

THE CITY OF ROCKFORD FAMILY PEACE CENTER



STRATEGIC PLANNING REPORT

Prepared by the Family Justice Center Alliance,
a program of Alliance for HOPE International

JUNE 2019



STRATEGIC PLANNING

Rockford, IL
May 29-30, 2019

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FAMILY JUSTICE CENTER STRATEGIC PLANNING AT-A-GLANCE

FJC FIVE-YEAR VISION FOR THE FUTURE

(see page 16)

FOCUS QUESTION:

What do we want our Center to be in five years?

Survivor and Child Focused	Mental Health and Wellness	Education and Training	Welcoming and Dynamic Environment	Focus on Diversity and Inclusivity	Wide Range of Onsite Partners
Community Impact	Partner Culture	Creative Arts, Play, and Onsite Amenities	Crisis Intervention Services	Long-Term Support	Guiding Principles

BLOCKS AND BARRIERS TO THE FJC VISION

(see page 22)

FOCUS QUESTION:

What blocks and barriers stand in the way of achieving our vision?

Confidentiality	Lack of Community Knowledge on the Issue	Egos	Ineffective Collaboration	Burnout and Leadership Changes
Lack of Diverse Representation	Transportation and Survivor Access to Services	Silos	Funding and Sustainability	Cynicism about the FJC Framework

STRATEGIC DIRECTIONS: NEXT STEPS

(see page 34)

FOCUS QUESTION:

How do we take advantage of the momentum toward making the FJC a reality?

Engage with the Alliance	Expand Planning Groups	Keep Meeting Together	Review Recommendations
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OVERVIEW

This Strategic Planning Report has been prepared to help guide the ongoing planning process for the creation of a Family Justice Center framework in the City of Rockford and Winnebago County, Illinois. This report represents the next step forward after more than two years of planning and coalition building led by Rockford Mayor Thomas McNamara and a host of allied agencies and organizations in Winnebago County. It represents the outcomes and work of more than 200 community members, elected officials, policymakers, survivors, and professionals who participated in a two-day Strategic Planning event held May 29-30, 2019 in Rockford. The dynamic Planning days were organized to facilitate the creation of a framework that will guide the planning process and development of a collaborative, trauma-informed, hope-centered Family Justice Center in Rockford, Illinois – to be called the Family Peace Center. The Family Peace Center will bring services together, under one roof, for adult and child survivors of trauma and abuse – allowing survivors to go one place to find hope, health, and healing. The Family Peace Center will seek to meet immediate crisis intervention needs as well as create a community for survivors long after the crisis of a violent incident is over. Alliance for HOPE International was contracted by The City of Rockford in October 2018 to assist in the powerful social change work being led by the Mayor's Office.

Alliance for HOPE International (Alliance) is one of the leading social change organizations in the country focused on creating innovative, collaborative, trauma-informed approaches that meet the needs of survivors of domestic violence and sexual assault and their children. Alliance for HOPE International and its allied Centers serve more than 150,000 survivors of domestic violence and sexual assault and their children each year in the United States. The Alliance supports multi-agency Centers in more than twenty countries and trains more than 10,000 multi-disciplinary professionals every year. The mission of the Alliance is to create pathways to hope for women, children, and men who are victims of domestic violence and related sexual assault through collaborative, integrated multi-disciplinary centers, teams, and initiatives to break the generational cycle of violence and abuse in families across the United States and around the world.

There have been two key events in the Alliance's work with Rockford. First, in February 2019, the Alliance's technical assistance team was honored to spend time with stakeholders in Rockford during a two-day Community Meeting and Study Tour (February 26-27). During the Study Tour, the Alliance Team (Casey Gwinn, Michael Burke, and Rylie Shore) had the opportunity to meet with survivors, local elected officials, members of law enforcement, prosecutors, faith leaders, healthcare professionals, the Fire Department, civil attorneys, advocates,

community-based agency leaders, judges, and individual agencies including Remedies, the Rockford Alliance Against Sexual Exploitation, the Carrie Lynn Children's Center, and youth-focused service providers.

During the Study Tour, the Alliance Team participated in a Community Meeting, with comments from Mayor McNamara, Judge Rosemary Collins, Project Manager Sierra Kellen, Lieutenant Kurt Whisenand, and the Director of the Mayor's Office of Domestic Violence and Human Trafficking Prevention, Jennifer Cacciapaglia. In addition, the Alliance Team hosted meetings with service providers and potential partner agencies, spent time observing criminal court proceedings, facilitated focus groups with survivors, met with individual key community agencies and leaders, and documented our interactions and findings by way of a Study Tour Letter. The Study Tour demonstrated the strong momentum towards the opening of the Family Peace Center in Rockford. The Alliance Team concluded that the community is poised to move forward with a dynamic collaborative in the coming months, building on the current and collective work of government and community-based agencies and the clear presence of committed leaders in Rockford, IL. The original Study Tour Letter, with the Alliance's findings and conclusions,

is attached to this Strategic Planning Report as Appendix A. The second key event in the Alliance's work with Rockford occurred in May 2019. The Strategic Planning event was attended by over 200 community stakeholders, including service providers, elected officials, policy makers, government agencies, faith leaders, and survivors, among others. Throughout the two-day event the room was filled with palpable energy, enthusiasm, and big dreams, as community members gathered to find innovative ways to better serve individuals and families exposed to violence and trauma. The Rockford Family Peace Center Planning Team excelled at coordinating a seamless event and cultivating buy-in for the creation of a Family Justice Center framework in Rockford, IL.

This Strategic Planning Report has been created to facilitate the successful development, launch, and operation of the Family Peace Center in Rockford. It includes a brief history of Center development in Rockford, followed by an overview of the planning process, the Planning for the Center, the Work Group goals and objectives to be accomplished, and the suggested structure by which the plan should be carried out to create a best practices model for Rockford and the State of Illinois.

ROCKFORD'S JOURNEY TO A FAMILY JUSTICE CENTER



The Mayor's Office on Domestic Violence and Human Trafficking Prevention, launched by Mayor Thomas McNamara, and managed by Jennifer Cacciapaglia, is leading the effort to open the Family Peace Center in Rockford, Illinois. Much of the momentum towards a Family Justice Center framework began in 2017 with the release of a report commissioned by the Mayor and authored by Jennifer Cacciapaglia, a former prosecutor, that documented the scope of domestic violence issues in Rockford. The Mayor's Office on Domestic Violence and Human Trafficking

Prevention then pursued and obtained a \$450,000 federal grant dedicated to the creation of a Family Justice Center framework in the city of Rockford to serve victims in all of the Stateline area. The grant-funded position of Project Manager is filled by Sierra Kellen, who was hired by the Mayor's Office to coordinate all the participating agencies – including government and community-based organizations – in developing a wraparound service model for survivors of domestic violence, sexual assault, and human trafficking.

ROCKFORD'S JOURNEY TO A FAMILY JUSTICE CENTER

Since the inception of the vision from Mayor McNamara, Jennifer Cacciapaglia has met with over 150 survivors, listening to their stories and gathering their feedback on service provision in the City of Rockford. She also continues to lead a Task Force that is identifying and addressing gaps in domestic violence, trafficking, and related victimizations. Together, Jennifer Cacciapaglia and Sierra Kellen have led this groundbreaking effort to convene key community stakeholders and survivors in order to dream and plan for the opening of the Family Peace Center. In the dreaming and planning phase, community leaders have also traveled to Milwaukee to tour the Sojourner Family Peace Center, observing one of the leading collaborative service models in the country and identifying elements they want to adapt for a Family Justice Center framework in Rockford, IL.

Historically, there have been key leaders in Rockford who have steadily increased awareness of issues such as domestic violence, sexual assault, human trafficking, child abuse, and elder abuse. Judge Rosemary Collins has been an avid champion of increased services and support for survivors of intimate partner violence since the 1990s, particularly in the court system. Kathy Pomahac, Executive Director at the Carrie Lynn Children's Center, has improved child advocacy in Rockford and been a vocal supporter for the creation of a Family Justice Center framework in the community. The Amanda Reed Foundation, established by Diane Libby in 2009 in memory of her daughter, has also played an important role in increasing the community's awareness

of domestic violence, helping to inspire engagement in the community assessment and planning process.

At present, domestic violence makes up 40% of Rockford's violent crimes, and law enforcement's response to domestic violence cases has dramatically expanded since 2016. Under a federal grant awarded to Winnebago County from the Office on Violence Against Women, a Lethality Assessment Program was implemented to increase focus on high risk cases in Rockford. Additionally, Lieutenant Kurt Whisenand has been working with the Mayor's Office on Domestic Violence and Human Trafficking Prevention to improve the Rockford Police Department's response to domestic violence cases and connect survivors to needed services. With heightened focus on intimate partner violence cases, there has been a steady increase in domestic violence arrests across the community and a corresponding increase in the demand for more coordinated services.

Through the ongoing efforts of law enforcement, local leadership, survivors, and social service organizations, the City of Rockford is now steadily moving toward the phased creation of the Family Peace Center. The persistent planning and preparations for the Center, including the Strategic Planning event in May of 2019 where over 200 community stakeholders gathered for two days to set goals and determine action steps, will bring the Family Peace Center to fruition.



THE PLANNING PROCESS

The Strategic Planning framework for the development of the Family Peace Center in Rockford was developed over two days (May 29-30) in a fast-paced process facilitated by the Alliance for HOPE International team including Casey Gwinn, President,

Gael Strack, Chief Executive Officer, and Rylie Shore, Program Assistant for the Family Justice Center Alliance (a program of Alliance for HOPE). The agenda and the full list of attendees are included in Appendix B and C of this report.

Highlights from the Planning day included:

- Opening comments from Mayor Thomas McNamara
- Video Comments by Illinois Lieutenant Governor Juliana Stratton
- An overview by Jennifer Cacciapaglia, Manager of the Mayor's Office of Domestic Violence and Human Trafficking Prevention, of the Task Force, Community Interviews Gap Document, and Developing Projects
- An update on the Family Peace Center's development process by Sierra Kellen, Project Manager
- "I Got Flowers Today" Survivor Video
- An overview of the Strategic Planning Process by the Alliance Team
- Crafting the Vision for the Center – Created by the 200 participants
- Articulating the Mission, Values and Beliefs
- Identifying Blocks and Barriers to the Vision and Mission
- Proactive Strategies and Actions to Overcome the Blocks and Barriers
- Funding and Sustainability Planning by the Alliance Team
- Work Group Breakout Sessions
 - Governance and Facilities
 - Service Delivery and Operations
 - Funding and Sustainability
 - Community Engagement, Outreach and Volunteers
 - Research and Outcomes
- Report Outs from the Work Groups
- Personal commitments for the creation and operation of the Center
- Next Steps

The two-day Strategic Planning event highlighted the importance of inclusiveness, shared decision-making, and the commitment and dedication of the government, community leaders,

and partner agencies in creating and sustaining the Family Peace Center to serve the City of Rockford and Winnebago County.

CRAFTING THE VISION

The Strategic Planning session began with welcoming remarks by Mayor Thomas McNamara. The Mayor delivered a passionate welcome to the room of over 200, sharing that the launch of the two-day planning event for the Family Peace Center was one of his proudest days in office. The Mayor provided a brief history of the journey up

to the Planning days and acknowledged the historic significance of the gathering. He also recognized Judge Rosemary Collins for her persistent advocacy for the creation of a Family Peace Center in Rockford and for her relentless work in every aspect of the innovative programs created in the last 20 years.



"I believe this could be a game changing initiative in our community. In the U.S. and internationally, Family Justice Centers are known to be that one stop shop for survivors to find the hope they need and deserve. We understand that we cannot do this alone and we cannot do this without being survivor-centered and survivor-focused."

Mayor Thomas McNamara

The Mayor's introduction was followed by a video of Lieutenant Governor Juliana Stratton, who shared a recorded statement of support:



"Thank you for committing two days of your busy schedules to attend this historic Strategic Planning event for the Family Justice Center. Rockford is leading the state in developing a model to address violent crime by better serving survivors as well as children who have experienced and witnessed violence. As we work to address issues impacting our communities, it is important that we do so through a trauma-informed and equity lens."

Lieutenant Governor Juliana Stratton

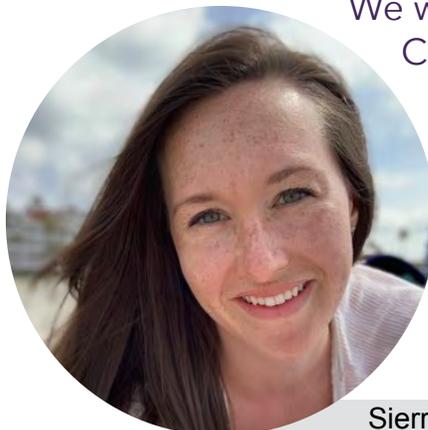
CRAFTING THE VISION

Jennifer Cacciapaglia and Sierra Kellen then highlighted the prevalence of domestic violence in Rockford and the community's astounding response in support of opening the Family Peace Center.



"Survivors are very grateful for shelter, but they need ongoing support during the entire continuum of their healing. We cannot drop their hand after a certain time period. We need to be there for them during the entire healing process. We need all of you. This is a community problem. It is an all hands on deck situation. We cannot do it without everyone in this community. The hope is in the fact that you are all here today."

Jennifer Cacciapaglia, Manager of the Mayor's Office of Domestic Violence and Human Trafficking Prevention



"We are looking to gain momentum in the community. We want everyone to know what the Family Justice Center is, when it is coming, and what it will offer to survivors and their families. Even in this early stage, we have had so many community organizations come forward and ask how they can support and partner with us. This community prioritizes this. We are one step closer to opening this Center because of your commitment and sacrifice to be involved."

Sierra Kellen, Project Manager

CRAFTING THE VISION

Casey Gwinn and Gael Strack then provided an overview of the Family Justice Center movement, highlighting the history of where Family Justice Centers started and showcasing the wide range of models around the globe. Casey then facilitated a group Planning exercise, where all participants dreamt together to create their vision for the Family Peace Center in Rockford. Participants were invited to close their eyes for nearly ten minutes and imagine a thriving Family Peace Center in Rockford, Illinois. Casey asked the group, “What will your

Family Peace Center look like five years from now?” Individuals wrote their vision on colorful cards and placed them on a large board that was displayed onstage. Volunteers then organized the cards into categories that highlighted key themes, illuminating the community’s collaborative, dynamic, holistic vision for the Family Peace Center. The heavily invested group of 200+ community members created a powerful vision that can now, with adequate community leadership, support, and funding become a model for the State of Illinois.



“This is the biggest, most comprehensive vision we have ever seen a community create anywhere in the country!”

Casey Gwinn, President of Alliance for HOPE International, Visionary of the Family Justice Center movement



“You have created a vision that can change the world for survivors and change Winnebago County forever - helping to break the generational cycles of domestic violence and abuse that are destroying so many families.”

Gael Strack, CEO of Alliance for HOPE International, first Director of a Family Justice Center

The vision created by the group has been organized into a chart on the next three pages. The chart includes both the vision

for the Family Peace Center and all of the allied agencies identified to be part of a collaborative Family Peace Center.



Service ARCHITECTURE

Jan lot

Waiting Room

Marketing Adolescent Co-ed Space

g
ring

Low-Pro Band 11/alex like Structure
Open e open the counseling

Multilingual Welcome Sign

Reduced domestic violence

A Peaceful Tranquil Welcoming Environment

Diverse Staff

Bright, open, airy

CHAPEL

YOGA

COMMUNITY GARDEN

Survivor Designed

cultural tion

Job/Career Training GED

4-Season Recreation Options

Spiritual Support

ousing Resources onsite

Kindness

GY

Sunny

Sock Monkey

Positive mentoring

Library Services

Welcoming, warm, accessible

Play areas

WELLNESS CENTER

Expressive Art Studio

SENSORY RESOURCES CHILD + ADULT

EARLY TRAUMA SCREENINGS

Love

Passionate healing all ages.

COMPASSIONATE CARING, GENTLE NON JUDGEMENTAL STAFF

Interventions

Government Services

Windows, Plants

Vibrant, Clean

SMOOTH COLLABORATION

Music

Offender Accountability

Cultural Food Court Options

Medical Services

Pet Net

OUR FIVE-YEAR VISION (OUTCOMES)

FOCUS QUESTION: What do we want FJC operations to look like in five years?				
Survivor and Child Focused	Mental Health and Wellness	Education and Training	Welcoming and Dynamic Environment	
<ul style="list-style-type: none"> • Survivor choices and autonomy • Child-centered and friendly • Community building for teens • Diverse activities for youth • Girl Scout troop • Work stations for children • Youth-led projects and classes • Joint parent and child activities • Adolescent co-ed space • Positive volunteer mentoring of survivors and children • Pampering • Sister circle • Hugs • Empowered youth 	<ul style="list-style-type: none"> • Walk-in counseling • Neuro-feedback for trauma • Fully funded mental health care • Therapy trained clinical staff • Open ear, open shoulder counseling • Therapy groups • CPP (Child, parent, psychotherapy trained professionals) • Fitness and physical empowerment • Yoga and wellness room • Massage • Reiki • Aromatherapy • Wellness center for survivors and staff (spiritual and physical) • Make over services • Salon/spa services • Holistic healing area • Sensory soothing room • Trauma sensitive yoga • Therapy animals • Mindful practices 	<ul style="list-style-type: none"> • Job training (supported by employers) • Job assistance council • Transformational skill building • Financial literacy training • Job service, searching, and training • Education and employment opportunities onsite and offsite • Educational supports with classroom and homework spaces • All-inclusive education, vocation center • Equal opportunity education and labor • Technology room • Continuing education • College courses and prep • High-tech mobile classrooms • Birth to 12 school • Peer-to-peer education • All levels of academia education • Sensory resources for children and adults • Empowerment classes (how-to's to independence) • Holistic balanced education • Nutritional and life skills classes 	<ul style="list-style-type: none"> • Located near bus stop • Central accessible location • Welcoming entrance • Veggie and flower garden • Community outdoor spaces • Serenity garden • Courtyard with working gardens and BBQ • Front porch • Fire pit • Peaceful location • Multi-purpose greenspace • Near the riverfront • Large patio • Fishing pond • Consecrated stone structures • Walking paths and trails • Foot bridges onsite • Bike path • Urban farms • Four season camping space • Four season recreation options • Playgrounds • Anderson Gardens Zen space • Beautifully landscaped • Indoor and outdoor play areas • Community orchard • Parks and sports greenspace • Atrium with nature and light for meditation • Airy, open plan • Re-purposing old industrial building • Subtle security 	<ul style="list-style-type: none"> • Multilingual welcome sign • Mall-like structure • Bright, open, and airy • Peaceful, tranquil, warm, welcoming environment • Soft colors and spaces • Holding hands mural • Trauma-informed architecture • Indoor greenhouse atrium • Coffee and slushy area • Presence of arts and nature • Physical space for community engagement • Refurbished retail space • Natural light • Rocking chair (for Alice) • Windows and plants • Huge indoor playground • Vibrant and clean • Room to grow • No waiting rooms • Rockford murals in reception • Open floor plan • River view • Beautiful reading nook • Huge fireplace • Comfortable space filled with beautiful things • Home-like • Onsite practice courtroom • No welcome desk (modeled after the Apple Store) • Spatial connectivity among agencies

OUR FIVE-YEAR VISION (OUTCOMES)

FOCUS QUESTION: What do we want FJC operations to look like in five years?				
Wide Range of Onsite Partners				Community Impact
<ul style="list-style-type: none"> • Agency Accountability • Alpha Kappa Alpha Sorority, Inc. Pi Gamma Omega Chapter • Associated Bank • Attorney's Office • Baha'i • Blackhawk Presbytery • Bridge Ministries • Brooke Road United Methodist Church • The Calm Company • Carpenter's Place • Carrie Lynn (CAC) • CASA • Catholic Charities • Children's Home and Aid • CLL (Coalition of Latino Leaders) • Collins Aerospace • Come Together Rockford • Community Action Agency of Winn. & Boone Counties (COR Human Services) • Congresswoman Cheri Bustos • Courts • Crusader Community Health • DCFS • Delta Sigma Theta 	<ul style="list-style-type: none"> • Eliminate Racism 815 • Emmanuel Episcopal Church • Faith Community Involvement • Family Violence Coordinating Council • First Presbyterian Church • Interfaith Council • Girl Scouts of Northern Illinois • Gloria Dei and St. Anskar Churches • Haymarket Center • Institute for the Oneness of Humanity • Jeremiah Development Garden • Keye-Mallquist Neighborhood • KFACT • KP Counseling • Life Church Rockford Campus • LSSI of IL • Mayor's Office • Mercy Health at Home • MERIT • NAMI • NIIHR (Northern Illinois Institute for Healing of Racism) • NIU College of Law Zeke Giorgi Legal Clinic • Nuestra Casa Community Center 	<ul style="list-style-type: none"> • One Body Collaboratives Inc. • PFLAG • Prairie State Legal Services • Probation • Protestant Catholic Synagogue Islamic Center • RAASE • RAMP • Regional Office of Education • Remedies Renewing Lives • Renewal Turning Point Program • RHA • Rockford Area Arts Council • Rockford Clergy • Rockford Fire • Rockford Housing Authority • Rockford Park District • Rockford Police Department • Rockford Police/Fire Chaplains • Rockford Public Schools • Rockford Regional Health Council • Rockford Rescue Mission • Rockford Today Network • RPD Empathetic Detectives • RSAC (Rockford Sexual Assault Counseling) 	<ul style="list-style-type: none"> • Salvation Army • Second Congregational Church (UCC) • Second First Church • Shelter Care (Agency) • Shelter Care services • Sit and Stay • Society of St. Vincent de Paul • Stateline Youth for Christ • Stronghold Camp and Retreat Center • Swedish American • UIC Health Sciences Campus • UID (Unity in Diversity) • Unitarian Universalist Church • Wabongo Leadership Council • WCCPSC (Winnebago County Crisis and Public Safety Commission) • Winn Co. State's • Winnebago County Health Department • Womanspace • Women's March Rockford • YMCA • YPN • YWCA • Youth Services Network 	<ul style="list-style-type: none"> • Empty jail parking lot • Human trafficking intervention • Social enterprise (items made by participants) • Partners (former aggressors) for HOPE • Restorative justice for offenders • "Aggressors" transformed into peace mentors • PAIP service separate site • Offender interventions • Allied Center offsite • Reduced domestic violence • Consistent, positive media marketing

OUR FIVE-YEAR VISION (OUTCOMES)

FOCUS QUESTION: What do we want FJC operations to look like in five years?

Partner Culture	Creative Arts, Play, and Onsite Amenities	Crisis Intervention Services	Long-Term Support	Guiding Principles
<ul style="list-style-type: none"> • Empathetic service providers with boundaries • Healthy and well employees • Rewards for accomplishments • Smooth and professional collaboration • Compassionate, caring, gentle, nonjudgmental staff • Opportunities for self-care • Trauma sensitive mindfulness • One all-inclusive tribe • Kindness • Inspiring • No agency identities • Consistent and transparent relationships • Open minds and doors • Laughter • ACEs informed • No egos • Stigma free • Prevention and understanding the signs of abuse • Love, compassion, and empathy • Power with (not power over!) • Opportunities for change • People measured by the hope they give • Built on a foundation of trust • Positive engagement with law enforcement • Weekly staff support groups • Providers maintaining confidentiality 	<ul style="list-style-type: none"> • Child play area • Game room • Trampoline park • Therapeutic arts and art education • Theater and music space • Dance studio for mind, body, and spirit • Expressive art studio • Activity rooms • Onsite gym • Sports facilities • Youth theater therapy • Legoland • Play areas • Healthy snacks and prevention education • 5-star chef • Community dining room with free meals • Comfort food available • Cultural food court options • Interfaith chapel space • Carnival atmosphere for the entire community • Free personal care items • Sock monkeys • Creative spaces for survivor hobbies • Free utilities, tools, and supplies • Great America designed kid room 	<ul style="list-style-type: none"> • One-stop access to pathways • Onsite forensic interview locations • Medical detox services • Onsite navigator/advocate • Elder services and programs • Safety planning • Onsite medical services • Shared intake system • DCFS health-screening facility (24 hour) • Domestic violence advocacy • Vital records support • Addiction treatment • Police and prosecutors present • Immediate victim advocacy • Civil legal services (low/pro-bono) • Economic assistance available • Long and short-term housing (transitional housing that leads to independence) • Bus/van direct transport (onsite and offsite) • Floating mental health practitioners • Pet boarding (safe housing) and vet services • Justice services • Large campus with housing • Broad array of service options that meet all survivor needs • Early trauma screenings • Onsite, safe, secure, high quality child care (24 hour) on a sliding scale • Free transportation services • Transition relocation services 	<ul style="list-style-type: none"> • Self-defense classes • Free yoga classes • Compassionate counseling and mental health services for all • Clothing room for all ages • Library services • Self-care services • Spirituality being addressed • Government services • One stop shop • Mentoring and business sponsorship • Long-term navigation and support • Art and music therapy • Safe child exchange and supervised visitation • Teenage-centered services • Music and art program • Survivor-led support groups, classes, and activities • Interfaith spiritual support • Integrative (housing and spirituality) • Intergenerational, engaged volunteers • Partner with businesses in the community • Medical and dental center onsite • Restorative justice training and implementation • Survivor mentors (trained and sponsor-like) • Court prep • Onsite video conferencing for court • Robust volunteer program • Pet friendly 	<ul style="list-style-type: none"> • Survivor-designed and led • Structure supports collaboration • Common intake with common goals • Place of safety • No barriers • Safe space • Friendly faces • Victims and abusers treated equally well • Community support • Center is a pathway to services • Focused on being a place of holistic healing • Meet the basic needs of survivors

floors & doors
lan
restriction changes
staff meetings
info, as applicabl
(S)

Partnership Agreements
✓ DV/HT/SA
✓ counseling
✓ Legal assistance
✓ medical
✓ enforcement
✓ housing/shelter
✓ management
✓ electronic services
✓ vocational/vocational
Adults/children
Confidentiality
values/beliefs
Clarification of
roles

No Fee for
Service !!
multiple funding sources
example of San Diego FJC
staff employed by Ce
by; not by separate
based on people's need
& the provider's needs

Service Delivery + Operations
✓ Transportation Plan
✓ Partnership agreements
Training and retention
Screening and Intake
Safety and security
Operational manual
Staffing
Internal communication
volunteers
child care

Unwillingness to Cooperate
Goal: embrace diversity
Action: educate regarding
inclusion ~ invite & welcome
(embrace) diverse groups
Build relationships
with organization
Transportation
accessibility to bus
alternative forms
Partnerships with
after hours
hr. shut
ing
safety

Intake
Navigator consistency
provides to the survivor
customer service approach
loving, warmth, welcoming
Training
Educate on process
Pay attention to lobby
presentation
child area
Survivor driven
safe space signage - inclusivity



ARTICULATING BELIEFS AND VALUES

After collaborating on creating a stunning shared vision, the participants identified the shared beliefs and values that should guide the development and operation of the Center. The strongly held beliefs and values of the community are as follows:

Beliefs and Values

- Acknowledge all points of view
- All people have intrinsic value
- Restorative for all people
- All deserve safety and freedom from fear
- Echo the client's voice!
- On the survivor's timeline
- Acknowledge and honor survivor's past
- We believe survivors
- Survivor control of decisions
- Survivor-driven, holistic, safe-space
- "It's their story to tell"
- Children's voices matter
- Respect victim autonomy
- Welcoming to all
- Importance of nurturing relationships
- Stigma free
- Treat everyone with kindness and dignity
- Share what we agree on
- No gossiping
- Equity in support
- Integrity, honesty, trust
- Safe and clear communication
- Empathy and fairness
- Joy, transparency, and consistency
- We must suspend assumptions
- Developmental perspective
- Inter-agency respect and partnership
- Providing a space for the "whole" family to be redeemed
- "We are open to being challenged"
- Unity and commitment in working together towards collective goals
- Committed to the dignity of every community
- Increasing hope
- Creating ongoing community, a place to belong
- Culturally sensitive and responsive
- Everyone deserves respect and justice
- Trauma-informed
- Listen for understanding
- We celebrate diversity
- Shared power
- Commitment to be truthful
- Prevention focused
- Efficient and financially responsible
- Servant leadership
- We do not judge or discriminate
- Every person defines their own success
- Empowering people to move forward with their lives
- Kid-friendly, team-model, individualized
- All-inclusive, informed, cross-trained
- Navigational support, inter-faith
- Love others where they are!
- People above all else
- "Can do" mentality
- Mutual accountability
- Treat the whole person
- We are all responsible
- Deeply committed to holding ourselves accountable for our survivors
- Non-egocentric
- Holistic caring
- Bringing humility to the work
- Accessible
- Education
- Strength based

Values (what we believe)

The Alliance framed the values and beliefs identified during the exercise into a belief statement for consideration and potential adoption by the Steering Committee as the planning process proceeds.

We Believe

- All people have **intrinsic value** and are **worthy of our support**
- Services should be rooted in **trust, kindness, transparency**, and **unconditional respect**
- Partners must be deeply committed to holding themselves **accountable to survivors**

Vision (what we see in the future)

A community that **works together** and **believes survivors** and a Family Peace Center grounded in **inclusion and choice** that **empowers all human beings to find hope, healing, and health**.

Mission

Our mission is to provide **survivor-driven, holistic services** and to create **safe spaces** that **celebrate diversity, honor all survivor experiences**, and **foster ongoing community** that supports the whole person and brings hope, healing, and health.

Blocks and Barriers to Our Vision

After helping the group identify their beliefs and values, Casey Gwinn posed the question, “If these are your beliefs and values, then why has the Family Peace Center not yet become a reality and what threatens the vision from ever becoming a reality?” This launched small group discussions at each table to identify the community’s blocks and barriers to opening the Family Peace Center. After identifying the key obstacles and writing them all on large pieces of flip chart paper, participants then worked in small groups to strategize positive, strength-based, hope-centered methods for overcoming setbacks and minimizing the power of the threats and obstacles. These table exercises demonstrated to the group that no barrier is insurmountable, especially when community members come together with a shared mission to overcome them. The identified blocks and barriers, along with their solutions, are organized into a chart on the following pages.

BLOCKS AND BARRIERS TO OUR VISION

FOCUS QUESTION: What blocks and barriers stand in the way of achieving our vision?					
Silos		Ineffective Collaboration		Egos	
Blocks and Barriers	Solutions	Blocks and Barriers	Solutions	Blocks and Barriers	Solutions
<ul style="list-style-type: none"> • Fear of transparency • Self-interests • Some organizations benefit from the way things are (profit) • Disagreements in philosophy and approach • Fear of losing control • Territorial issues • Unwillingness to change agency patterns, policies, and procedures • Lack of buy-in and support from agency leader and/or frontline staff • Disconnection between east and west Rockford • No coordination of services between agencies 	<ul style="list-style-type: none"> • Maintain survivor focus (common purpose) • Positive collaboration • Establish clear standards • Team building • Community space – come together around survivors (dialogue through lunch and learns) • Bringing survivors into the dialogue • Regularly come back to our values (out loud and as a group) • Architecture of open floors and doors • Cross-training • Shared vision plan • Grant and funding restriction changes • Daily or weekly staff meetings • Shared teaching and information 	<ul style="list-style-type: none"> • Outdated policy and procedures • Gossip and assumptions • Defensiveness • Conflict in belief systems • Unwillingness to cooperate • Opinions about location (ownership, fear, misperceptions) • Duplication of resources and services • Disconnect between policy and practice • Data-driven, not client-centered • Lack of clarity and ineffective communication • Rules and regulations 	<ul style="list-style-type: none"> • Universal forms • Shared database between agencies • Opening services to be inclusive to all populations • Community awareness of existing resources • Non-profit collaboration and collective planning • Develop mission statement and common core of beliefs • Establish uniformly accepted confidentiality rules • Education and agreement regarding beliefs and fair treatment of all • Policies and procedures to support mission statement • Wider communication (using multiple methods coming from multiple people) • Mindset of inclusion • Commit to willingness 	<ul style="list-style-type: none"> • Competition • Profit-driven • Territorial entitlement • Isolationism • Selfishness/apathy • Political agenda and partisan politics • Toxic egos leading key partner organizations and departments • Need for control • Seeking credit for helping • Some government bodies don't seem to be full partners • Tunnel vision of own perspective 	<ul style="list-style-type: none"> • Education of general public statistics and stories • Growing a network of champions to talk about community reality and Family Peace Center one-on-one • Focused, consistent expression of a safer, healthier, better community for all families • Fearless accountability centered on vision • Healthy governance structures that treat people equally • Work guided by beliefs/values and open communication about issues • Bringing solutions not complaints • Relationships between people • Bless and release (don't be held hostage) • Build momentum with willing participants

BLOCKS AND BARRIERS TO OUR VISION

FOCUS QUESTION: What blocks and barriers stand in the way of achieving our vision?							
Lack of Community Knowledge on the Issue		Burnout and Leadership Changes		Lack of Diverse Representation		Transportation and Survivor Access to Services	
Blocks and Barriers	Solutions	Blocks and Barriers	Solutions	Blocks and Barriers	Solutions	Blocks and Barriers	Solutions
<ul style="list-style-type: none"> • Lack of community trust • Politics • Mistrust/distrust/historical misperception • Unaware of problem • Judgment • “It’s not my problem” mentalities • Stigma around domestic violence • Apathy • Ignorance to/unwillingness to see the issues involved in domestic violence • False/incomplete expectations of survivors • Misunderstanding/ignorance about how prevalent domestic violence is in our community and its relation to crime in the area • Denial of the cycle of violence 	<ul style="list-style-type: none"> • Testimonials from survivors • Communications and media (create messages of progress) • Face-to-face meetings • Education about domestic violence • Local focus • Church and civic involvement • Branding – public awareness campaign • FJC be open to public (proactive, intervention, restorative, wraparound) • Outreach ambassadors • Key players networking on behalf of the organization 	<ul style="list-style-type: none"> • Change of leadership • Fear of policy and bureaucracy • Lack of capacity in trauma-informed workforce • Trust and compassion fatigue • Employee burnout and turnover • Lack of sustainability of leadership 	<ul style="list-style-type: none"> • Bipartisan support • Agency buy-in and ongoing training • Community buy-in • Strong policies and guiding principles • Staff support and wellness • Employee-driven employee assistance program • Individual and group staff appreciation • Organized team support • Opportunities for debriefing • Educating staff on self-care and secondary trauma 	<ul style="list-style-type: none"> • Political turmoil • Systemic oppression • Racism • Force multipliers of trauma • Equity • Cultural incompetence • Failure to understand how diverse backgrounds affect behaviors • Lack of awareness and acceptance of diversity • History of racial division in Rockford 	<ul style="list-style-type: none"> • Diversity of staff at all levels, especially upper levels • Implicit bias training/ID privilege • Equitable resources based on need • Restorative justice to address disparities • Diversity and inclusion training for employees and leadership • Diverse atmosphere and volunteers • Invite and welcome diverse groups • Ask and listen 	<ul style="list-style-type: none"> • Accessibility (transportation, such as ADA considerations, etc.) • Transportation issues, bus routes, etc. • Lack of affordable daycare • Not enough emergency housing 	<ul style="list-style-type: none"> • In-house transportation • Centralized location • School liaison to coordinate school transportation • DCFS person to coordinate transportation to medical appointments • Assist in obtaining driver’s license documents • Safe Harbor/ Help at Home (provide transportation and supervised visits)

BLOCKS AND BARRIERS TO OUR VISION

FOCUS QUESTION: What blocks and barriers stand in the way of achieving our vision?					
Confidentiality		Funding and Sustainability		Cynicism about the FJC Framework	
Blocks and Barriers	Solutions	Blocks and Barriers	Solutions	Blocks and Barriers	Solutions
<ul style="list-style-type: none"> • Liability/risk • Unwillingness to share information and legal limitations • Agency confidential requirements 	<ul style="list-style-type: none"> • Coordinated and universal intake process • Giving client ownership of their records • Assignment of informed advocate/navigator • Collaborative record sharing and common release form • Cross training for all • Policy change 	<ul style="list-style-type: none"> • Unidentified resources • Lack of buy-in from powerful agencies and parties • Current allocation of resources • Available resources stretched too thin • Important players not at the table • Myth of scarcity 	<ul style="list-style-type: none"> • Multiple funding sources • Mimic the example of the San Diego Family Justice Center • Staff employed by the Center only, not by separate agencies (silos) • Focused on people's needs, not the provider's needs 	<ul style="list-style-type: none"> • Generational values and resistance to change • Resistance from courts to look at sexual assault and domestic violence through a different lens • Community distrust in systems and outcomes • Inconsistent responses • Community pride • Resistance of agencies to join • Cynicism about solutions • Loud negative minority overpowers the voice of the positive majority 	<ul style="list-style-type: none"> • Education and awareness about the positive effects of Family Justice Centers • Ownership and open participation in implementation • Commitment of each agency to abide by guiding principles • Commitment to maintain a positive, growth mindset and a commitment to the mission • Be selective with agencies and service providers • Cast vision – demonstrate benefits of being “in” • Build relationships with organization leaders (build trust)

CREATING A CULTURE OF HOPE

Group Reflection on Ellen Pence Video PLAYED AT LUNCH

"I was impressed with the emphasis on collegial relationships between Ellen and the women she was working with." *Gaen McClendon*

"Seeing the needs before you and noticing what you can do." *Norma Borrero*

"Dialogue with women" instead of 'acting on them'. We have to see we are part of a bigger picture." *Charlene Mills*

"Desmond Tutu's quote - justice requires three things: telling the truth about injustice, repairing the harm as much as humanly possible, and changing the conditions that caused the injustice in the first place. That makes a lot of sense for justice. If we are shifting the paradigms of the institutions, then we need to reform our vision of justice itself. We as individuals cannot enact the justice, it has to be the collective that enacts the justice." *Patrick Gettings*

"Have your policy and procedures embedded in your daily routine. Setting aside what your organizational goals might be and reestablishing what the Family Justice Center's goals are." *Unknown*

"You don't just need relationships among partners but also mutual accountability in the system so that people can learn from each other even when they are hard truths." *Scott Benolkin*

"I was struck by the need for chaplains for the staff and clients, and spiritual health to keep everyone there working well together. We talk about having spiritual care for the clients, but you need it for staff as well to keep their batteries full ." *Bill Nesbit*

"Ellen Pence learned how to love people even if she didn't agree with them. " *Casey Gwinn*

ALIGNMENT OF THE WORK GROUPS WITH THE VISION/BELIEFS/VALUES

The second day of the Strategic Planning event began with group reflections from the first day of dreaming and planning:

"I'm excited to see so many faces in this room. We got here. Kudos to the organizing committee and the Mayor's Task Force for introducing us to one another and allowing this space and time for us to work together."
Alicia Neubauer, Women's March Rockford

"We need to get together, but we don't know what to do, and this perhaps could be something that helps us do that."
Harlan Johnson, Come Together Rockford

"Justice is a verb, not a noun, and it is something you constantly work towards. With hope, we can make justice a living, breathing thing—something we are constantly working toward."
Litesa Wallace, Health and Human Services

"I came here cynical. I have been involved in many things in Rockford. There is life on paper and then there is life. I am hoping this will be life. I left Day 1 with hope."
Unknown

"I left here with a lot of hope. Initially the idea was so big I couldn't comprehend it and how all these agencies could come together. But yesterday, with the vision board and the beliefs, I could see how that common goal could be the overlay for everything. The people I work with need something like this, so I am excited."
Renade Cossey

ALIGNMENT OF THE WORK GROUPS WITH THE VISION/BELIEFS/VALUES

After group reflections of Day 1, participants asked Casey Gwinn and Gael Strack a multitude of questions about the success, operation, and community impact of Family Justice Centers, diving into topics such as: governance structure, funding, homelessness, data and outcomes, civil legal services, accessibility, substance use, and mental health. The morning session also included a presentation by Gael Strack on funding and sustainability concepts for Family Justice Centers. The group then transitioned into the following five Work Groups that were established prior to the two-day event:

- Governance and Facilities
- Service Delivery and Operations
- Funding and Sustainability
- Community Engagement, Outreach and Volunteers
- Research and Outcomes

Each participant self-selected two Work Groups to rotate through, and the five Work Groups began to identify their goals and the action steps to achieve them. At the conclusion of these discussions, the Work Group chairs reported out to the larger group and highlighted their main goals that will help lay the foundation for the Family Peace Center. Participants then wrote down their pledges of support and commitment to be part of the success of the Center and pasted them along the wall. Participants committed their time, expertise, connections, and assets to make the vision of the Family Peace Center a reality. A list of these inspiring personal commitments is included in Appendix D. The goals of each Work Group are included below and will continue to evolve and expand as the planning process progresses and the Work Groups begin meeting regularly.

Work Groups

The Work Group exercise launched the participants into identifying initial goals, objectives, and action steps for each Work Group. The goals, objectives, and action steps will continue to evolve and expand as the planning process progresses and as the Work Groups meet on a regular basis. It is essential that the Work Groups meet consistently (at least monthly) under the guidance of the Project Manager and Steering

Committee in order to gain momentum towards their initial goals, foster group cohesion, and continue to identify their action steps. Each Work Group is responsible for finalizing plans for their respective focus areas and ensuring the plan is then executed. As the planning process progresses, Work Groups may need to increase their meeting frequency in order to achieve their goals.

ALIGNMENT OF THE WORK GROUPS WITH THE VISION/BELIEFS/VALUES

Based on the Alliance’s experience in planning Centers around the world, the following key focus areas have been identified for each Work Group. This list may be adapted and amended as needed, but Work Groups should

reference these focus areas to ensure all essential actions steps are completed in order to plan, open, and operate a dynamic, trauma-informed, hope-centered Family Justice Center.

Work Group: GOVERNANCE AND FACILITIES

- Governance Model
- Leadership
- Strategic Plan
- Mission and Vision
- MOUs
- Decision Making

- FJC Guiding Principles
- Internal Communication
- Shared Decision-Making Progress
- Short-Term and Long-Term Facilities Plan
- Location(s) Selection
- Involvement with the Alliance

Work Group: SERVICE DELIVERY AND OPERATIONS

- Training and Retention
- Screening, Intake, and Oversight of Services
- Operational Staffing/Structure
- Partnership Agreements
- Client Intake System
- Facility Safety and Security
- Transportation Plan
- Data Collection
- Identify Service Gaps

- Evaluation/Feedback
- VOICES Committee (Survivors) – Coordinated with the Community Engagement Work Group
- Operations Manual
- Community Partner Program Development
- Onsite/Offsite Community Partners
- FJC Environment
- Internal Communications
- Technology Considerations

Work Group: COMMUNITY ENGAGEMENT, OUTREACH AND VOLUNTEERS

- Media Spokespersons
- External Communication
- Communication Materials
- Volunteer Program
- VOICES Committee (Survivors)

- Speakers Bureau
- Branding and Marketing
- Events
- Education and Awareness

Work Group: FUNDING AND SUSTAINABILITY

- Establish Center Identity
- Funding Plan
- Public/Private Fundraising Mix

- Work with Community Engagement and Outreach Work Group
- Foundation

ALIGNMENT OF THE WORK GROUPS WITH THE VISION/BELIEFS/VALUES

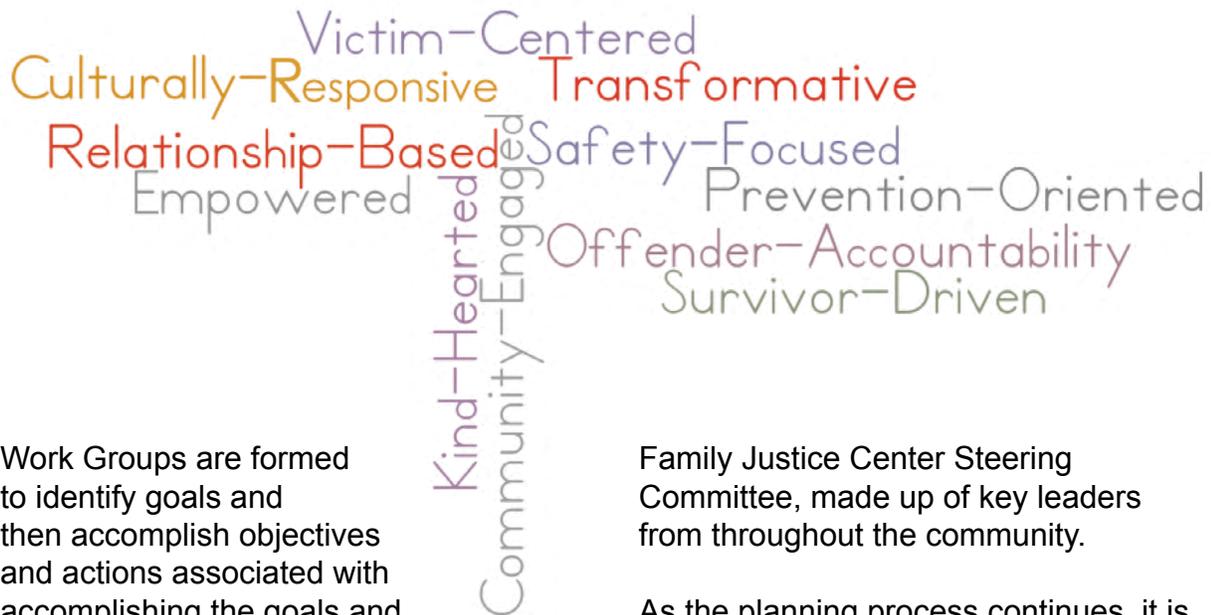
Goals

The chart below provides an initial outline of the 18 major organizational goals identified by each Work Group. These will help guide the work and planning during the Center's initial development process.

You can see the objectives and actions steps for each goal in Appendix E. The larger goals for each Work Group are as follows:

Work Group	Goals
GOVERNANCE AND FACILITIES	<ol style="list-style-type: none"> 1. Establish a governance structure 2. Identify and agree upon guiding principles and the mission and vision statements 3. Plan for facility space
SERVICE DELIVERY AND OPERATIONS	<ol style="list-style-type: none"> 4. Create a plan for child care and children 5. Focus on transportation 6. Create an Operations Manual 7. Develop partnership agreements 8. Develop an intake process
COMMUNITY ENGAGEMENT, OUTREACH AND VOLUNTEERS	<ol style="list-style-type: none"> 9. Develop branding and create a marketing plan 10. Launch an awareness campaign 11. Develop a long-term engagement plan 12. Develop a volunteer recruitment, management, and training plan
FUNDING AND SUSTAINABILITY	<ol style="list-style-type: none"> 13. Educate the community 14. Develop a funding and sustainability plan 15. Collaborate across agencies to apply for grants
RESEARCH AND OUTCOMES	<ol style="list-style-type: none"> 16. Determine outcome measures 17. Collect data 18. Analyze data and report

ALIGNMENT OF THE WORK GROUPS WITH THE VISION/BELIEFS/VALUES



Work Groups are formed to identify goals and then accomplish objectives and actions associated with accomplishing the goals and developing and operating the Center. The Alliance Team developed a gridded worksheet (included in Appendix E) to support the Work Groups as they continue to work towards their goals. Each worksheet organizes the goals, objectives, and action steps that were identified during the two-day Strategic Planning event into a grid for each Work Group to track their progress. The priority and timing of the objectives and action steps will be refined by each Work Group as they begin to meet on a regular basis.

Each Work Group is responsible for identifying and completing the smaller action steps that will accomplish the objectives and achieve the Work Group goal. Each Work Group will also finalize plans for their respective areas of focus and execute the plan under the supervision and leadership of the

Family Justice Center Steering Committee, made up of key leaders from throughout the community.

As the planning process continues, it is important to consider the environment that will be most supportive of both clients, volunteers, staff, and partner agencies. To create a truly integrated Family Justice Center culture that works to create systems change while also serving individual victims, there must be a concerted effort to create a new organizational culture that blends the best of all disciplines. The Alliance recommends this new work culture be focused around the Family Justice Center Guiding Principles, first created by our National Advisory Board. These principles should be integrated and institutionalized into all processes of the Family Peace Center. To view a complete list of the Guiding Principles, refer to Appendix G. The Alliance has attached worksheets for each of the Work Groups in Appendix E and included next steps on the following page.



Safe Place

Safe Place

Safe Place

STRATEGIC DIRECTION

NEXT STEPS

The Alliance has been honored to provide onsite training, technical assistance, consulting, and planning services to more than 90 communities in the United States and around the world since the inception of the Family Justice Center movement more than 15 years ago. This has given our team the opportunity to evaluate, compare, and contrast the approaches of different communities. We regularly evaluate the level of community participation, the history of collaboration among agencies, the degree of political support from city and county elected officials, and the willingness to engage with survivors in the planning process while creating a Family Justice Center framework.

The Rockford Family Peace Center had the largest number of responses to

our online Community Survey we have ever seen, and the Strategic Planning participation was the highest to date anywhere in America or internationally (with more than 200 in attendance each day). Our team was truly inspired by the dreaming and goal-setting that took place in May. The Work Groups set some powerful goals that will support the successful launch and operations of the Family Peace Center, and we encourage each of the groups to continue identifying the concrete action steps they will take to achieve them. The Alliance team is here to support you as you continue moving towards the big vision for your Center. Below, are our recommendations on how to take advantage of the strong support and momentum that has been developed in the City of Rockford and Winnebago County.

FOCUS QUESTION: How do we take advantage of the momentum toward making the FJC a reality?	
ENGAGE WITH THE ALLIANCE	<ul style="list-style-type: none"> • Participate in the Family Justice Center Alliance’s Monthly Calls for Developing and Open Centers (second Wednesday of each month – 11:30 AM Pacific Time) • Encourage all participants to participate in Alliance webinars and spend time reviewing webinars, webcasts, and relevant documents in the online Resource Library at http://www.familyjusticecenter.com/resources/ • Send a team to the Alliance’s National Leadership Summit in September 2019 in Oklahoma City (September 24-26) • Send a diverse, multi-disciplinary team to the 20th Annual International Family Justice Center Conference in San Diego -- May 18-21, 2020. • Schedule a conference call with the Alliance to clarify next steps in your local planning effort • Schedule conference calls with the Alliance to discuss critical issues that will arise from the Work Groups as they begin to meet regularly

STRATEGIC DIRECTION: NEXT STEPS

FOCUS QUESTION: How do we take advantage of the momentum toward making the FJC a reality?	
EXPAND PLANNING GROUPS	<ul style="list-style-type: none"> • Ensure that the Steering Committee continues to include decision makers in the community • Provide each Work Group leader with a copy of the Alliance’s first “how to” manual entitled, “Dream Big, Start Small: How to Start and Sustain a Family Justice Center” • Submit this Report for Review and Adoption to the County Commission and local City Councils with formally docketed agenda items
KEEP MEETING TOGETHER	<ul style="list-style-type: none"> • Set up a regular meeting schedule for the Work Groups and create a feedback mechanism for the rest of the group • Ensure that all Work Group Chairs are part of the Steering Committee • Reconvene planning team, partner agency heads and other stakeholders to reaffirm commitment to the collaborative vision, mission, values, and goals
REGULARLY BRIEF ALL ALLIES ON THE PROCESS	<ul style="list-style-type: none"> • Develop a short briefing/communication platform/plan to send monthly to elected officials, policy makers, and all potential partner agencies • “Dream big, start small”, and continually adjust to overcome the obstacles and take advantage of the opportunities (including considering a Phase I start-up of the Family Peace Center long before the larger campus vision can become a reality) • Continue to review the recommendations from the Study Tour throughout the planning process and assign identified challenges and responsibilities to the appropriate Work Group

THE STRATEGIC PLANNING PROCESS IN PICTURES

Additional photos available [here](#).



APPENDICES

Click below to navigate to the page indicated.
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Appendix A: STUDY TOUR REPORT

To access the entire report, click on the image below.



The Honorable Thomas McNamara
Mayor
City of Rockford, Illinois
425 E. State Street
Rockford, IL 61104

April 25, 2019

Dear Mayor McNamara and the Allied Agencies
of the City of Rockford and Winnebago County,

It was great to have you and your team at the 19th Annual International Family Justice Center Conference. You are all poised to lead the way in the State of Illinois!

It was an honor for our Alliance for HOPE International (Alliance) Technical Assistance Team to participate in the two-day Rockford, Illinois Study Tour on February 26-27, 2019. The Study Tour process was an opportunity for the Alliance team to learn from the key stakeholders, service providers and survivors. The focus of the Study Tour was to identify the current strengths and gaps in Winnebago County's various service delivery challenges to survivors in accessing the comprehensive support, and determine how the Alliance can best support your efforts toward the creation of a Family Justice Center in Rockford. As part of our Study Tour, the Alliance team gathered information about your community in pre-planning meetings, anonymous partner surveys, online research, stakeholder meetings, focus groups with survivors, and court observations. We believe that Rockford/Winnebago County is poised to move forward with the planning process to create a dynamic Family Justice Center framework.

Appendix B: STRATEGIC PLANNING AGENDA



Family Justice Center Strategic Planning

Heartland Community Church
1280 S Alpine Road
Rockford, IL 61108

May 29, 2019

8:00 - 8:30 am	Opening and Welcome <ul style="list-style-type: none"> • Welcoming Comments <ul style="list-style-type: none"> • Mayor Tom McNamara • Lieutenant General Juliana Stratton (via video) • Where We are in Our Development Process – Sierra Kellen • Survivor Video – I Got Flowers Today Video • Participant Introductions – Alliance Team
8:30 - 9:30 am	Family Justice Center Overview – Alliance Team <ul style="list-style-type: none"> • Study Tour Feedback • Essential Ingredients of a Family Justice Center • Shared Leadership • Working with Trauma-Exposed Children (Camp HOPE)
9:30 - 9:45 am	Break
9:45 - 10:00 am	Overview of the Strategic Planning Process – Alliance Team
10:00 - 11:15 am	Crafting the Vision – Alliance Team <ul style="list-style-type: none"> • What do we want our Center to be in five years?
11:15 - 11:45 pm	Group Photo
11:45 - 1:15 pm	Working Lunch – Alliance Team <ul style="list-style-type: none"> • Ellen Pence Video and Reflections
1:15 - 2:00 pm	Articulating our Mission and Values/Beliefs – Alliance Team
2:00 - 2:15 pm	Break
2:15 - 3:15 pm	Identifying the Blocks and Barriers to Our Vision and Mission – Alliance Team <ul style="list-style-type: none"> • What can derail our vision or keep it from becoming a reality?
3:15 - 4:15 pm	Overcoming the Blocks and Barriers: Proactive Strategies and Actions – Alliance Team
4:15 - 4:30 pm	Closing Reflections – Alliance Team

Appendix B: STRATEGIC PLANNING AGENDA



Family Justice Center Strategic Planning

Heartland Community Church
1280 S Alpine Road
Rockford, IL 61108

May 30, 2019

8:00 - 8:30 am	Opening Comments <ul style="list-style-type: none"> Review and Reflections on Day One
8:30 - 9:15 am	Funding and Sustainability: How to Make the Pie Bigger! – Alliance Team
9:15 - 9:30 am	Break
9:30 - 11:30 pm	Alignment – Alliance Team <ul style="list-style-type: none"> Overview of the Work Groups <ol style="list-style-type: none"> Governance and Facility Service Delivery and Operations Funding and Sustainability Community Engagement, Outreach and Volunteers Developing our Goals & Objectives
11:30 - 1:00 pm	Working Lunch – Alliance Team <ul style="list-style-type: none"> Successfully Working Together in a Family Justice Center
1:00 - 1:30 pm	Reports from Work Groups
1:30 - 2:00 pm	Personal Commitments from the Participants – Alliance Team
2:00 - 2:30 pm	Next Steps and Closing Reflections – Alliance Team & Sierra Kellen

Appendix C: STRATEGIC PLANNING EVENT ATTENDEES

Michael Abate	Marlena Dokken	Shannon Krueger	Mary Jo Powers
Mustafa Abdall	Leann Duncan	Sarah Lambert	Caitlin Pusateri
Megan Alberto	Liz EauClaire	Kay Larrick	Brenda Quade
Haddon Anderson	Beth Edge	Laurie Larsen	Luz Ramirez
Danielle Angileri	Erica Engler	Mary Gubbe Lee	Carla Redd
Tom Austin	Rachel Evett	Eric Lemonholm	Ted Rehl
Beth Balentyne	Karen Falzone	Ali Leonard	Bea Ricotta
Ashley Barba	Jennifer Ferri-Ferguson	Marissa Lester	Steve Roberson
Vic Barr	Jessica Fischer	Catherine Lewis	Jim Roberts
Carlie Bates	Jill Flynn	Lynn Liston	Phoenix Roby
Frank Beach	Carol Friesen	Mindy Lucchesi	Ann Rundall
Heather Beauflis	Brittney Fry	Shane Lynch	Dick Rundall
Gina Beaver	Deborah Gaines	Donald Lyon	Cesar Sanchez
Scott Benolkin	Nicole Galloway	Karen Lytwyn	Maggie Schneider
Breanna Berg	Ann Gantzer	Jen Macek	Brittany Schultz
Derek Bergsten	Skye Garcia	Laura Maher	Carol Schuster
Nicole Bockhorn	Lisa Gay	Susan Maher	Rita Schmidt
Michael Born	Katherine George	Faye Marcus	Gary Schwerin
Norma Borrero	Jimmie Getter	Taryn Marko	Karyn Schwitters
Steve Bowie	William Patrick Gettings	Erin Marshall	Ziyad Shihadah
Tracy Box	Dave Gill	Rev. William Martin	Jennifer Smith
Kathy Branning	Cristina Gloria	Jessica Maveus	Mark Soler
John Tac Brantley	Angie Goral	Tiana McCall	Alex Stagnaro-Green
Megan Brechon	Laurie Graciana	Gaen McClendon	Mia Stanford
Amy Brewer	Miranda Grisales-Buell	LaShun McGee	Todd Stockburger
Eric Brown	Anna Grzelak	Teresa McMahan	Harold Sweeney
Karen Brown	Shauna Gustafson	Mary McNamara	Kim Thielbar
Joe Bruce	Gary Halbach	Thomas McNamara	Chad Thompson
Angie Brun	Delicia Harris	Pedro Mendoza	Nicole Ticknor
Joe Bruscato	Tara Harris	Sarah Meyers	Gabrielle Torina
Lucinda Bugden	Kelsey Hart	Charlene Mills	Paige Town
Richard Bunch	Karen Hoffman	Regina Mitchell	Patti Tumilowicz
Tanya Burns	Jason Holcomb	Judy Moe	Star Turner
Mary Cacciapaglia	Bertie Holmgren	Ricardo Montoya-Picazo	Alice Uphouse
Jennifer Cacciapaglia	Wanda Hoover	Lisa Morris	Wendy Vaughn
Mary Cacioppi	Melodie Hopkins	Maureen Mostacci	Michelle Vella
Todd Cagnoni	Antionette "Annie" Hobson	Brittany Nelson	Bob Vertiz
Stephanie Caltagerone	Shurice Hunter	Bill Nesbit	Kris Wagner
Armando J Cardenas	Jennifer Jaeger	Sharon Nesbit-Davis	Odessa Walker
Andrea Carlson	Hafsa Jamalvi	Alicia Neubauer	Litesa Wallace
Owen Carter	Jared Johannsen	Dana Northcott	Nathan Walloch
Gary Caruana	Harlan Johnson	Rebecca Nunes	Karen Walsh
David Caulk	Matthew Johnson	Halle O'Connor	Kimberly Watkins
Erica Chapple	Lori Johnson	Mary Ogden	Kim Welsh
Barb Chidley	Todd Johnson	Laura Ortiz	Kurt Whisenand
Rosemary Collins	John Johnson	Christina Overton	Rebecca White Newgren
Mary Ellen Commare	Nancy Kaney	Beverly Owens	Olivia Wilks
K. Edward Copeland	Sue Kanthak	Chad Owens	Rose Willette
Renade Cossey	Shelton Kay	Anqunette Parham	Jennifer Williams
Sarah Coyne	Sierra Kellen	Sarah Parker-Scanlon	Kristin Wilson
Julie Crouch	Shannon Kelly	Brent Pentenburg	Marla Wilson
Fiona Cummings	Becky Kendall	Paula Peterson	Randy Wilt
Nicholas Cunningham	Cara Kimble	Michele Petrie	Becky Winstead
George Davis	Matt Kindler	Hope Phillips	Michael Youngblood
Ann Dittmar	Matthew Knott	Kathy Pomahac	Meaghan Ziemba
NeAngela Dixon	Shannon Kopp	Lori Poppen	Jamie Ziemba
Eugene Doherty	Julie Kreye	Danielle Potter	Katie Zitzke

Appendix D: **PERSONAL COMMITMENTS**

Participate in Family Justice Center work group(s), participate on task force and other committees, and share information about the Family Peace Center with agency staff and community members.

- BECKY WINSTEAD

I would like to join the Community Engagement, Outreach, and Volunteers work group.

- MARY GUBBE LEE

Provide staff for Family Peace Center and look for opportunities for moving the Center forward.

- GARY HALBACH

I will commit to serving on a work committee and work toward community-wide collaboration.

- LYNN LISTON

I will continue to help in this process and tell my contacts about this. Hopefully, I can get others involved. I am considering joining a work group (engagement group).

- FAYE MARCUS

For the support of the Winnebago County Family Justice Center, I'm willing to stay involved and volunteer at the Family Justice Center when it opens to keep spreading peace.

- PATRICK GETTINGS

I commit to being a voice for the disability community and bring other voices to the table.

- ERIC BROWN

Commit to serve on the Mayor's Core Team through to the launch and establishment of the Family Peace Center and join a work group.

- TODD JOHNSON

I will do whatever it takes to make our Family Peace Center the best Family Peace Center in the world! Serve on committees, raise money, put together coalitions to work on this, do public speaking, and donate hours every week to make it happen.

- ROSEMARY COLLINS

I'm committed to become a Family Peace Center brand ambassador and help manage and organize fundraising events and information sessions within the community and surrounding communities.

- MEAGHAN ZIEMBA

Actively attend and participate in work groups, take the Family Peace Center and "hope" work to my church and the larger faith community, and take the ideas of "hope" to my agency and in my work with adolescents.

- LAURIE LARSEN

Appendix D: **PERSONAL COMMITMENTS**

Actively participate in a work group and encourage my employees to also join and participate in a work group.

- KIM THIELBAR

I will integrate the work of the Family Peace Center into the ongoing committee work of the FVCC. There is also a lot of other things I want to do: work on the volunteer chaplaincy program, create staff self-care plans, and help with getting Loves Part Fire Department involved.

- KELSEY HART

I am willing to commit to a work group, talk about the benefits of the project to my friends, family, and colleagues, and participate in outreach events.

- LEANN DUNCAN

As a pastor, I will encourage my congregations to support the Family Peace Center.

- REVEREND JILL FLYNN

Use my business and graphic design skills to help organize and design mission goals to share with the community.

- MARLA WILSON

Whatever is needed, within my capabilities.

- DAVID CAULK

Participate in a work group and support staff.

- UNKNOWN

Collaborate without ego.

- BRENDA QUADE

I commit to serve wherever I am needed, where my skills and abilities can be put to the best use.

- LUZ RAMIREZ

I am willing to educate my village board about the Family Peace Center.

**- TODD STOCKBURGER,
CHIEF OF POLICE**

Leverage the YMCA to meet this need and transform the lives of youth and families in spirit, mind, and body.

- BRENT PENTENBURG

Join a work group, willing to help plan Camp HOPE, and willing to continue to share and be a part of this vision.

- ERICA CHAPPLE

I will participate and support planning for the Family Peace Center and offer all my expertise to help.

- SHANNON KRUEGER

Appendix D: **PERSONAL COMMITMENTS**

I will commit my personal and professional time, talents, and dedication to this vision.

- OWEN CARTER

What I will commit to doing:

- (1) Support initiatives for bringing and sustaining the Family Peace Center,
- (2) Serve on one of the committees and focus groups,
- (3) spread the word, and
- (4) pray for God's will to be done.

- LASHUN MCGEE

Visit site in Milwaukee, stay engaged with process and promote through my organization and church, give input on intake and sharing information (training involvement), and participate in work groups.

- RENADE COSSEY

I'm willing to join a work group and I would love to be involved with a local Camp HOPE. As a therapist who also has a B.S. in Environmental Biology, it's a perfect blend.

- KARYN SCHWITTERS

I will (1) volunteer to work with male offenders and victims to facilitate group experiences and the arts and (2) participate in the Services and Operations Work Group.

- GEORGE DAVIS

I am willing to work with clergy in the region, of AU traditions, to learn about, encourage support, and come together around the Family Peace Center in Rockford.

- REVEREND JIM ROBERTS

Community engagement (adult and youth) and involvement.

- MUSTAFA ABDALL

I am willing to help build bridges of communication with our communities of color! A successful Family Peace Center must have a constructive means of inclusiveness!

- RICARDO MONTOYA-PICAZO

I am willing to spread the word, join a work group, and help with Camp HOPE.

- PAIGE TOWN

I am willing to be a liaison to my own faith community about domestic and family violence and become a point of information from the Mayor's Family Justice Center initiative.

- KRISTIN D. WILSON

Volunteer to be a chaplain with the Family Peace Center (3-5 hours per week).

- BERTIE HOLMGREN

Appendix D: **PERSONAL COMMITMENTS**

I will pray for this effort constantly and expectantly and do whatever I am led to do as a result of that prayer and I will work to coalesce clergy around the efforts.

- GARY SCHWERIN

I am personally committed to furthering my education and qualifications in order to teach at the Family Peace Center.

- SKYE GIA GARCIA

Get info to the African American Faith Community (help set up and host an informational meeting) for Jennifer, Sierra or staff to bring info and have discussion groups.

- BEVERLY OWENS

I will work to remove barriers to the Family Peace Center.

- NICOLE BOCKHORN

I am willing to sit in with difficult, honest conversations focused on strengthening relationships and identifying solutions.

- NIKKI TICKNOR

I will participate in the Research and Outcomes work group and will assist in generating and submitting a grant proposal to support a study that involves the Family Peace Center.

- UNKNOWN

Talk about this event.

- JOHN TAC BRANTLEY

I will personally commit to joining a work group and to help educate our community about the benefits of a Family Peace Center. I will remain engaged in the process of working toward a safer, healthier and more positive community.

- SHANNON KOPP

I vow to be survivor-focused. I will be an engaged and positive member of the Research and Outcomes workgroup to find baseline data.

- MARY MCNAMARA

I would like to be involved in the Research and Outcome group.

- ALEX STAGNARO-GREEN

Be available!

- TIANA J. MCCALL

I will commit my time to seeing the Family Peace Center come to be a reality. I am willing to share my expertise to achieve the goal of serving students better (work with truant, drop out, and homeless students).

- HAROLD SWEENEY

Volunteer, VOICES Committee, and action (stay engaged).

- BETH EDGE

Appendix D: **PERSONAL COMMITMENTS**

I am willing to: participate on the Service Delivery work group; do research on other Family Justice Centers; help promote and advocate for needs of domestic violence survivors.

- STACEY SULLIVAN

Serve as an ambassador for the Family Peace Center in Rockford. Promote the head of Swedes community.

- MICHAEL J. BORN

I will sign up for a work group. I am willing to share the vision with my friends. I am willing to collaborate to make the Family Peace Center a reality.

- NANCY KANEY

Help provide awareness to the families that come through our agency that need the services and support provided by the Family Peace Center.

- JARED JOHANSEN

I will sign up for a work group and help in any capacity with the process of having our Family Peace Center become a reality.

- ANNA GRZELAK

Co-chair a work group and continue educating others about Family Justice Centers.

- MAUREEN MOSTACCI

(1) I will join the Community Engagement work group. (2) I will initiate or participate in awareness activities in the community. (3) I will educate my family and friends on how to become involved in the Family Peace Center. (4) Organize a lunch and learn for Family Peace Center staff to facilitate at Swedish American Hospital.

- NICOLE GALLOWAY

Continue being involved in this process until the end (to assist in the integration of the Spanish speaking community; interested in being part of the work groups).

- CRISTINA GLORIA

Co-facilitate the Governance and Facilities work group.

- KAREN BROWN

Continue learning about, being involved in, and offering time and resources to the process of this happening, and involving (making aware) others.

- MARISSA LESTER

Stay involved and lead everyone interested in the practice of trauma-sensitive yoga and mindfulness to aid in the transformation of our community.

- MIRANDA GRISALES-BUELL

Appendix D: **PERSONAL COMMITMENTS**

Join a work group.

- **ERICA ENGLER**

Volunteering.

- **RACHEL EVETT**

I will continue to inform and educate myself to the Family Justice Center and do my best to share it with the community.

- **KAREN FALZONE**

My personal contribution to the Family Peace Center is to create a 12-step recovery program for people who have done "aggression."

- **HARLAN JOHNSON**

I'm willing to dedicate my time to planning for the first phase of the Family Peace Center or other things Jenn asks me to do.

- **MICHELLE VELLA**

I will champion this movement in my congregation and in the faith community.

- **K. EDWARD COPELAND**

I will encourage and engage Emmanuel Episcopal Church in developing the Rockford Family Peace Center through donations of time, talent, and treasure.

- **REVEREND BILL NESBIT**

I will volunteer my time to help plan and participate in any fundraising movements within the community.

- **KATIE ZITZKE**

Time, voice, and commitment.

- **ASHLEY BARBA**

I will share this initiative with the various groups I attend and be a volunteer.

- **MARY JO POWERS**

I will help my agency (RSAC) prepare for collaboration in any way I can. I will join committees or volunteer at events to help this process.

- **CARLIE BATES**

I am willing to speak to people in our community about why Winnebago County needs a Family Justice Center and Camp HOPE immediately. I have also worked with survivors of domestic violence for 25+ years and would live to work at the center as an attorney.

- **LUCINDA BUGDEN**

I'm willing to report back to my cohorts at work about the strategic planning meeting and encourage involvement.

- **TANYA BURNS**

Appendix D: **PERSONAL COMMITMENTS**

Co-chair Funding and Sustainability work group, identify and collaborate and engage community members to join group to improve and obtain funding goals, and visit the Milwaukee site.

- TARA HARRIS

Facilitate journaling workshops for survivors.

- DEB GAINES

I commit to supporting the Community Engagement and Outreach Committee with my heart and passion, and engage volunteers with the same. I also commit to bringing the least likely supporters onboard.

- ANQUINETTE PARHAM

I'm willing to talk up the importance of the Family Peace Center. I also want Shelter Care's MAYA's House Daycare (free for children 6 weeks to 5 years who are homeless) to be part of it. I'd also be interested in serving on a work group. Finally, Camp HOPE sounds amazing and transformative.

I'd love to somehow help with that (I have an undergrad degree in Outdoor Recreation).

Access to nature is vital to health.

- SARAH PARKER-SCANLON

Correct misconceptions among those I encounter, teach knitting class, and be involved in data and research.

- SUE KANTHAK

I will continue to engage in the conversation and development of our Family Peace Center. I will share the information whenever possible in the community. Professionally, I will continue to be open-minded about the potential of combining my current position/services with the Family Peace Center for child care.

- LISA GAY

I am willing to work on the Service Delivery and Operations team and help as needed.

- BETH BALENTYNE

I will sign up for a work group, help spread the word about the Family Peace Center, and stay engaged in order to participate in offered collaborations and volunteer opportunities.

- GINA M. BEAVER

I am willing to stick through this process of the Family Peace Center to its completion and beyond.

- PAULA PETERSON

Sign up for a work group and train/work on inter-agency collaboration between prosecutors, police officers, and advocates.

- NEANGELA DIXON

I will sign up for a work group and help where needed.

- MIA STANFORD

Appendix D: **PERSONAL COMMITMENTS**

I will provide input to the plan and ideas as they are produced as time goes on.

- JOE BRUCE

Write a kick-ass newsletter, help market this miracle, and think of fundraising events.

- BEA RICOTTA

Become actively involved in the Community Engagement Outreach work group; engage my employer in the Family Justice Center to as high of a degree as possible to see the Family Peace Center come to life.

- LIZ EAUCLAIRE

I will share this initiative with the various groups I attend and be a volunteer.

- MARY JO POWERS

I am willing to add this initiative to my roster of goals/commitments as a member of this community. And I will share this vision with my congregation and my peers.

- STEPHEN BOWIE

(1) I will be a chaplain for the day six times a year. (2) I will be a cheerleader for the Peace Center. (3) I will participate and bring my family to learn tangible peace skills.

**- REVEREND REBECCA WHITE
NEWGREN**

I am willing to serve on the Governance work group. I am willing to think creatively about how to co-locate law students and lawyers at the Family Peace Center.

- WENDY VAUGHN

I will dedicate 4-5 hours per month to the Family Peace Center (more if needed). When I retire, I will help the Family Peace Center in intake, if you need me.

- MARY ELLEN COMMARE

I'm willing to help create legislative ideas for sustainable funding. I'm also willing to continue to champion policies for survivors and provide discounted services at my business.

- DR. LITESA E. WALLACE

I will share information about the Family Peace Center in the community and advocate for it.

I am willing to sign up for a work group.

- MAGGIE SCHNEIDER

I am willing to sign up for a work group to address the awareness campaign and adolescent engagement. I am committed to attending ongoing meetings related to the Family Peace Center. I am willing to educate my fellow co-workers about the Family Peace Center.

- KIM WELSH

Appendix D: **PERSONAL COMMITMENTS**

Be part of a Speaker Bureau and attempt to reach underserved populations (minorities, homeless, LGBTQ) and learn more about Hope Research.

- SHELTON KAY

I would be willing to be on a work group for outreach and will do outreach to the groups I'm in regardless. I will also donate money whenever I can.

- JUDY MOE

(1) Willing to attend one of the work groups as needed and (2) site visit to Denver and Boston's Family Justice Centers while visiting those cities to bring back observations.

- UNKNOWN

I would be willing to be on a work group for outreach and will do outreach to the groups I'm in regardless. I will also donate money whenever I can.

- JUDY MOE

I will sign up for a work group, and I will help with Camp HOPE Illinois.

- TERESA MCMAHON

I am willing to assist in the development of stories - both writing and verbal storytelling. I am also willing to develop arts programs for children and adults at the Center.

- SHARON NESBIT-DAVIS

I am willing to offer my time and talent to help with the building of the Family Peace Center. I will support my team in their efforts to create the Family Peace Center and will serve on a work group if needed.

- CHAD THOMPSON

Offer legal services to families at the Family Peace Center.

- JAMIE ZIEMBA

I will participate on a work group committee and serve in this process to bring the Family Peace Center to life. In the name of Karen - who did not survive her abuser.

- CATHERINE LEWIS

I will continue to participate in the work to develop and sustain the Family Peace Center.

- ANDREA CARLSON

Volunteer, share and bring onboard the people in my congregation, and give monthly.

- NORMA R. BORRERO

I commit to stay engaged with the work group and help achieve its goals.

- PEDRO MENDOZA

I am willing to sign up for a work group.

- BRITTANY SCHULTZ

Appendix D: **PERSONAL COMMITMENTS**

(1) To assist the Mayor when required, (2) join a work group, and (3) share the goodness of the Family Peace Center wherever opportunities are made available.

- FRANK BEACH

I am willing to spread the word of Family Justice Centers to everyone I know and try to work at one at some point in my legal career.

- NATHAN WALLOCH

I am willing to stay a part of the process of having a Family Peace Center in Rockford to completion and beyond.

- CHARLENE B. MILLS

I have made a number of professional commitments to the Family Justice Center. Personally, I can commit to be vocal with my support to my friends and family, as well as the community at large. I will challenge people to make their own personal and professional commitments.

- MEGAN BRECHON

Raise community awareness, be an advocate for the Family Peace Center process, both personally and professionally.

- KATHY POMAHAC

I will serve on a work group.

- LORI POPPEN

I am willing to spread information and awareness about Family Justice Centers in the Muslim Community.

- HAFSA JAMALVI

I am willing to be a bridge for knowledge and relationships with my faith community and colleagues, continue to be engaged in conversation in this process, and consider connecting with a work group.

- PASTOR SCOTT BENOLKIN

I will sign up for a work group and help with organizing the legal services portion of this process.

- ALI LEONARD

I will sign up for a work group. I will share the importance and value of having a Family Justice Center in our community to all friends, family, and friends of friends.

- ANGIE BRUN

Future planning for survivors: sense of self, career path, interests, and long-term stability/independence.

- JESSICA FISCHER

I am willing to sign up for a work group. I am willing to spread the word about the Family Justice Center. I am willing to make a difference and hold offenders' accountability to increase victim safety.

- BREANNA BERG

Appendix D: **PERSONAL COMMITMENTS**

I am willing to continue to stay involved and look for ways for the business community to connect and engage in this important work. I will then work to make connections and help fill in gaps.

- CAITLIN PUSATERI

I will join a committee and educate the community on the importance of the Family Peace Center.

- CESAR SANCHEZ

I am willing to join a work group.

- JASON HOLCOMB

I will remain actively engaged in this process and help the neighborhood residents to become aware and engaged.

- BARB CHIDLEY

I am willing to join one of the work groups (preferably Operations or Research).

- RICHARD BUNCH

I will make space in my life for this project as a volunteer in a capacity to be determined.

- UNKNOWN

I will be committed to advocating for and supporting Camp HOPE in any way possible.

- MATT KINDLER

I am willing to stay engaged.

- CARA KIMBLE

Joining Governance and Facilities work group!

- ZIYAD SHIHADAH

Volunteer at any and all benefits.

- JENNIFER FERRI-FERGUSON

I am willing to help set up support groups for survivors and with implementing wellness activities for children. I would also love to be involved in Camp HOPE and work groups.

- DANIELLE ANGILERI

I am willing to serve on a work group or as a brand ambassador.

- JENNIFER WILLIAMS

To work on any activity that helps prevent human trafficking of girls, to share my expertise (if needed) around running a non-profit and running a for-profit, and to give a personal donation.

- FIONA CUMMINGS

I will make a financial donation of \$1,000, use networks to share the power and importance of this program, share my experience in housing for those who are homeless and/or in crisis, and help where most needed.

- KAY LARRICK

Appendix E: **WORKSHEETS FOR WORK GROUPS**

GOVERNANCE AND FACILITY Work Group

A committed governing body and a thoughtfully designed facility are keys to the success of any Center. The governing body must be fully committed to a co-located approach in order to holistically serve survivors of domestic violence and their children. In addition to proper governance, the facility or facilities where

partners will be housed and survivors will be served is vitally important. The look, feel, location, safety, and accessibility of the Center will have an enormous impact on its success. Governance must also create a process to build trust and improve relationships among government and non-government agencies.

GOAL #1: Establish a governance structure		
OBJECTIVE: Plan for and create a governance model that meets the needs of the community		
Actions	Timing	Person Responsible
Develop an organizational chart		
Survey directors at existing FJCs on the benefits, challenges and lessons learned in deciding their governance model		
Review Alliance Website Resource Library for materials on governance structures		
Read Chapter 3, “Governance and Organizational Leadership” in <i>Dream Big, Start Small</i>		

GOAL #2: Identify and agree on Guiding Principles and the mission and vision statements		
OBJECTIVE: Determine what the Centers culture and values will be		
Actions	Timing	Person Responsible
Read the Study Tour Report to revisit the Vision created in February 2019		
Remain survivor-focused by asking the VOICES Committee for their input on the vision statement, mission statement, and Guiding Principles		
Create Guiding Principles with partners, understanding that we are bringing together different organizations and intentionally create culture		
Ensure the FJC Guiding Principles are shared by all partners participating in the decision-making process		
Read Chapter 5, “Partnerships in Family Justice Centers” in <i>Dream Big, Start Small</i>		

Appendix E: WORKSHEETS FOR WORK GROUPS

GOVERNANCE AND FACILITY Work Group

GOAL #3: Plan for Facility Space		
OBJECTIVE 1: Consider survivor and family needs		
Actions	Timing	Person Responsible
Conduct a focus group with survivors and get feedback on what they want the facility space to include		
Include survivors in the Governance and Facilities Work Group and/or on the Steering Committee		
OBJECTIVE 2: Identify potential partner agencies		
Actions	Timing	Person Responsible
Identify all local service providers that interface with domestic violence, sexual assault, elder abuse, and human trafficking		
Create and distribute a survey to local service providers to identify potential partner agencies		
Conduct a focus group with survivors and identify what services/partners they would like onsite		
OBJECTIVE 3: Identify potential facility location		
Actions	Timing	Person Responsible
Conduct a focus group with survivors and collect their feedback on the potential location of the Center		
Analyze heat maps to determine where survivors are currently going for services		
Study public transportation and bus routes to determine optimal locations for the Center		
Contact government officials to identify available facility space		
Read Chapter 4, "Location, Location, Location" in <i>Dream Big, Start Small</i>		

Appendix E: **WORKSHEETS FOR WORK GROUPS**
GOVERNANCE AND FACILITY Work Group

GOAL #3: Plan for Facility Space		
OBJECTIVE 4: Plan for facility security		
Actions	Timing	Person Responsible
Review existing FJC Safety Plans and explore the Safety and Security resources on the Resource Library		
Work with law enforcement and Steering Committee to determine best approaches to securing the facility		

GOVERNANCE AND FACILITY Work Group Team Members	
Name	Organization

Appendix E: WORKSHEETS FOR WORK GROUPS

SERVICE DELIVERY AND OPERATIONS Work Group

At the heart of every Family Justice Center is the offering of services and support to people impacted by domestic violence and related sexual abuse. Because a Family Justice Center is the co-location of existing services into a

single Center, the design of the provision of services and how the Center operates is of paramount concern to the partners, the survivors, and the community. The achievement of this goal will define the Family Justice Center.

GOAL #4: Create a plan for child care and children		
OBJECTIVE: Provide services to survivors and their children		
Actions	Timing	Person Responsible
Read Chapter 7, "Serving Victims and Their Children" in <i>Dream Big, Start Small</i>		
Explore Camp HOPE by reaching out to existing Camp sites and connecting with the Camp HOPE America team at the Alliance		
Research children programming at other Centers (Pathways at the Alliance, Alameda County FJC, Stanislaus FJC, New York FJCs, etc).		
Find ways to engage the public schools – identify who from the school system may be an ally		

GOAL #5: Focus on transportation		
OBJECTIVE: Make services accessible to all survivors		
Actions	Timing	Person Responsible
Identify transportation challenges		
Identify locations that have the highest access to public transportation		
Survey local government resources or property that may include vans, smaller buses, etc.		

Appendix E: **WORKSHEETS FOR WORK GROUPS**
SERVICE DELIVERY AND OPERATIONS Work Group

GOAL #6: Create an Operations Manual		
OBJECTIVE: Ensure the Center runs smoothly and all partners and survivors feel supported		
Actions	Timing	Person Responsible
Look at other FJC operations manuals on the Resource Library		
Agree on the structure of the manual and what needs to be included		
Determine how the Center will document cases in a way that protects client confidentiality and keeps clients safe (see Transforming the Way You Approach Intake webinar)		
Read Chapter 6, “Confidentiality and Information Sharing” in <i>Dream Big, Start Small</i>		

GOAL #7: Develop partnership agreements		
OBJECTIVE: Create a culture of collaboration that provides trauma-informed services		
Actions	Timing	Person Responsible
Identify existing services in the community		
Work with the Governance and Facilities Work Group to decide who the partners will be: <ul style="list-style-type: none"> • Conduct focus groups with survivors • Service mapping 		
Look at existing partnership agreements on the Resource Library		
Determine expectations for onsite and offsite partners		
Develop a draft MOU with key components		

Appendix E: **WORKSHEETS FOR WORK GROUPS**
SERVICE DELIVERY AND OPERATIONS Work Group

GOAL #8: Develop a trauma-informed, hope-centered intake process		
OBJECTIVE 1: Understand existing FJC intake models that will inform the new intake system		
Actions	Timing	Person Responsible
Read the Alliance's Intake Toolkit		
Learn about different databases and platforms that existing FJCs are using to log client information (contact Sojourner Family Peace Center in Milwaukee, Guilford County FJC, etc.)		
Connect with other FJC Directors on lessons learned around their intake model (see Creating Cultures of Trauma Informed Care)		
OBJECTIVE 2: Translate existing intake models to the local context		
Actions	Timing	Person Responsible
Develop a client mapping of services in Rockford (see the Alliance's client process mapping resource)		
Begin gathering partner agency intake forms and identifying similarities (coordinate with the Governance and Facilities Work Group to determine potential partner agencies)		
OBJECTIVE 3: Design an intake process that meets the needs of Rockford		
Actions	Timing	Person Responsible
Determine which client assessment tools the Center will use		
Draft the Operations Manual (see action items under goal #6)		
Hire a navigator for consistency		
Train all partners and staff on the intake process		

Appendix E: **WORKSHEETS FOR WORK GROUPS**
SERVICE DELIVERY AND OPERATIONS Work Group

GOAL #8: Develop a trauma-informed, hope-centered intake process		
OBJECTIVE 4: Create a welcoming lobby, waiting area, and child area		
Actions	Timing	Person Responsible
Conduct a focus group with survivors on what they want the space to look and feel like (layout, décor, etc.)		
Create safe space signage that is inclusive (see resources on underserved populations)		
Find a local sponsor to design and create the children’s area		
Strive for multi-cultural awareness and address gender specific concerns in processes (see resources from Pride United on the Resource Library)		

SERVICE DELIVERY AND OPERATIONS Work Group Team Members	
Name	Organization

Appendix E: WORKSHEETS FOR WORK GROUPS

COMMUNITY ENGAGEMENT, OUTREACH AND VOLUNTEERS

Work Group

Survivors often tell us that Family Justice Centers are the community’s best kept secret. Reaching out, as a collaborative, to other stakeholders, potential partners, community members, victims, local, state, national government officials and funders and letting them know of the services

and successes of the Center is a critical part of success. Learning to tell the story as a united front of service providers rather than individual agencies helps communities engage supporters and maintain momentum.

GOAL #9: Develop branding and create a marketing plan		
OBJECTIVE: Increase presence in the community and streamline messaging		
Actions	Timing	Person Responsible
Create a unified message and approach		
Utilize media to increase local presence of Family Peace Center (TV, radio)		
Read Chapter 16, “Public Relations” in <i>Dream Big, Start Small</i>		
Create video testimonials		
Create a speaker’s bureau of brand ambassadors		
Produce online and printed marketing materials		
Create a website that is shareable with agencies (see existing FJC websites, i.e. New Orleans Family Justice Center, One Safe Place, Buncombe County Family Justice Center, etc.)		

GOAL #10: Launch an awareness campaign		
OBJECTIVE: Increase community awareness of the Family Peace Center		
Actions	Timing	Person Responsible
Conduct population-specific outreach		
Hold local events in community centers		
Coordinate a telethon		
Read the Strategic Planning Report to revisit the Vision created in May 2019		

Appendix E: **WORKSHEETS FOR WORK GROUPS**
COMMUNITY ENGAGEMENT, OUTREACH AND VOLUNTEERS
 Work Group

GOAL #11: Create an education plan		
OBJECTIVE: Ensure the Family Peace Center continues to increase its presence in the community and that stakeholders maintain their involvement with the Center		
Actions	Timing	Person Responsible
Ask survivors what would foster long-term community for them and then create opportunities for survivors to have lifelong engagement with the Center		
Empower VOICES members to share their story and engage the community in the Family Peace Center		
Look at existing resources on communications and public relations at Family Justice Centers		

GOAL #12: Develop a volunteer recruitment, management, and training plan		
OBJECTIVE: Engage volunteers in the success of the Center		
Actions	Timing	Person Responsible
Create a volunteer portal		
Read existing Volunteer Manuals on the Resource Library		
Read Chapter 9, “Volunteer Power” in <i>Dream Big, Start Small</i>		

COMMUNITY ENGAGEMENT, OUTREACH AND VOLUNTEERS Work Group Team Members	
Name	Organization

Appendix E: WORKSHEETS FOR WORK GROUPS

FUNDING AND SUSTAINABILITY Work Group

For the Center to succeed, the planning should include both short-term and long-term activities that will ensure the sustainability of the Center.

A sustainability plan for the Center focuses on growing the human and financial resources needed to maintain and expand the Center over time.

GOAL #13: Educate the community		
OBJECTIVE: Spread awareness of domestic violence and the Family Peace Center to increase community buy-in and potential funding		
Actions	Timing	Person Responsible
Open a dialogue where one does not exist (i.e. with local businesses, philanthropists, etc.)		
Develop Family Peace Center ambassadors to educate local businesses and potential partners		
Train and support the ambassadors with core materials, talking points, and a common message		

GOAL #14: Develop a funding and sustainability plan		
OBJECTIVE: Identify sources of funding		
Actions	Timing	Person Responsible
Review Alliance Website Resource Library for Materials on Funding and Sustainability		
Develop a network of potential volunteer grant writers		
Hold regularly scheduled planning meetings		
Identify a fundraising model		
Read Chapter 8, "Funding and Sustainability" in <i>Dream Big, Start Small</i>		

Appendix E: **WORKSHEETS FOR WORK GROUPS**
FUNDING AND SUSTAINABILITY Work Group

GOAL #15: Collaborate across agencies to apply for grants		
OBJECTIVE: Secure grant funding for the Family Peace Center		
Actions	Timing	Person Responsible
Hold regular planning meetings to define what the objectives are and what they are not		
Research existing grants and determine eligibility		
Collaborate with a local grant writer or designate staff time to writing grant proposals		
Review federal solicitations currently available (OVW, OVC, NIH, etc.)		

FUNDING AND SUSTAINABILITY Work Group Team Members	
Name	Organization

Appendix E: WORKSHEETS FOR WORK GROUPS

RESEARCH AND OUTCOMES Work Group

Centers are most effective and impactful when they are rooted in evidence-based practices. Collecting data and measuring baselines prior to opening the Center creates opportunities to measure the

community impact of the Center over time. The ability to back the success of the Center with data and research increases funding opportunities and community buy-in, while also improving services and operations.

GOAL #16: Determine outcome measures		
OBJECTIVE: Look at existing FJC data collection and evaluation methods and determine what approach would be most beneficial for the Family Peace Center		
Actions	Timing	Person Responsible
Review other FJC research and Center reports		
Watch the Directors Call on Evidence-Based Practices at the Local Level		
Determine the short and long-term goals for the Family Peace Center and how the data can support those goals		
Engage with the partners that will be part of the Family Peace Center and identify what data and information they are already tracking		
Develop logic model to outline data collection plan		

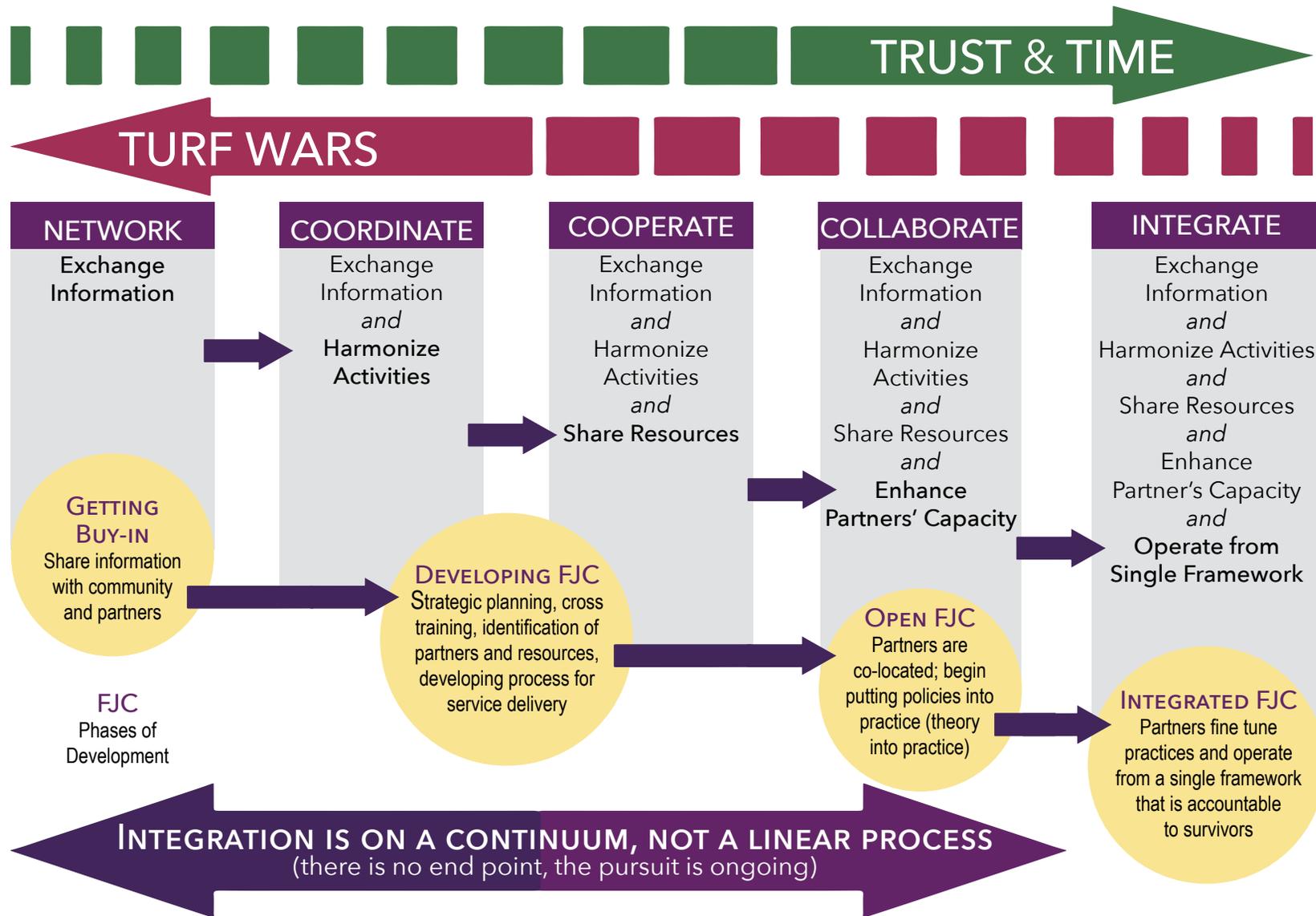
GOAL #17: Collect data		
OBJECTIVE: Gather data to identify trends and inform the operations of the Center		
Actions	Timing	Person Responsible
Develop a methodology to collect baseline data in Rockford prior to the opening of the Family Peace Center (i.e. homicide rates, number of domestic violence 911 calls, number of protective orders filed annually, etc.)		
Track data for at least one year prior to opening the Center		
Review collected data and use it to evaluate the information we are currently collecting		

Appendix E: **WORKSHEETS FOR WORK GROUPS**
RESEARCH AND OUTCOMES Work Group

GOAL #18: Analyze data and report		
OBJECTIVE: Utilize collected data to establish the operations of the Center and educate the community on the need for an FJC		
Actions	Timing	Person Responsible
Schedule meetings as the Research and Outcomes Work Group to review the data and identify trends		
Collaborate with the Service Delivery and Operations Work Group to incorporate data findings into the operations of the Center (i.e. identifying partners, services needed, etc.)		
Share the data on a wider scale (i.e. via the website, community meetings, reports, etc.)		

RESEARCH AND OUTCOMES Work Group Team Members	
Name	Organization

Appendix F: CONTINUUM OF INTEGRATION



Adapted from concepts of A.T. Himmelman "Collaboration for Change: Definitions, Models, Roles and A Collaboration Process Guide" and a tool developed by Lancaster Community Health Plan.

Appendix G: FAMILY JUSTICE CENTER ALLIANCE GUIDING PRINCIPLES

1. SAFETY-FOCUSED: Increase safety, promote healing, and foster empowerment through services for victims and their children

2. VICTIM-CENTERED: Provide victim-centered services that promote victim autonomy

3. CULTURALLY RELEVANT: Commitment to the utilization of culturally competent services approaches that are measurable and behavior-based

4. COMMUNITY-ENGAGEMENT: Engage all communities through outreach and community education

5. SURVIVOR-DRIVEN: Shape services to clients by asking them what they need

6. TRANSFORMATIVE (willing to change): Evaluate and adjust services by including survivor input and evidence-based best practices

7. RELATIONSHIP-BASED: Maintain close working relationships among all collaborators/agencies (law enforcement, prosecution, community-based domestic violence programs, shelters and other social services)

8. PREVENTION-ORIENTED: Integrate primary, secondary, and tertiary prevention approaches into all initiatives, programs, and projects

9. KIND-HEARTED: Develop a Family Justice Center community that values, affirms, recognizes and supports staff, volunteers, and clients

10. EMPOWERED: Offer survivors a place to belong and even after crisis intervention services are no longer necessary

11. OFFENDER ACCOUNTABILITY: Increase offender accountability through evidence-based prosecution strategies

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