeholders. This was very important for us moving forward. The next steps were to continue to carry out implementation plans. To begin and -- implementing solutions we learned. Explore options for the next phase of the assessment work. As we complete the pilot we will be tracking and adjusting. So we are excited to hear everyone's feedback and open to hearing more. If you have any fill free to contact us and reach out.

>> I want to congratulate the two of you. With no funding and starting this from scratch in your state that you have been able to get this far. I want to congratulate the two of you for navigating this careful balance you have of this mandate for the state on the division of women to carry out safety and accountability office -- audits throughout the state. That careful partnership you've been able to ensure has been happening for Ausbury Park , Middlesex and the same will be true for future communities you work with. So I want to congratulate you on that hard work. You have all done really amazing work. I hope that we can share outcomes in Middlesex and have the opportunity to hear from local team members about how the experience went for you. I want to invite the two of you to hang up. I'm going to do closing remarks for listeners who are interested in doing this work in their community. And putting them to resources that Praxis offers. I wanted you to hang up and go see do not get snowed in.

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Thank you for your time today. I know our listeners are grateful for sharing your project with us.

>> Thank you, everyone.

>> We will be in touch soon. Go home and be safe. We will talk soon. Take care.

>> For the rest of you hanging on I will not belabor these points. I want to make sure that you are aware that praxis -- Praxis has a lot of resources available on our website for free to sissy - seek support and funding on carrying out these types of accomplishments. -- Focus group efforts. OVW solicitations will be out soon. This is monitoring evaluation improvement work for coordinating community responses or sexual assault response teams for elder abuse response teams. I encourage you to think creatively on how to access that funding for the office on violence against women to engage in this type of work.

>> The PowerPoint is available. It is on the web platform. I will see if my colleagues are still on and can give you direction on how to get to the PowerPoint in the web platform. There will be follow-up resources after this webinar so we will send it out.

>> We will definitely send it out.

>> I just wanted to highlight a couple of upcoming training events. To learn more about practice assessments and institutional analysis and in a couple of weeks we will highlight our practices as a guide for analyzing Child protective services response to the cooccurrence of child abuse and domestic violence. We will focus on conducting take case file review text review policies and forms. That is Tuesday, December 4. We are offering our biannual immersion learning experience with the community assessment Institute on April 30 through May 3 of this coming year here in St. Paul. Registration information will be released in early 2019. If you have not had the opportunity to come it is really a great hands-on experience with the safety and accountability audit methodology. Karen and Ulana came as soon as they were

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hired to carry out projects in New Jersey. They really had the on the ground mock assessment experience in St. Paul. I encourage those who are curious or want to learn more or are thinking about writing a grant please come to this Institute because it is an excellent opportunity to learn about this process. That is all I have to say about assessments today and institutional analysis. We are going to end. Thank you all for your time and attention. We are here to support you and have lots of resources on our website. We can talk individually about how this work might benefit your community. Thank you and have a lovely rest of your day. Those on the East Coast please stay warm and safe. We will talk to you again soon. Have a good day.

>> [ Event Concluded ]