

Contra Costa Family Justice Alliance

Recommendations for Governance and Sustainability

Spring 2016

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1. INTRODUCTION

The Contra Costa Family Justice Alliance is a new nonprofit organization, established to provide a formalized structure for shared governance and sustainability of the Contra Costa Family Justice Centers. In 2014, the Contra Costa Board of Supervisors initiated an 18-month planning process to establish a countywide network of Family Justice Centers, now known as the Family Justice Alliance.¹ The objectives of this planning process included establishing an effective shared governance structure and a sustainability plan for new, existing, and future Family Justice Centers in the county.

A core group of representatives from the Zero Tolerance for Domestic Violence Initiative (Zero Tolerance), local government, and community-based organizations guided the planning process with support from the Glen Price Group (GPG).² This work took place in three phases: discovery, design, and engagement. The recommendations that resulted from this process are captured in this report.

Discovery Phase: During the six-month-long initial phase of planning, GPG conducted a review of existing Family Justice Centers around the country and researched effective models for shared governance and sustainability, both within and beyond Family Justice Centers. This research identified three potential models for governance: a traditional 501(c)(3) nonprofit, a government-run program, and a hybrid model involving a strong public/private partnership. This process also identified promising fund development practices and approaches used by other Family Justice Centers.

Design Phase: Over a period of nine months, the planning group reviewed and discussed discovery phase findings and recommendations and ultimately determined that a hybrid governance structure would work best for the Contra Costa Family Justice Alliance. This structure involves the creation of a new 501(c)(3) organization with a Board of Directors that has strong ties to the community. Several institutional seats will allow for the representation of government agencies including the Board of Supervisors, Mayor's Conference, and Police Chiefs Association. The group agreed that this approach would allow for the agility of an independent nonprofit organization while maintaining buy-in and support from government partners at the county and city levels. Once there was agreement on this hybrid model, the planning group began to develop recommendations for the details of the governance structure. Simultaneously, a subset of the planning group developed recommendations for financial sustainability with a focus on revenue diversification. The design phase continued as stakeholders provided feedback on the proposed governance and sustainability structures during the engagement phase.

Engagement Phase: The engagement phase was ongoing over the 18-month process and was a critical piece of the planning process. During this phase, representatives from Zero Tolerance and the Family Justice Alliance engaged potential funders, partners, and community members in the review and revision of the proposed governance and sustainability plan in order to garner support and buy-in from key stakeholders.

Throughout this document we will use the Contra Costa Family Justice Centers to refer to the individual centers in West and Central Contra Costa County. The Contra Costa Family Justice Alliance is the name of the current transitional governing body described in section 2.1.1 and will be the name of the new nonprofit organization that will be responsible for governance and sustainability for the Contra Costa Family Justice Centers.

² See Appendix A for the list of planning team members.

2. FAMILY JUSTICE CENTERS IN CONTRA COSTA

The Family Justice Alliance planning process built on a strong history of collaboration and innovation to address domestic violence, sexual assault, elder abuse, child abuse, and human trafficking in Contra Costa.³ In 2001, the County Board of Supervisors launched the Zero Tolerance for Domestic Violence Initiative (Zero Tolerance) to facilitate, coordinate, and incubate improved service delivery systems and policy to support the county's strong stance against family violence and abuse. Addressing this charge, Zero Tolerance has launched and managed a number of important countywide initiatives, including bringing together multi-disciplinary stakeholders to establish Family Justice Centers. The Family Justice Center model is a widely recognized best practice for integrating the work of public and private organizations to provide wrap-around services for victims of family violence and their families. Family Justice Centers help communities use existing resources in new ways to ensure easier access to high-quality services, build safer and healthier communities, and create violence-free futures.

2.1. EXISTING FAMILY JUSTICE CENTERS⁴

In 2011, Contra Costa's first Family Justice Center opened in a temporary location to support the healing of family violence survivors in West Contra Costa (Richmond). An expanded permanent location for this center opened in June 2015. In March 2015, a second Family Justice Center opened in Central Contra Costa (Concord). Preliminary discussions to assess readiness for a Family Justice Center in East County are ongoing. Onsite partners at the existing centers include victim advocates, civil legal services, mental health service providers, law enforcement, and prosecution. A full list of Family Justice Center partners can be found in Appendix B.

The Contra Costa Family Justice Centers are warm and welcoming one-stop centers for victims and survivors of family violence. Initial planning efforts for the Family Justice Centers led to the development of a shared vision, mission, and values:

Vision: We envision a vibrant community free from coercion and fear. In achieving that, our center is a community hub for education, and comprehensive and integrated services in the pursuit of justice, hope, and healing.

Mission: Our mission is to bring together our community to support the healing of family violence survivors, and to integrate capable partners with a comprehensive service approach to renew individuals and our community from the trauma of family violence.

Values: We believe:

- Demonstrating **respect** and **compassion** brings out the best in everyone we encounter
- A **safe, dynamic, inclusive** and **innovative** environment promotes **hope** and **healing**
- **Integrity** is paramount in all our efforts
- **Justice** and **accountability** are vital to a strong community
- **Collaboration** is essential to delivering **excellence** to people

³ The term "family violence" is used throughout this document to encompass these crimes.

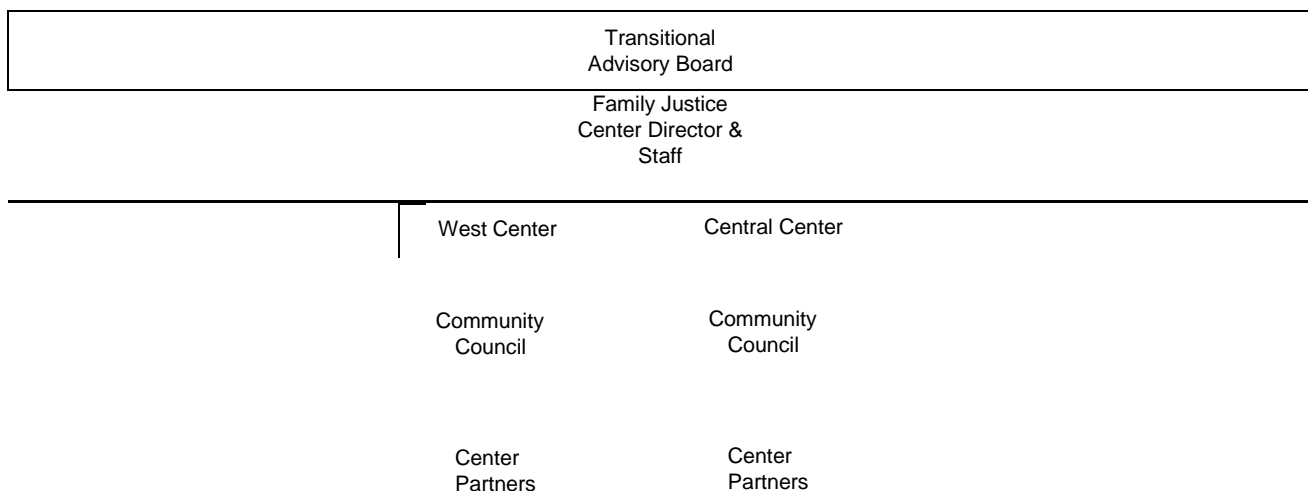
⁴ See <http://www.cocothmiljustice.org>

2.1.1 GOVERNANCE

The Contra Costa Family Justice Alliance Transitional Advisory Board is responsible for supporting the Family Justice Centers and Family Justice Center Executive Director, maintaining project financial stability, and ensuring project impact, among other duties. This Transitional Advisory Board models the future governance structure of the Family Justice Alliance and is composed of both institutional and individual seats. Prior to 2016, a fiscal sponsor provided fiduciary and legal oversight for the Family Justice Centers with guidance from the Transitional Advisory Board. As of January 1, 2016 the Contra Costa Family Justice Alliance is a 501(c)(3) nonprofit organization. The Transitional Advisory Board will remain in place until a Board of Directors is appointed in Summer 2016.

As employees of the Contra Costa Family Justice Alliance, the Family Justice Center Executive Director and staff are responsible for operations at both Family Justice Centers. Each Center has a Community Council that aims to identify unmet local needs and assist with local outreach and fundraising opportunities. A list of center partners can be found in Appendix B. The current structure is modeled in the organizational chart below.

Figure 1: Contra Costa Family Justice Alliance Transitional Org. Chart



2.1.2 WEST CONTRA COSTA FAMILY JUSTICE CENTER

The West Contra Costa Family Justice Center (West Center) opened in its permanent location in Richmond in 2015. The City of Richmond provided significant support for the West Center when it invested the upfront capital for the building and renovation expenses for the new center. The building itself was formerly owned by Contra Costa County and was given to the City of Richmond for the Family Justice Center.

Currently, there are 14 onsite partners at the West Center with an additional 19 offsite partners that are available to provide support upon referral. Since beginning operations in its temporary location in Richmond in 2011, the West Center has served over 1,500 unduplicated clients, and 518 unduplicated clients (who have 611 children in their homes) were served in 2015 alone.

2.1.3 CENTRAL CONTRA COSTA FAMILY JUSTICE CENTER

The Central Contra Costa Family Justice Center (Central Center) opened in Concord in March 2015. The City of Concord spearheaded the initial planning work for the center and has continued to invest in it by providing facilities free of charge. There are 14 onsite partners at the Central Center and 16 offsite partners. Between March and the end of December 2015 the Central Center served 575 unduplicated clients with 458 children.

A list of partners for both centers can be found in Appendix B.

2.2. POTENTIAL EAST COUNTY CENTER

There is growing interest in opening a third center to serve victims of violence and their families in the eastern regions of the county. County and city leaders representing East Contra Costa have met on several occasions to discuss the possibility of opening a Family Justice Center in the east or far east region of the county. At a recent convening, key stakeholders developed a set of criteria for selecting a venue for the proposed center and two of four participating cities expressed a desire to host the center in their community. As a next step, interested cities and stakeholders will continue discussions and planning in the coming months.

2.3. THE FAMILY JUSTICE CENTER MODEL'S DEMONSTRATED OUTCOMES

Since the Contra Costa Family Justice Centers are still new and there are not yet sufficient resources to support robust evaluation, the Contra Costa Family Justice Centers do not yet have the ability to measure longitudinal outcomes. However, the existing research summarized below demonstrates the proven outcomes of the Family Justice Center model for victims of interpersonal violence and their children, as well as for city, county, and nonprofit service providers including law enforcement.

The United States Department of Justice, Office on Violence Against Women has identified outcomes of the Family Justice Center model for victims and offenders, including: reduced homicides; increased victim safety; greater autonomy and empowerment for victims; decreased levels of fear and anxiety for victims and their children; fewer instances of victims recanting or minimizing their experiences; greater efficiency among service providers through the provision of collaborative, wrap-around services to victims; increased prosecution of offenders; and greater community support for providing services to victims and their children.'

In addition to providing vital services to victims, co-locating support services, prosecution, and law enforcement encourages collaborative and efficient responses to incidents of violence. Nationally, domestic violence incidents make up the largest category of calls to police each year, and one-third of all police time is spent responding to these calls.⁶ Responding to family violence is a significant financial cost to law enforcement: the National Institute of Justice estimates that 15% of all law enforcement costs are due to domestic violence, totaling \$67 billion per year for the nation.' Each domestic violence homicide costs the local criminal justice system \$1.5 million.

As identified by the Office of Violence Against Women, the Family Justice Center model results in a reduction in domestic violence homicides. In its first three years of operation, the San Diego Family

⁵ *United States Department of Justice Office on Violence Against Women*. (February 2007). The President's Family Justice Center Initiative: Best Practices. Retrieved December 1, 2015 from

http://www.justice.uov/archive/ovw/does/family_justice_center_overview_12_07.pdf

⁶ *National Center on Women & Family Law, Inc.*. (1996) Battered Women: The Facts.

U.S. Department of Justice, National Institute of Justice. (January 1996). Victim Costs and Consequences: A New Look. Retrieved on April 7, 2016 from <https://www.ncjrs.gov/pdftiles/victcost.pdf>

Justice Center saw a decline in these homicides by nearly 50%, saving dozens of lives and \$10 million in law enforcement costs.⁸ In contrast, the total operating cost for the Family Justice Center during that time was \$4.5 million. New York City experienced a 21% decline in family related crimes and a 51% decline in domestic violence homicides in a six-year period as a result of the City's focus on the issue of domestic violence, including their Family Justice Center Initiative.⁹

Family Justice Centers are structured to support law enforcement officers and prosecutors. As a result of better police investigations, stronger evidence means prosecutors try fewer cases, and fewer victims recant because of the support and services they receive.¹⁰ The Alameda County District Attorney's Office reported that during the Alameda County Family Justice Center's first four years of operation, the percent of both felony and misdemeanor domestic violence cases charged with victim participation increased due to the support and services provided to victims at the Family Justice Center: from 69% to 87% for felony cases and from 45% to 90% for misdemeanor cases."

By providing comprehensive services for victims as well as their families, Family Justice Centers help prevent the next generation of offenders and victims. Exposure to violence in the home is a significant factor in predicting a child's later violent behavior. National studies show that being abused or neglected as a child increases the likelihood of arrest as a juvenile by 59%, as an adult by 28%, and for a violent crime by 30%.¹² The Family Justice Center model connects victims with the comprehensive services they need, reduces the exposure to violence faced by victims' children at a critical phase in their development, and streamlines the law enforcement and prosecution processes.

Gwinn, C., & Strack, G. (2006). *Hope for Hurting Families: Creating Family Justice Centers Across America*. Volcano Press.

⁸ City of New York, Office of the Mayor, "Mayor Bloomberg, Queens District Attorney Brown and Domestic Violence Commissioner Jimenez Celebrate the Opening of New York City's Second Family Justice Center," press release, July 15, 2008.

¹⁰ Casey Gwinn, Gael Strack. *Hope for Hurting Families: Creating Family Justice Centers Across America* (Volcano Press 2006).

¹¹ Alameda County District Attorney's Office. (May 2011). 2010 Annual Report. Retrieved on April 7, 2016 from http://www.alcoda.org/newsroom/files/ALCODA_2010_annual_report_online.pdf

¹² U.S. Department of Justice, National Institute of Justice. (February 2001). An Update on the "Cycle of Violence." Retrieved April 7, 2016 from https://www.ncjrs.ttv.pdf/files/linij_184894.pdf

3. THE CONTRA COSTA FAMILY JUSTICE ALLIANCE

Despite significant progress, family violence is still a serious social issue facing the Contra Costa community. There were 3,410 domestic-violence related calls to law enforcement for assistance in the county in 2014 alone, roughly one-third of which involved the use of a weapon:¹³ In that same year, Adult Protective Services investigated 1,986 reports of elder abuse. In 2015 elder abuse reports increased to 2,806.¹⁴ There were 236 reported instances of rape in the county in 2014, including 24 instances of attempted rape.¹⁵ In addition to family and sexual violence, human trafficking and sexual exploitation are of significant concern in the county. From June 2014 to June 2015, there were 108 identified victims of human trafficking: all were women (including one transgender girl), 107 were involved in sex trafficking, and five were involved in labor trafficking.¹⁶ As human trafficking is systematically under-reported, it is likely that these numbers are actually much higher.

Family violence affects more than just the victim; it impacts the whole community. It is known to be a root cause of issues of violence, homelessness, student achievement, and poverty. Additionally, children who experience significant trauma such as family violence in their early years face a significant risk of health issues as adults.¹⁷

The Family Justice Alliance seeks to build on the success of the Contra Costa Family Justice Centers to ensure a compassionate, comprehensive response to the needs of victims experiencing family violence regardless of where they live. Building on the current foundation of the Family Justice Centers, the Family Justice Alliance will provide a formalized structure for shared governance and sustainability of the Contra Costa Family Justice Centers in order to ensure the efficient use of resources, consistent access to quality services across communities, streamlining of policies, and a coordinated focus on the needs of families experiencing violence in Contra Costa County. The Family Justice Alliance will leverage the combined strengths of local and regional public, nonprofit, and private partners to improve outcomes for victims and their families in a way that will be responsive to the diverse needs, geographies, and cultures of the western, central, and eastern regions of the county. Ultimately, the Contra Costa Family Justice Alliance will coordinate a comprehensive countywide safety net for victims of family violence, including those affected by domestic violence, sexual assault, child abuse, elder abuse, and human trafficking and their families.

Specifically, the Family Justice Alliance will:

- Provide infrastructure, including workspace, supplies, and communications, for partners who co-locate services at the Family Justice Centers in order to increase efficiencies and ensure high-quality service delivery;
- Encourage collaboration among partners in order to align and integrate victim services;
- Support integration of data and track outcomes by:

¹³ California Department of Justice, Office of the Attorney General. Domestic Violence Related Calls for Assistance. Retrieved on December 2, 2015 from <https://oag.ca.gov/crime/ejsicstats/domestic-violence>

¹⁴ Zero Tolerance for Domestic Violence Initiative.

¹⁵ California Department of Justice, Office of the Attorney General. Crimes and Clearances. Retrieved on May 26, 2016 from <https://oag.ca.gov/crime/cjs/stats/crimes-clearances>

¹⁶ Zero Tolerance for Human Trafficking Coalition, Contra Costa County. (January 12, 2016). Human Trafficking: A Local Problem. Retrieved on April 7, 2016 from <https://drive.google.com; aii:1enpriceivoup.com?tile'd OB8JcvQIKQSV MGRzdDkzaW85d3c/view>

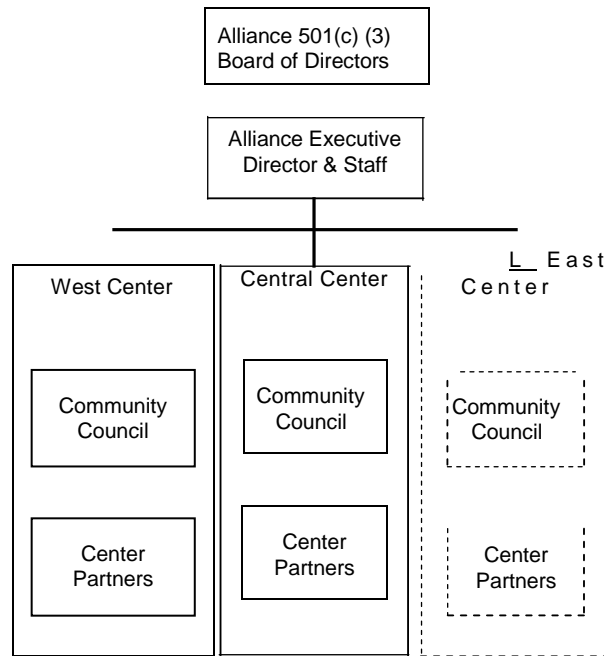
¹⁷ Felitti V. J., Anda R. F., Nordenberg D., Williamson D. F., Spitz A. M., Edwards V., et al. (1998). Relationship of Childhood Abuse and Household Dysfunction to Many of the Leading Causes of Death in Adults. *American Journal of Preventive Medicine*, 14(4): 245-258. Retrieved on May 16, 2016 from <http://www.ncbi.nlm.nih.gov/pubmed/9635069>

- Working with partners to use common data collection tools,
- Identifying outcomes for all partners to track, and
- Encouraging data sharing among partners as appropriate, without compromising victim confidentiality and safety;
- Inform and engage local communities in family violence prevention and response;
- Identify and share promising practices with partners; and
- Work with partners to identify and pursue funding opportunities to support these activities.

3.1. PROPOSED GOVERNANCE MODEL

The Contra Costa Family Justice Alliance has been established as an independent 501(c)(3) nonprofit organization. Figure 2 provides an overview of the proposed organizational structure for the Family Justice Alliance, and is followed by descriptions of the various levels and groups within the proposed structure.

Figure 2: Contra Costa Family Justice Alliance Proposed Org. Chart



3.1.1 FAMILY JUSTICE

ALLIANCE BOARD

OF DIRECTORS

The proposed structure of the Family Justice Alliance Board of Directors is intended to maintain and enhance support from a diverse set of public agencies and private and nonprofit organizations and draw upon the experience and expertise of individual community members. The structure of the Board mirrors the public/private partnerships already in place at each Center. To ensure ongoing participation and support from key public agencies and private organizations, the Board of Directors will include institutional seats in addition to individual seats. The Board will be composed of 13 seats: seven institutional seats and six individual seats. All directors will be asked to serve for at least two years to build continuity.

Institutional seats will include representatives of public, private, and non-profit organizations. The proposed institutional seats include:

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1. The Contra Costa County Board of Supervisors;¹⁸
2. Zero Tolerance for Domestic Violence;
3. The Contra Costa County Mayor's Conference;
4. The Contra Costa County Police Chiefs Association;
5. The Contra Costa County District Attorney's Office;
6. A nonprofit, community-based victim services organization;¹⁹ and
7. The East Bay Leadership Council.

Individual seats will include community representatives who are invited based on a set of criteria including:

- Alignment with values;
- Experience working with victims of family violence and their families;
- Fund development experience;
- Knowledge of nonprofit management;
- Regional diversity; and
- Community ties.

The Board of Directors' responsibilities will include:

- Developing and sustaining the Family Justice Alliance mission, vision, and values;
- Setting and upholding policies;
- Participating in short- and long-term strategic planning while ensuring survivor input;
- Approving annual project budgets and monitoring financial performance;
- Assisting with fundraising;
- Selecting and evaluating the Family Justice Alliance Executive Director;
- Supporting the Family Justice Alliance Executive Director and staff in fulfilling program goals;
- Providing input into program development;
- Serving as an ambassador for the Family Justice Alliance within the community and with key partners; and
- Assisting with communication and education of the public.

3.1.2 FAMILY JUSTICE ALLIANCE STAFF

Existing Family Justice Center staff will be retained and will transition to the Family Justice Alliance.²⁰ The Family Justice Alliance staff will coordinate operations and programming across all Family Justice Centers in Contra Costa County. Existing Family Justice Center staff positions that will become Family Justice Alliance positions include:

- Executive Director;
- Director of Operations;
- Advocacy and Training Manager;
- Project Assistant (Receptionist) at each Center; and
- Two Navigators at each Center.

¹⁸ The planning group recommends that the Board of Supervisors make an appointment of a supervisor for a two-year term as a preferred practice.

¹⁹ To be selected through an application process.

²⁰ For additional information about Family Justice Alliance Staff, see: <http://www.cocofamilyjustice.org/about-us/staff>

3.1.3 COMMUNITY COUNCILS

Each Family Justice Center has its own Community Council that advises staff and partners on unmet needs within the local community and provides guidance around community engagement and fundraising opportunities. Community Councils consist of local community leaders who work to maintain the local identities of each center and provide guidance on the unique needs of the communities they represent.

3.2. CONTINUED PUBLIC-PRIVATE PARTNERSHIP WITH ZERO TOLERANCE

Zero Tolerance for Domestic Violence, an initiative of the County Board of Supervisors, is a public/private partnership housed within the Contra Costa County Employment and Human Services Department. Zero Tolerance facilitates, coordinates, and incubates improved service delivery systems and policy development. The overarching goals of the Zero Tolerance Initiative are to bring about improved efficiency and coordination of system response, improved responsiveness to clients' needs, and increased access to funding.

The Contra Costa Family Justice Centers were born as an initiative of Zero Tolerance, and Zero Tolerance has played a critical role in the development and launch of the two existing centers. Once the Family Justice Alliance is formally established, Zero Tolerance will continue to have a direct leadership role through its seat on the Family Justice Alliance Board of Directors. In order to further support the Family Justice Alliance, Zero Tolerance will:

- Raise community awareness around the issue of family violence in Contra Costa;
- Build public will in support of the Family Justice Alliance and its partners;
- Identify and pursue public funding opportunities on behalf of partners;
- Develop and support policies addressing family violence and systems-level response to the issue;
- Identify and provide resources for shared measurement and outcomes; and
- Pilot and incubate initiatives focused on specific issues (for example, supporting all partners to use trauma-informed approaches).

A hallmark of the Family Justice Center approach is the use of existing resources in innovative ways to create a strong base for sustainability and scale. Partner agencies locate their existing staff members at the Centers, either full- or part-time, at no direct cost to the Alliance. These staff and their expenses are generally paid for by partner agencies, enabling the Alliance to leverage significant resources and keep annual operating costs relatively low. The joint operating cost of the Family Justice Centers for 2015, including the West and Central Centers, was \$850,000. In comparison, the annual value of the contributed co-located staff and partner resources is approximately \$2 million.

As described above, the Centers have also successfully leveraged government funding to obtain and grow private support. Contra Costa County and the cities of Richmond and Concord have invested significant resources in the Family Justice Centers. Since 2012, the Centers have received \$625,000 in government contracts, and over \$3 million in in-kind contributions from government agencies. During this time, the Centers have received over \$1.5 million in private grants and contributions.

In 2015, the Centers generated approximately \$850,000 in revenue. Their total budget in 2016 is \$1.2 million. Table 1 shows the sources of the 2016 revenue, the percent of total revenue from each source, and the types of expenses supported by each source.

Revenue Source	% of Total Revenue (2016 estimate)	Types of Expenses Supported by Source
State	100%	Salaries, Fringe, Travel, Office, Information Technology, Capital, Other
Federal	0%	
Local	0%	
Private	0%	
Other	0%	

The most commonly used funding streams for nonprofits include: government grants and contracts, foundation grants, individual donor campaigns, and program service revenues. The most risk-averse way to ensure nonprofit sustainability is through a combination of these major streams such that essential program operations and services could continue should any one source stop providing funds. The Family Justice Alliance has the greatest chance of success if it diversifies its funding sources. Ultimately, the Board of Directors will be responsible for making decisions about the sources of revenue for the Family Justice Alliance. However, the planning group recommends that the Family Justice Alliance aspire to secure at least 50% of future revenue from public sources, including Contra Costa County, individual cities within Contra Costa, and state and federal grants.

Descriptions and recommendations for each type of revenue source are included below. The Family Justice Alliance will use the collaborative fundraising policy described in section 4.4 as a litmus test for when it is appropriate to pursue these opportunities.

4.3.1 COUNTY

The Contra Costa County Board of Supervisors has been a tremendous ally in the planning and implementation of the existing Family Justice Centers in addition to funding the planning process that led to the development of this plan. Although the decision has been made to establish the Family Justice Alliance as a 501(c)(3) nonprofit organization rather than as a unit of the county government, the county will have a critical role in the sustainability of the Family Justice Alliance. This continued partnership will help ensure that the Family Justice Centers can continue to provide a public service to all of Contra Costa County. To solidify this partnership, the Family Justice Alliance should request county funding through the Zero Tolerance Initiative to cover a portion of core operational expenses including staffing.

4.3.2 CITIES

The Family Justice Centers have received robust support from the cities of Richmond, Concord, and Pleasant Hill. While the "host" cities have invested a high percentage of start-up funds to date, it will be critical for other cities throughout Contra Costa to support the Family Justice Alliance over time. Recognizing that the Family Justice Centers provide a public good and that their services are not limited to clients living nearby the Family Justice Centers, other cities have begun to explore ways to support the Family Justice Centers as a regional resource. The Family Justice Alliance should work with police departments and local officials from cities across Contra Costa to secure funds to pay for operations and infrastructure expenses, including but not limited to building expenses and maintenance.

4.3.3 STATE AND FEDERAL GOVERNMENT

The Family Justice Alliance will continue to receive funds from the U.S. Department of Justice, Office on Violence Against Women's Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program through 2018 under its current grant award. These funds are used to cover operating expenses as well as program costs, including implementation of a law enforcement training project. The Family Justice Alliance also receives Community Development Block Grants funds, which will continue through June 2017.

4.3.4 FOUNDATIONS AND CORPORATE GRANTS

The Family Justice Centers heavily relied on foundation support in the beginning. In 2015, the Family Justice Centers' revenue from foundation sources amounted to 57% of its total revenue. In 2016, this source is projected to account for 48% of the total revenue. Foundation grants were essential in the creation/foundation phase; however, it would be imprudent and unrealistic to rely on this source so heavily for long-term sustainability. The Alliance should work to diversify funding sources and decrease reliance on foundation support for ongoing programs. Meanwhile, the Alliance should pursue foundation and corporate funding for innovative programs and projects.

4.3.5 IN-KIND CONTRIBUTIONS

The Family Justice Center model rests on the principle of co-location of multi-disciplinary partners using existing resources. The Contra Costa Family Justice Centers have benefited from generous in-kind

contributions from partners and community members to date and these in-kind contributions will play an integral role in the sustainability of the Family Justice Alliance.²¹

4.3.6 INDIVIDUAL DONATIONS

The Family Justice Alliance should identify opportunities for cultivation of individual donations, recognizing that donor-based fundraising strategies require additional staffing and resources. The plan for 2016 is to raise 10% of the Alliance's budget from individual donors based on two events and one year-end solicitation campaign. The Alliance plans to achieve this goal without adding any development staff and relying on volunteers. It is possible that the Board of Directors may choose to revisit this approach in the future.

4.3.7 PROGRAM INCOME

The Family Justice Alliance currently provides trainings and conferences free of charge. The Family Justice Alliance should assess the feasibility of potential program income. Although program income will likely not bring in a large amount of revenue, there is a potential opportunity for the Family Justice Alliance to begin charging fees for trainings and conferences in the future in order to cover some of the programmatic and logistical expenses involved.

4.4. COLLABORATIVE FUNDRAISING POLICIES AND AGREEMENTS

The establishment of the Contra Costa Family Justice Alliance provides the opportunity for significantly increasing the resource base for family violence-related services in Contra Costa County. This will only be possible, however, if Family Justice Alliance partners are united around the implementation of agreed-upon fundraising policies that maximize collaborative success while minimizing direct competition for the same resources.

The Family Justice Alliance should utilize the following guiding principles for collaborative fundraising:

- Engage in an ongoing dialogue with core partners to identify any "restricted" funding sources, resources, or relationships- i.e., those revenue or resource streams that have traditionally supported core partner activities or are uniquely connected to a partners' service population or mission (e.g., shelter, SART, etc.).
- Actively engage funders in frequent and focused communication regarding the critical need to continue funding programs and services for victims of abuse in addition to any Family Justice Alliance efforts.
- Whenever possible and appropriate, the Family Justice Alliance will pursue funding opportunities in a collaborative manner with partner agencies and will seek to increase the funding for both the Family Justice Center and the partner agencies.
- Engage in clear and open communication about all fundraising and grant opportunities, areas for collaboration, and potential competition or conflict.

5. CONCLUSION

By bringing together local government, nonprofit, and business leaders, the Family Justice Alliance will continue to work toward its mission of uniting the Contra Costa community to support the healing of interpersonal violence. To be a truly representative shared governance structure, it is crucial that the future Board of Directors reflect the people who are working at the local and county levels to alleviate violence. As detailed in the report, this will be accomplished through a combination of individual and

²¹ See Appendix B for a list of West and Central Family Justice Center Partners, all of whom have contributed in-kind resources to the Family Justice Centers.

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institutional seats. Embedding public agencies on the Board of Directors will contribute to the longevity of the Board's efforts. The Board will reflect and support the successful public/private partnerships for which the Family Justice Center model is known.

Another important method for achieving longevity highlighted in the report is a targeted funding and resource plan. The Family Justice Center model is built upon a system of leveraging existing resources which, coupled with the intentional diversity of funding streams, will enable sustainability and scale. The most effective way to protect against the threat of scarce funding resources is through a combination of public funding, foundation grants, individual donor campaigns, and program service revenues.

A representative Board will ensure that the Family Justice Alliance's services meet the needs of *all* victims of family violence, and a diversity of funding sources will enable those services to be continued.

APPENDIX A: PLANNING GROUP MEMBERS

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Devorah Levine, Principal Analyst, Zero Tolerance for Domestic Violence

Tomi Riley, Chief of Staff, Supervisor Mary Piepho

Robert Rogers, District Coordinator, Supervisor John Gioia

Gloria Sandoval, Executive Director, STAND!

Daniel Siri, Captain, City of Concord Police Department

Facilitation, research, and writing support provided by the Glen Price Group: www.glenpricegroup.com

APPENDIX B: FAMILY JUSTICE CENTER PARTNERS

Central Center

Adult Protective Services
Asian Community Mental Health Services
Bay Area Legal Aid
Catholic Charities
Community Violence Solutions
Concord Police Department Special Victims Unit
Court Appointed Special Advocates (CASA)
District Attorney's Office
District Attorney's Victim Witness
Lawyers for Family Justice
Meals on Wheels Senior Services
Narika
National Alliance on Mental Illness (NAMI)
Pittsburg Police Department
Senior Peer Counseling
Sheriff's Office
STAND! For Families Free of Violence

West Center

Adult Protective Services
Asian Community Mental Health Services
Bay Area Legal Aid
Community Violence Solutions
District Attorney's Office
District Attorney's Victim Witness
Familias Unidas
Lawyers for Family Justice
Ombudsman Services of Contra Costa County
Rainbow Community Center
Richmond Police Department: DV/SV Unit
RotaCare Richmond
Senior Peer Counseling
Shelter Inc.
Stand! For Families Free of Violence