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## **Roles, Tasks, Responsibilities for Coordinators in a Coordinated Community Response (e-learning)**

Rose Thelen, Praxis CCR Technical Assistance Partner

February 27, 2019

>> Hello everybody. Welcome to today's roles rural building block webinar. These webinars are based on the core components of effective institutional and individual advocacy's that improve outcomes for victims and accountability for victims and I am Liz Carlson. I am the special coordinator at praxis and I will be the moderator. Today's topic is entitled roles, tasks, responsibilities for coordinator's and a coordinated community response. One copy of the resource will be provided to each participating rural program. If the resources have not been sent to your program you should receive it in the mail in about two weeks. Keep an eye out for it.

>> I am joined today on the line by our speaker today, Rose Thelen. The praxis technical assistance provider providing training and technical assistance to rural grantees and advocacy learning center dispense on CCR's, child protection reform and other advocacy efforts. With praxis rose recently made the call for online resource for advocates in CCR which she will reference during today's session. Additionally, in addition to providing rural technical assistance, she provides 20 VW grantees she coordinates child protection assessment for praxis institutional analysis project using the new assessment tool. Rose has many talents and much

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expertise. We are fortunate to have her share them with us. Welcome to you today. How are you?

>>I am pretty good. Let's hope my expertise is in the area of presenting on webinars. We will see.

>> Welcome. Glad that you are here. It is always good to be with you. Rose will get you started in a minute. Before she digs into today's topic, I just want to touch upon a few logistics for how this webinar operates to pave the way to your participation. I would like to call to your attention the captions that are rolling at the bottom of your screen. You may occasionally notice that there are errors, that happens. Paid no mind to that. Also, I would like to call to your attention the Q&A column that you see in the middle column of your screen. That is your opportunity to communicate with Rose and I while the phone lines and the audio lines are muted for today's session, you are able to connect with us and chat in your questions or comments to us at any point in that Q&A box. Your comments will be routed to us and I will call roses attention to your question and she will respond with in the audio component of today's webinar.

>> You also have the ability to adjust the settings of the boxes, the webinar boxes that you see on your screen. Whatever your preferences are, be sure to make those accommodations necessary to your preferred choices with in each of the display boxes.

>>I would also like to let you know if you're connected I Internet voice over IP, Internet audio of your computer and you notice that the sound call quality is inconsistent or unsteady it is a option for you to participate in addition to your computer connection, you can also dial in by telephone and that should improve

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the sound issues that you are experiencing. If you do dial in by telephone be sure to turn your speakers off.

>>> Finally, if you have any other issues relative to technology with this webinar component of today's presentation, just use the help button on your screen. Either myself or our webinar host TA2TA can help you navigate those issues. With that, Rose, I turn the presentation over to you.

>> Thank you, Liz. Hello everybody. I will be talking today about roles, tasks, and responsibilities for coordinators in a CCR, as you know from the publicity and what you are seeing on the screen.

>> This will give us an opportunity to talk about what it is you are supposed to be doing. Often I will talk to coordinators or people who say they are coordinating a CCR and what they identify is they get people to come to this monthly meeting, they facilitate the meeting, they spend a lot of time trying to figure out what the presentation should be, how to keep people coming and they get very involved in managing this method whereby people are supposed to come together and take a look at some of the problems in the community or the community response and do something to ameliorate them. They can get bogged down in that. We are going to talk today a bit about how to ground your systems efforts in the experiences for survivors.

>>They will be the experts in your community on if things are working or if they are not. How do you cap their expertise, how do you make them the focus and the undergirding of what you are doing.

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>>We are also going to talk about how to observe practitioners in practice in order to understand how they do their work, what organizes them to do their work. How to interview them how to do their work and how to become more skillful and knowledgeable about what everyone's job in the system is and what it could be if the system was functioning effectively. We are also going to talk about collecting information that will assist you in institutional analysis so that you can figure out how this problem arises and also how to think about how would we solve this particular problem. As Liz mentioned you all received a learning course, you are about to, it is a great tool for taking a look at and thinking about what a coordinator should be doing in a coordinator community response. I will be referring to that during the webinar, somewhat, but I will be adding my own little spin on it, some of the things that I have learned over 45 years, it can't be 45 years, since 1983 when I started a coordinated community response effort in Minnesota since 1983 when I started a coordinated community response effort in Minnesota which was the second one in Minnesota which was the first in Minnesota which was the first in the country. Over the years I have worked in various communities and different settings to implement I have worked in various communities and different settings to implement and address some of the issues that exist in the community that reduce problematic issues that exist in the community that reduce problematic outcomes for victims and fail to protect them and failed to hold the to protect them and failed to hold the offender accountable. Let's get into this without any further ado this without any further ado. As Liz said, be sure to chat questions in that you may have. This is going to chat questions in that you may have. This is going to be a quick run through as these webinars always are through as these webinars always are. You will be able to avail yourself of the many resources on the praxis website that will help you

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avail yourself of the many resources on the praxis website that will help you think about and organize what you do.

>>You are also able to do.

>>You are also able to call praxis and I can help you to identify what might work for you. I help you to identify what might work for you. I can help you to understand some of the things that I have seen today.

>>some of the things that I have seen today.

>> I am going to start with the definition. This is pretty much a standard. the definition. This is pretty much a standard. It is this whole inter-agency effort idea whereby you idea whereby you enhance advocates, law enforcement and the courts. I am talking about the criminal and the courts. I am talking about the criminal and civil justice response to protect victims, hold offenders accountable and create victims, hold offenders accountable and create a climate of deterrence in the community. We in the community. We don't want to just identify more and more Vic hymns to come to battered women's programs and more Vic hymns to come to battered women's programs to avail themselves of the services. We want the community to work services. We want the community to work with in their system to in fact provide a deterrent not in fact provide a deterrent not only to that individual offender, but to anybody to anybody in the community who might be thinking about using violence against their intimate partners in order to thinking about using violence against their intimate partners in order to get them to stop or start doing something start doing something. There is variation on this particular definition. I like the one that talks about in her particular definition. I like the one that talks about in her agency effort to build best practices and

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infrastructure case management and infrastructure case management in order to effectuate the same sorts of things same sorts of things protecting victims and holding offenders accountable and etc. One of the starting points is accountable and etc. One of the starting points is we know anytime there is an intervention in domestic violence, her risk may go up. an intervention in domestic violence, her risk may go up. The intention of everybody is to protect and serve, to protect and serve, that might be the mission of many of the of many of the criminal justice and civil justice agencies with in your response system. In fact it does not agencies with in your response system. In fact it does not always happen. How do we do something to organize do something to organize this system which we have all inherited to better inherited to better be able to respond to the complexities of domestic violence?

>> I would like the complexities of domestic violence?

>> I would like to say at the same time, even though it was originally designed for domestic violence, it even though it was originally designed for domestic violence, it is also good methodology for thinking about institutional responses to sexual assault, for thinking about institutional responses to sexual assault, where might the gaps be. How can we close those gaps. How can we close those gaps. How can we get everyone in the community working on the same sheet the community working on the same sheet music to do what they can to hold the offender accountable and protect the victims. to hold the offender accountable and protect the victims. Let me provide a footnote here, here, sometimes people think that you're going to identify more offenders to identify more offenders and your efforts are going to contribute to the problem of mass incarceration contribute to the problem of mass incarceration. If you have a well functioning

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coordinator community response you're going to be eliminating the bias that resides in that system. This is not about identifying more perpetrators and throwing the book at them and them and locking them up and throwing away the key. This is about a fair system that treats people fairly that eliminates the bias that pervades the system not only against people of color but also implicit bias against battered women. That is something I have seen again and again something I have seen again and against the communities I work.

>> Here is a way to think about the coordinator community response business. First of

>> Here is a way to think about the coordinator community response business. First of all what praxis recommends, this is more or less the standard idea about coordinated community responses is that the best agency responses is that the best agency to in fact be coordinating the effort is the advocacy program the effort is the advocacy program. You can see that in the center as the coordinating agency the center as the coordinating agency. The advocacy program works with the various agencies that you see the various agencies that you see around the central circle. When you look at this you will see that we primarily you look at this you will see that we primarily have gone on the outside of the circle, we of the circle, we have agencies that are directly involved with legal response. We do not see the administrative Association or social services or child protection here. One of the principles, I think, the leaner you are about having people in your inter-agency effort that are directly involved with the policies, practices and protocols with in their system that might be creating problems, the better you will be to you will be to move from problem to solution.

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>> In this circle again you will see the advocacy program is in the center. Let me reinforce this because the advocacy program will have the most direct and ongoing access to the victim who most direct and ongoing access to the Victim who is the smartest person in the community about whether something is working.

>> The community may think she is not very smart effect we have to get this woman over to the battered women program so they can talk some sense into her. Our goal is not they can talk some sense into her. Our goal is not to pressure her or design a system that punishes her or coerces her, our goal is to change us based on what we know is the impact of what our collective responses are doing to her. Make sure you have an ongoing connection with your advocacy program so you continually get information from them and the victims themselves about what is going on in their lives. How is this particular practice affecting them. What might be the implications of forcing a separation through an automatic criminal no contact, we talked to so many victims who that might be to so many victims who that might be the last thing that will tell her she cannot have contact with the perpetrator and yet the system tell her she cannot have contact with the perpetrator and yet the system seems to adopt that as a standard response almost nation wide. That is an example of a practice that is not something that the victim of domestic violence thought would be a good idea for everybody. If the victim of domestic violence thought it was a good idea in her case, yes, go for it. On the other hand, I work in a community where there is a lot a lot of farming. I would hear from women all the time who were crying because the cows were going to die if he did not come home, how was she going to manage home, the farm? All kinds of ways that she is dependent upon the offender or the batterer

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and sometimes the devil you know is better than the devil you don't know. Just as an example.

>>What this is about doing, if you have a CCR and it is a inter-agency cast but there is nobody who is identified as a coordinator, that is something you might want to do. Maybe you can work within the community or your interagency task force to identify your interagency task force to identify somebody who will serve that role. It is difficult to get stuff done if you come together on a monthly basis and discuss the problems that might exist or maybe you are networking. It is difficult to move from admiring the problem to solving it if there is not anybody doing the work in between the meetings. Let's talk a little bit about little bit about effective CCR's.

>>What we see as an effective CCR is a CCR that has resulted in some actual written protocol changes. I am using that term generally. It could be written policy, law, maybe the forms have and change. Something has been changed that directs a petitioner to do a particular act to do a particular act when they are intervening. I will say more about that later.

>> Effective CCR central role for Victims and advocates. Let's say some people call them a CCR team or a task force, mostly victims and advocates are not consulted about what is going on or maybe they have learned to be silent in these meetings. It may not be advisable for them to speak out about problems that they see in the context of a bigger meeting. The CCR coordinator will have a way to be able to work with the Victim and the advocates to identify what do you all know about what might be the gaps in our community. The main thing that the e-learning tool takes thing that the e-learning tool takes up is the problem of victims who are arrested for domestic assault. You can talk to any advocates in the country and

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they will say we are seeing a lot of victims get arrested. In fact they are being court ordered to put them into a batterers group put into a batterers group. We know from talking to them that they are the ongoing victims of domestic violence and arresting them does not end the violence. In fact the batterer is using their arrest to further establish power and control. I will talk about this some more. I don't advise that at a big meeting you say one of the problems at the community that everybody leaves them out. First of all you want to do your work in a to do your work in a way that provides an opportunity to save face. You want to have more information about the problem. You don't want to upset the power balance that is going on. Regardless, we will talk about how you can build the center role as we go on.

>>Effective CCR is also tracking and monitoring. Looking at the record, identifying the arrest rate, how many arrest, how many calls, how many charges, how many convictions. When you look at conviction is there disparity of impact? What happens if there is a real offense? All of those things. You want to be identifying what are the gaps as we go from the initial call through the adjudication of the case. There are a lot of steps in the criminal justice system process steps in the criminal justice system process to track and monitor them and that will give you valuable information about where they might be.

>>Interagency process for problem-solving we will talk about that in a bit. It is probably not going to be at a large meeting. It might be at smaller meetings with and ad hoc committee meeting or maybe you will be working it out with the individual agency that or maybe you will be working it out with the individual agency that might be creating the problem. We will talk about that as we go.

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>>Everyone is going to be looking at what is the risk and what we are doing? What is the risk to the victim when we compel her to testify in open court in order to convict the batterer. Is that safe? Is there another way of doing it? What do we know when we go to the scene of a domestic and we see for example the ongoing batterer has an injury but it looks like it might have been the result of the woman fighting back or using legal types of violence in order protect herself.

>> There are methods of integrating risk assessments and everybody's function from the dispatch through probation and into the batterer program. This is through probation and into the batterer program. This is something that we see is going to produce effective responses in the community.

>>The other piece, shared philosophy, what do you believe? As a CCR itself, as a team or even as an individual agency? For the team or the CCR, the idea is that you are there not to just network and get to know each other and start to serve on each other's boards but rather be involved in a process for examining and integrating better practices into the way that your individual agency response and your collective response efforts.

>> This is a piece that is important up front. piece that is important upfronts. We are not here just to meet and network and understand what everybody does, we are here to actually take a look at what we can do and how we can do it better. That is a real important piece. The other thing is, we want to reduce the unintended consequence and the disparate impact. I said something about that before, it is a real important piece to keep in mind and also the unintended consequence piece, I cannot tell you, the disappointment I feel when I go into a community and they think the problem is the victims who do not have the self-esteem or the wherewithal wherewithal to cooperate with prosecution when in

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fact her refusal and unwillingness to cooperate is probably about her being smart and what the system needs to do is to be able to reduce the necessity to have the victim confront their accuser in open court.

>>Those are some of the things that we look for when we talk about effective CCR's.

>>Here is a graphic that you will see in just about every product or method that or method that praxis has. It is a methodology where we research where the gaps might be and we figure out how we might change how an agency or a practitioner thinks and acts on a case.

>>These eight little puzzle pieces around these three individuals in the middle, those are the methods that generally will organize what somebody does in their job. Nobody comes to work and makes up their own job, generally they will be guided by a number of things. We always recommend that you start with this stuff that is across the top, what is in writing, what are the practices that organize how a particular agency is going to implement the regulations, the laws, rules, the policies. There is pretty good coverage of this whole concept within the e-learning tool that talk about the experience and ways of thinking about what organizes people in a community.

>> I am going to pause for a second to see if there is anybody who has asked a question or encourage people to please do so. While I pause, let me just mention, at the bottom right you will see this training piece. You hear this over and over again, they need training, the officers are not doing what they should, they need training. What we believe is they need something to change within their agencies that would require them to do things that might enable

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prosecutors to go forward without overreliance on the victim to testify. We generally talk about changing the form, change the practice, change the system. Change is what organizes the person, it is not about the individual as what is in the institution that makes them do what they do.

>> Any questions or comments that you see, Liz?

>>For me it has completely shifted how I think about the problem. I used to take it personally, let's say if a child protection worker was not doing the right thing as far as I was concerned, or a cop was not, I would hold them personally responsible. In reality what this methodology does is it says don't look at it as the individual is the problem, it is the way the system organizes that individual that will make the difference.

>>This is a reminder, I mentioned this already but a monthly meeting is one part of the CCR. In some communities I recommend that there is no need for a monthly meeting or interagency task force meeting or a CCR meeting. What that meeting is supposed to do is help people at the table to coordinate community response. The meeting itself is not a coordinated community response, it is the means to the end. The end is a reform practice with in your system.

>> The e-learning tool is designed around the CCR team and is comprised of agency representatives within the civil and criminal justice system. Sometimes you will find that maybe he wrote a grant and everyone in the community says they will be on the task force then you get the grant and now it is like okay what are you doing, nobody wants to talk about what the other person is doing that is problematic. Sometimes it can be a disaster. There is a classic example that I used, there was a team in Minnesota that had been meeting for five years and if

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you asked them they would say they have a great CCR, they get together on a monthly basis and they have really good commitment. When I asked, what have you produced in these five years have you produced in these five years? Have you developed anything, changed anything? We are working on a better brochure for women's bathroom. That would not be the goal. I thought what are the gaps, what is the arrest rate, what is the prosecution rate and they did not know. They weren't identifying gaps, they weren't consulting with advocates to see what the issues might be. Just bear in mind that, again, it is about starting within and moving towards implementing some solutions in your community.

>> Here is the meeting structure that might be a possibility. Again, I coordinated a CCR in central Minnesota for 10 years and I never brought together a big agency. I take that back, I brought them together in the beginning and then I discussed with them at that point whether they would be interested them at that point in the work that I was about to do which was to work with the individual agencies, to identify what might be gaps and how they might make changes. Then I was going to bring together various ad hoc committees dependent upon whether the problem was to be solved with a bigger group or not solved with a bigger group or not . Mostly I spent my whole career as a coordinator trying not to have too many people at the table at once.

>> I would bring them together for an update at the end of the year. This is how good we are doing, good efforts, kudos to the chief for what he has done. We have increased the women that we are working with they are saying that they are feeling safer , etc. Just to make myself abundantly clear, sometimes this bigger configuration of a lot of people at the table is very difficult when you are trying to solve problems.

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>>Again you might want to look at how you can reduce the number of victims of domestic violence. Before I meet with anybody I might be doing some other things. I would probably get directly with the individual agency where the offices individual agency where the offices are in fact arresting victims. Maybe I would work with them to identify a tool that might assist a cop at the scene to do a cop at the scene to do an assessment or progress or investigation. I might have that individual meeting. And I might have an ad hoc committee to bring in the prosecutor with that law have an ad hoc committee to bring in the prosecutor with that law enforcement officer to see what they could do differently or how they could they could do differently or how they could take a look at some of the stuff that has been done to reduce this problem in other communities.

>> I might have a bimonthly meeting with probation and advocates bimonthly meeting with probation and advocates to find out what is happening at the end after the case is going through the courts.at the end after the case is going through the courts. Are we saying that the batterers are in fact reducing the use of batterers are in fact reducing the use of violence, what are the advocates hearing, what happens if there is advocates hearing, what happens if there is an event, is it being taken care of.

>>If you are in a highly functional, effective, large group meeting process that is working for you, go for it. Let me know because I would like to point out a couple of these two say it is would like to point out a couple of these two say it is working here. The blueprint also works with a bigger group of people. Although those are generally going to works with a bigger group of people. Although those are generally going to be people who are directly involved in the delivery or case management with in involved in the delivery or case management with in the

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civil or criminal justice system. There you have it. We will go on, I think I made that pretty clear.

>> The interagency group again, the bigger group, I might go to them and say this is what I'm going to do I will look at some of and say this is what I'm going to do I will look at some of the problems and come to the individual agency to discuss these. I will bring forward some individual agency to discuss these. I will bring forward some of the things that I have learned in my consultation with the national resource Center or the coalition or learned in my consultation with the national resource Center or the coalition or others facing this problem. I might bring these to the table. I will provide periodic updates, if possible. I would like you to assist me when needed to help me when needed to help me get cooperation to get some changes in place. I would like you to be involved with community engagement sorts of activities. That is the bigger of activities. That is the bigger role for the interagency group that I see.

>>I talked to somebody the other day and they were saying, I am going to go other day and they were saying, I am going to go to the CCR T next month and tell them there is a lot of women being arrested in the next month and tell them there is a lot of women being arrested in the community and it is a big problem. I said first of all problem. I said first of all I recommend you go to the individual chief of police who is identified as running the agency where it individual chief of police who is identified as running the agency where it is happening, just discussed the issue and provide an issue and provide an opportunity for that decision-maker, that policymaker and that institution to examine the problem policymaker and that institution to examine the problem and take a look at the potential solutions. Give them a chance to solve it for potential solutions. Give

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them a chance to solve it for you move forward. Nobody wants to have it announced to the community that they are doing a bad job before they that they are doing a bad job before they hear it themselves. I said, if somebody had issues with advocates, you probably would not want to hear about it at a bigger inner to hear about it at a bigger inner agency meeting. You would probably want to hear about it individually.

>> This is the three parts that I see as most important in CCR and that is of course what are the gaps? What are they, how do they arise, what causes the gaps. I would they arise, what causes the gaps. I would look towards what is inviting that organizes the practitioner that organizes the practitioner of that particular juncture to take action. What might be a solution, has something been done out of there, the good has something been done out of there, the good news for criminal justice response in particular is there has been in particular is there has been a lot of solutions developed to address very typical problems that we address very typical problems that we see across the country relative to the law enforcement and criminal justice system response. to the law enforcement and criminal justice system response. You will be able to possibly cut to the chase and bring forward solutions , let's say an individual agent the and take a look the and take a look at them together and maybe see how to adapt and implement those particular solutions.

>>I am always going to look what is currently in writing that organizes what they do. Sometimes what is currently in writing will be greatly insufficient to really help the practitioner on scene or when they are practitioner on scene or when they are involved with the case to really be able to do what would make a difference in terms of protecting the victim and holding the offender accountable.

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>> Been part of what I will be doing as part of the coordinator is to monitor, we put this particular practice into place, first of all is it being used, for example up in Duluth they were doing some report writing guidelines that would direct law enforcement to collect particular sorts of evidence and put it into a report that they wrote. They had a really nice report writing tool but then in monitoring their activity going forward, they realized in looking at a number of reports that in fact, the tool was not being used because the reports do not have in them what the report writing checklist said should be in the reports. It became the job of the coordinator to bring together people from the command and law enforcement agency and advocates to look at the various reports together. In this particular instance what they decided to do is add not only where they were going to be doing report writing guidelines, they were also developed a checklist for the supervisor with in the agency to be able to supervise and check those reports were as complete as required by the department if they were using the report writing guidelines. if they were using the report writing guidelines.

>> That is an example where you want to monitor. I remember I would develop policies and then they were not use. In Minnesota they change the law and the law was not use. The more places that you can put it into writing, you are going to need something for the officer at the scene to be able to

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know how does this law or this policy or department, affect what I'm doing at the scene, the questions I'm asking, the evidence I am gathering.

>> This is a piece that is often missed. a piece that is often missed. If you're getting together on a monthly basis or a quarterly basis and you are not identifying gaps creating solutions and evaluating them, it might be time to gaps creating solutions and evaluating them, it might be time to think about how do we do this differently.

>> In conjunction with the role here's what you do as a coordinator. Identify the gaps. Identify what might be a coordinator. Identify the gaps. Identify what might be a best practice. Convene or facilitate the meetings that are held, the individual meetings that are held, the individual meeting with the individual decision maker in the institution where the problem is arising or whether the in the institution where the problem is arising or whether the ad hoc committee coming together to look at where there might be some inter-agency protocols that could make to look at where there might be some inter-agency protocols that could make a difference. You are going to be part of coordinating this policy protocol be part of coordinating this policy protocol and procedural changes. These changes are going to be in are going to be in writing. It is not going to be law enforcement or the hospital. The hospital will be calling us when there is a sexual assault case that comes into the emergency room. Well, how do we make sure that is standard practice? We put it in writing so that everybody who is doing that job understands here is a checklist of what we do when a case comes to our department. One of the things that we do is we contact the sexual assault program at this number.

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>> Track, monitor, evaluate change you are familiar with that. Document and address deviation of policy, and promote community support. Not a simple job and I hope they pay you lots and lots of money, generally that is not the case, it is a very rewarding job. You will make a change.

I am taking a pause to see where I am with my time. Pretty good.

>>Public data. Gathering information from law enforcement about the number of calls that they get that are domestic violence about the number of calls that they get that are domestic violence related. Gathering information from them about how many of those resulted in arrest and about how many of those resulted in arrest and how many there was no arrests. Identifying how many cases were arrests. Identifying how many cases were charged out. How many were prosecuted, how were prosecuted, how many were dismissed. Of those that were prosecuted, how long did it take? How many hearings? Was the victim compelled to testify? Was the victim contacted? Of those where there was a prosecution or a conviction? What was the outcome? Was there a difference in the sentencing that occurred based on different sorts of factors? Did individuals from certain groups get the book thrown at them or the others got their case groups get the book thrown at them or the others got their case dismissed? What do you know from the data? For me, this is a science. This is what brings forward the need to take a look at this sort of thing. I did a project up in northern Minnesota at one time and I was working with the Sheriff who was really cooperative and thought his people were doing the right thing, the first time I brought into him the data I had gathered from the public record and from his own statistics and showed they were very few arrests in the community and a large number of the arrest were women who I also found out from the advocacy program that 90 percent of the

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women who were arrested were victims. He was all over wanting to do something about it. If you cannot show there is a problem, don't bother.

>>What do you know from the public data? What do you know from speaking to the data? What do you know from speaking to the women and survivors themselves. And what you do in terms of how you talk and get information to the women survivors, we will bring that up in a bit. Another way to identify what might be gaps is interview practitioners. What do they see? I have been working with a program a program who had an interagency task group for a number of years and it was not going anywhere. They went to the interagency task group and said we are going to go on hiatus for the task group and said we are going to go on hiatus for the speaker meeting and we are going to go around and check in on how things are going to go around and check in on how things are going. We will be doing individual meetings at the various agencies who are involved in the criminal justice response for domestic violence the criminal justice response for domestic violence ago they were telling me it was amazing the amount of information they were getting from when they held their individual meetings with law enforcement, prosecution and probation. They had all this information about the problems the system saw and what each agency wanted from the others that they were not getting. It was not coming out in the bigger configuration.

>> That was a real instruct of peace for them because it provided them with the opportunity to go okay. One thing that they were hearing is the officers wanted to see more prosecution and they did not like the idea that the guy could bail out almost before he got to the jail. They did not like the fact that they were going

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back again and again and nothing happened. There is all kinds of thing the experts in those agencies would tell you.

>> I always recommend as a coordinator you are asked to interview somebody who is really good at their job just to find out what the job is. Interview somebody who does their job well, interview somebody who is on patrol and asked them about their work, how they patrol and asked them about their work, how they make decisions about the questions they ask, what do they do with that information, what do they ask, what do they do with that information, what do they think are the issues, what would they like to see different. Do ride along's or sit beside dispatch and observe what is going on observe what is going on at every step in the case.

>> When we were involved in Duluth I was involved in some other early efforts to audit, now they call it institutional analysis. They still have tools for doing this. One of the tasks was to observe probation. to observe probation. We are observing probation doing a presentence hearing a presentencing hearing, sorry, the probation agent who we knew was a great guy was saying things like was a great guy was saying things like Joe blow has been in the community for 15, 25 years, he works at Hormel, he coaches Little League, he has been married X number of year. When he got done the probation agent came out of the room and we said that sounded like it was a job interview, what about the violence? We know you as a good probation agent but you did not say anything about the violence and but you did not say anything about the violence and the impact of the violence, none of that none of that, how come. The probation agent said I just tell them what is on my form. What said I just tell them what is on my form. What we found out is the form was a generic form created was a generic form

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created or probation. I think we were doing this in the 80s. The form had been created in 1970 or something. They were using a generic form that did not identify anything. The more like a citizenship reports. The job of praxis or domestic abuse intervention was abuse intervention was to figure out how to create a new form for probation that better gets that gets at what is the risk this guy poses, not whether this guy is going to show up for court because he is stable in the community. One thing that we identified about the form is the class built about the form is the class built right into the form. Just because someone has a good job does not mean they will not be an abuser or are not a risk to the victim.

>>Taking a look at the policies that are in place. What currently is in place that guides behavior of what every agency does. I recommend that agency does. I recommend that you start at the front end. At the front end you're going to have the first At the front end you're going to have the first responders and depending upon what they do, the number of people as a goes down the system will be reduced. Start at a goes down the system will be reduced. Start at the beginning. Start with law enforcement, prosecution, what does dispatch have in place, how are they involved, how are they involved, how could they be involved in building a case?

>>Policy review . Identify gaps in issues, state, tribal, national resources. If we have issues, state, tribal, national resources. If we have a problem in our community, what has been done in other places, what has been tried. There are so what has been done in other places, what has been tried. There are so many resources to assist in this regard and praxis is one of them.

>> Learning from survivors. This is something that I always recommend and that surprisingly to me, who has been around for 100 or so years, this is not standard

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anymore. When I was first starting out in the late 70s and the battered women's shelter, it the battered women's shelter, it was common practice for us to find out from the victims themselves how they were treated when they went to the various agencies. It became our job to see what we could do to get those agencies to act differently for that individual survivor. At the same time which gave birth same time which gave birth to this whole idea of the CCR was to change how the CCR was to change how the standard practices of everybody in those institutions so we did not have to do this individual advocacy with every person that we met. to do this individual advocacy with every person that we met. If you don't do this as a as a routine, a lot of places – right now, it is the communication that occurs and it occurs and it is generally the advocate telling the victim what she needs to know in order to get resources, etc. . To shift that and to add into that as part of your advocacy program routine is to find out from add into that as part of your advocacy program routine is to find out from the victim where have you sought help? How was that for you? Would sought help? How was that for you? Would you recommend somebody else do that? What ever it might be. What ever it might be. You can do that through routine inquiry. A lot of times this comes up in the course routine inquiry. A lot of times this comes up in the course of conversation and of course we are all organized as we are all organized as advocates to say that should not happen and provide solace and compassion. To change that up and asked them to provide you or work with you and asked them to provide you or work with you to identify specifically what happened.

>> In the online resource that Liz mentioned and she identified it as making mentioned and she identified it as making the call and that it was a procedure, a tool for was a procedure, a tool for advocates in CCR, it is really a tool for

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advocates doing advocacy really a tool for advocates doing advocacy initiated response which is the fifth bullet here so I will jump the fifth bullet here so I will jump to that. This is something that also used to be a common practice in that also used to be a common practice in CCR and for some reason for attrition purposes, what we see in a lot of CCR's this is not happening. The first thing that should see in a lot of CCR's this is not happening. The first thing that should happen in a CCR issue should have advocate initiated response in place and making the call tool online will have a have advocate initiated response in place and making the call tool online will have a lot of resources for you about that, about what the written protocol looks like with the law that, about what the written protocol looks like with the law enforcement agency, what kind of procedures your program should have in place and that sort of thing. procedures your program should have in place and that sort of thing. As a coordinator if you're in the advocacy program that might be a good the advocacy program that might be a good place to start. Let's do this advocate initiated response so every time advocate initiated response so every time there is a law enforcement intervention the advocate gets involved. That intervention the advocate gets involved. That is not on scene, it will be contact over the phone and then a meeting follow-up.

>> Anyway, you will get so much information when you are in real time experiencing what the victim is experiencing what the victim is experiencing as her life moves forward or sometimes unravels as a result of or sometimes unravels as a result of the intervention. I highly recommend that. Other ways of getting information again, routine inquiry , there is a procedure within the manual online with make the call where it talks about a procedure whereby everybody in the agency including it talks about a procedure whereby everybody in the agency

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including volunteers understand and learn and is cued when they hear about a problem they is cued when they hear about a problem they document it and they get to the right person, the right person gets the right person, the right person gets it to the coordinator to identify.

>>Response concerned procedures is what I just mentioned. What does your agency do with advocacy programs that captures the problems I just mentioned. What does your agency do with advocacy programs that captures the problems that you are hearing from the victims about their experience? It is not enough for us the victims about their experience? It is not enough for us to know and it totally that the victims we are working with are having problems, we have that the victims we are working with are having problems, we have to be able to document and analyze and move forward to address and analyze and move forward to address those problems with the responsible parties. If you have a real strong method or a series of methods or a series of methods to be able to constantly get from survivors what their experience is from survivors what their experience is , you will be on the right track. This is what a lot of people miss right track. This is what a lot of people miss they implement some of these top-down ideas and you want to get to the real root of the problem.

>> Advocate initiated response I have a little bit more. This is not where the cops disagree they are going to call you and then they never do and the cops ask call you and then they never do and the cops ask the victim if she wants contact, it is a systematic process whereby they always notify the advocacy program. The advocate, it is a systematic process whereby they always notify the advocacy program. The advocate initiates contact. With you as an advocacy program might have difficulty with this concept, it is really worth working out some of the

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philosophical issues you might have about it. It is so important for the individual victim as well as super important for coordinating an effective response.

>> Again, identifying best practices. Praxis has developed a blueprint that is online. . Praxis has developed a blueprint that is online. I think of the blueprint as sort of the Bible if I want to know what any agency in the criminal justice system should be doing or what they should have in place as a policy, protocol, procedure I will go to the blueprint. That is on line. You can look at the manual which was developed in Minnesota with a grant from the legislature in the city of St. Paul. It is fabulous. It is really detailed from the 911 calls with what needs to be in writing to shift and make a change so that the system is in fact part of ending the problem we don't just want to treat the victims. We want to end violence.

>> It is so much what we see we are just servicing the victims, we are trying to make better victims or make them feel better about being battered. Help them to live a happy homeless life or leave and then lose their kids in a custody situation. What we really want the CCR to do is to use what they should be organized to do is to use what they should be organized to do to first of all primarily do some justice. We need to do some consequences that are do some consequences that are commiserate with the crime. We don't just drop the whole thing because she does not want to testify and then don't just drop the whole thing because she does not want to testify and then blame her for not doing it. How do we do that? This blueprint which was developed in St. Paul has been made and adapted to any community. You can find that online. When you look at the blueprint online, also look at the appendices and the training memos.

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>> I feel like I'm saying this over and over again, start with what is in writing, always. I was working with somebody the other day and we were talking other day and we were talking about what the clerks of court were doing relative to how they were serving a protection order. There was quite a wide array was quite a wide array of differences of how the victims were being treated when they were petitioning victims were being treated when they were petitioning they went to the court to get the forms and present them for review by get the forms and present them for review by the judges. I said in Minnesota, in the law in Minnesota, in the law it says that the clerks of court are supposed to assist in the court administration and they said and our law to. I said that is a good start. Now it they said and our law to. I said that is a good start. Now it comes how do we make sure that everybody at that desk and in that court and administrator's office understand that they are supposed to do particular things. What they were doing instead is they were just giving the is they were just giving the woman the name and number of the battered women's program that they were supposed to go there and do something of the battered women's program that they were supposed to go there and do something or they were just indicating with a finger where the file cabinet was with the blank forms. The woman that I was working with on this particular call said we working with on this particular call said we did discuss this a number of years ago. Maybe there is something in place that is not years ago. Maybe there is something in place that is not being used. It is always a good opportunity to take whatever you have a good opportunity to take whatever you have in writing and bring it forward and say this is the agreement that we had a number of years ago, maybe we should review this and figure out how a number of years ago, maybe we should review this and figure out how we might adapt it to figure out how to strengthen it figure out how to strengthen it so that

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it is something that is being used. Is there a checklist that is being used. Is there a checklist that we can put on the counter so that the clerks understand that they have to do particular things or so that the clerks understand that they have to do particular things or that kind of thing? Working with what is in writing currently that needs to be what is in writing currently that needs to be beefed up. In the blueprints you will see there is a report writing guideline. A lot of officers have report writing guidelines but maybe one of the tasks might be to take what is report writing guidelines but maybe one of the tasks might be to take what is in the blueprint as a report writing guideline and meet with law enforcement director, administrator and say let's take a look at this and see if there is anything you might want to take a look at this and see if there is anything you might want to add to what you currently have in place.

>> It is really -- the institutions in the criminal justice system they operate on paper.in the criminal justice system they operate on paper. They are mediated. It is a good place to start. It is a good place to start. Look at what is the protocol, MOU procedures, forms, screens, checklist, what does dispatch have on the screen? What are procedures, forms, screens, checklist, what does dispatch have on the screen? What are the questions they are to ask on their screen? on their screen?

>>We are getting to the end. Here is something end. Here is something that I think about doing when I think about a CCRI think about a CCR . The first thing I would not do is go out and try to get 100 people to come not do is go out and try to get 100 people to come to a monthly meeting. I think I have made that clear. If that works for you could do it. The woman who was arrested and you could do it. The woman who was arrested and losing her children she probably does not have

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the time to wait until you organize the does not have the time to wait until you organize the community to come to a monthly meeting and then you establish a strong enough relationship that you can maybe discuss something that might be a problem. There are some problems that exist right now that need to be taken care of. As far as I am concerned if a woman loses her child because she is battered her child because she is battered into the top protection system, you do not need 100 of them. That is a serious problem.

>> To implement a solution, what are the potential solutions? What is this praxis assessment tool that is out there assessment tool that is out there that might help us to take a look at the child protection system? What is being done to adapt the custody tool to child protection? What is West Virginia doing to take a look at the issue of failure to protect? What are people doing? How do we become part of building on this? You identify some potential solutions. In the e-learning thing , you really learned some good methods of talking to people coordinators, master communicator. She is doing a bigger group meeting where she is asking the questions in the right way and at the same time making sure that she reduces the amount of defensiveness and that sort of thing. I might just cut to the chase, maybe I will go okay I will go okay I will approach a decision-maker. I will approach the head of child protection and see if they are interested in taking a look at this child protection assessment tool that praxis has developed. I will consult the tool to see what they did differently or how I should do that. Of course now I am straying into the child protection arena, just to mix it up a bit. Probably relative to the criminal justice system response and the problem of criminal justice system response and the problem of victims being arrested I would probably directly go to the decision-maker and say here's directly go to the decision-maker and say here's what we identified for gaps. Here's the problem we

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are getting and here's the evidence to support that. This is not unusual. Across the country the country this is an issue this is what they are trying and other places.

>> Maybe you have a fairly progressive decision-maker at the helm and you say I don't know how big of a problem it is here but it is here but it is a problem that has emerged all around the country. Maybe we should take a look at implementing something that we know would avoid the problem. Would you be interested in looking at a couple of tools that help officers to assess for self-defense at a couple of tools that help officers to assess for self-defense a prominent aggressor on scene.

>> I am approaching involved decision-makers. I learned this from my brother who was in sales because I did not know anything about talking from my brother who was in sales because I did not know anything about talking to law enforcement. First of all, a lot of times decision-makers have a lot on their plate and they do not know what is out there that might assist them. Maybe they would be happy to know you. Maybe when you approach them and say I have a deal for you...it has come to my attention that there is this particular thing that might assist in this regard and I have identified a few issues a few issues and I was thinking that you could be the better person to talk to about it. It is going to be hard for somebody in the decision-making position to just say no I don't want to hear about the problem and I don't want to hear about any solutions. At the same time you're working in the system you're also going to be working with the community to build support for putting your community on the map as being very effective in intervening and preventing the domestic violence.

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>> Convened the meetings and working groups. Based on what might be out there. be out there. Maybe you review it with a lighter reference group. Maybe you have more people come to the meeting to take a look at it. You finalize and implement the procedure. You train how to use the report writing guideline, you implement and you make sure that you are implement and you make sure that you are tracking, monitoring, evaluating and problem solving and then you start and then you start over.

>> We are almost at a close. I wish I could look in your eyes and see if you had any questions by looking at your faces. This is the limitations of this particular venue.

>> If you want more information you can contact Janice Wick. Make sure Janice Wick. Make sure you look at the learning tools online. Also the advocate initiated response tool Make the Call tool kit is being updated. What you see now the content will be very similar to what you see in a couple of weeks. If you wait a couple of weeks it will be better it will be written in a way that is more understandable. Anyway, forgive us if you go online and you see there are grammar errors.

>> Finally if you have other questions you can contact me directly or email me and set up a time to talk and see if you have a up a time to talk and see if you have a particular question about how to roll this stuff out in your own agency.

>> There have not been any questions in the chat, that is not questions in the chat, that is not to say that it is too late for any participants rose said she will be available late for any participants rose said she will be available through phone and email contact.

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>> I want you to mention, there is a training coming up. Isn't there an institutional analysis training coming up? institutional analysis training coming up?

>>Yes there is. There is a in person Institute happening in a in person Institute happening in St. Paul in April. I apologize I do not know those dates off the top of my head. If you go to the praxis website and go to the institutional analysis webpage under training you will see the dates.

>>April 30 through May 3 is the Institute that is happening in St. Paul. Like I said, go ahead on the website and you can read about the details of that Institute that Rose was talking about and you can register through the website.

>>I highly recommend that you avail yourself from any Institute training recommend that you avail yourself from any Institute training, written assessment, anything that praxis has it will really advance. Thank you very much for joining us today. We welcome any discussion that you may have. Stay in touch. Thank you.

>> I will just close us out to say, thank you as always, you are sothank you as always, you are so self-deprecating at the beginning that you hope you do a good job. You did a fabulous job now you can take a deep breath because you had to talk nonstop.

>>Thank you, Rose and to all of you listening you will see before and to all of you listening you will see before you hit the material box on your screen you will have available to you an option to download the PowerPoint presentation as well as two particular resources that Rose recommends regarding response concerns

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and also advocacy program coordinator duties documented in PDF. Feel free to download those resources before we close out of this session.

>>Again, participants who have not previously received e-learning for their program will receive one copy to be shared by the whole program in the mail in the next couple of weeks.

>> Also, I would like to ask you please when you close out of the session to take a moment and complete the evaluation that you will get routed to. Please complete the evaluation that you will get routed to. We pay attention to what you tell us. Take a moment and thank you for doing so.

>>Finally, stay tuned, watch for future rural publicity to be sent to you about upcoming webinars.

>>Have a good rest of the day and rest of your week. Take good care. Thank you. So long.

>> [Event Concluded]