



FAMILY JUSTICE CENTER

SAFETY | HEALING | COMMUNITY

STRATEGIC PLANNING REPORT SOLANO FAMILY JUSTICE CENTER

SOLANO COUNTY, CALIFORNIA

2023

Prepared by Gael Strack and Casey Gwinn,
on behalf of the Family Justice Center Alliance,
a program of Alliance for HOPE International

Dear Solano County Board of Supervisors,

Our team at Alliance for HOPE International (Alliance) has been honored to work with you to support your new, bigger and brighter vision for the Solano County Family Justice Center. For over 15 years, Solano County has been committed to providing collaborative and accessible services to victims of child abuse, domestic violence, elder abuse and sexual assault. The Alliance was not involved in the original planning of the Solano County Family Justice Center but was honored to contribute money from Blue Shield of California Foundation through a re-granting process in the early years of the Center. In recent years, the Alliance conducted and submitted a Snapshot Report in 2021 with recommendations which included creating a Family Justice Center Advisory Committee and conducting Strategic Planning to re-imagine the Solano County Family Justice Center.

During our strategic planning process in March 2023, we witnessed the dynamic leadership of your local elected officials, county staff, and community partners. We also saw the investment and commitment from the entire Family Justice Center Advisory Committee to make the vision for your Center BIGGER and BRIGHTER than in the past. Our hearts were deeply touched by the level of collaboration and coordination that occurred within such a short period of time.

The vision that emerged over our two days together only reinforced our finding that you are poised and ready to change the paradigm for offering hope and healing to survivors of domestic violence, sexual assault, child abuse, elder abuse, and human trafficking in and throughout Solano County. Your vision for regionalization will set new standards for Family Justice Centers across the State of California and the United States.

Congratulations! Your dreams are BIG and your vision is achievable as you all lean in and work together for survivors and their children. Your community leaders said it best:

"We haven't given up on our vision to give HOPE to the people we are trying to serve and provide the best quality of service."

JIM SPERING

Former Member of the County Board of Supervisors

"We picked the right partner to lead our Center forward."

ROBERT FRACCHIA

Superior Court Judge (Ret.)

"We had a minor setback, but we are ready for a major comeback."

Presiding Judge

WENDY GETTY

"The work starts now."

JERRY HUBER

Solano County Health and Human Services Director

"We are committed to healthy partnerships that meet the needs of survivors in Solano County and provide what is needed to turn this Center into a model.

We are Stronger Solano Together."

REINA SANDOVAL-BEVERLY

Director of the Solano Family Justice Center

With Great Hope,

Gael Strack, Esq., Chief Executive Officer,
Alliance for HOPE International

Casey Gwinn, Esq., President,
Alliance for HOPE International

Susun Kim, Executive Director,
Contra Costa Family Justice Center Alliance

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ALLIANCE FOR HOPE INTERNATIONAL AND THE FAMILY JUSTICE CENTER FRAMEWORK

The Family Justice Center Alliance, a program of Alliance for HOPE international, is the training and technical assistance provider for the U.S. Department of Justice for all Family Justice Centers in the United States. It was founded by President Casey Gwinn and CEO Gael Strack in 2007. Casey Gwinn is the visionary behind the Family Justice Center framework and Gael Strack was appointed by then-City Attorney Casey Gwinn as the founding director of the San Diego Family Justice Center, the inspiration for the President's Family Justice Initiative in 2004.

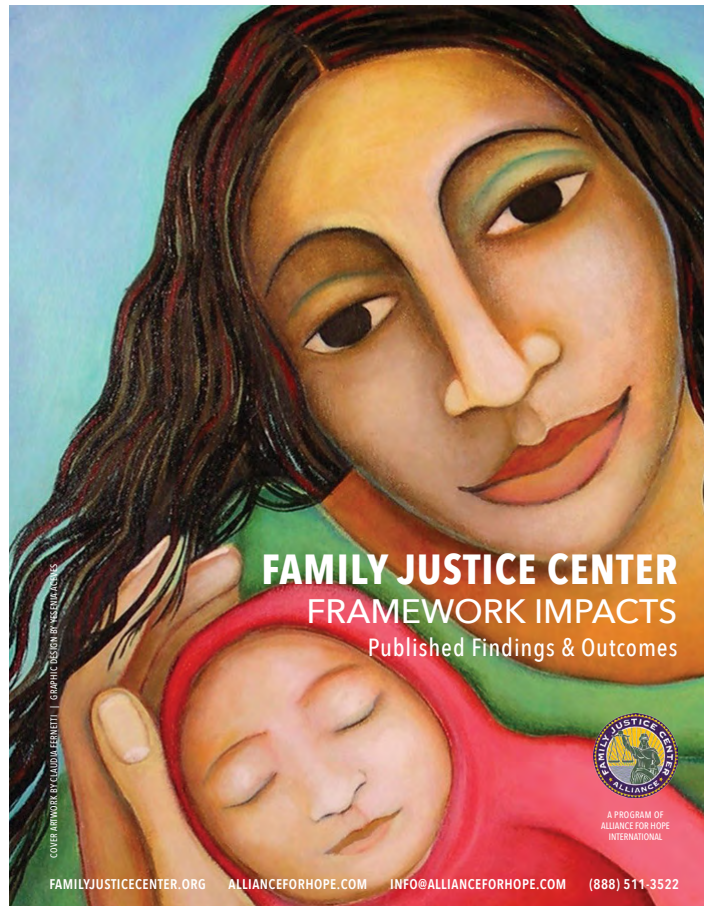
The Alliance is one of the leading social change organizations in the country focused on creating innovative, collaborative, trauma-informed approaches to meeting the needs of adult and child survivors of trauma. The Alliance and its allied Centers serve more than 150,000 survivors and their children each year in the United States.

The Alliance supports multi-agency Centers in 44 states and 25 countries and trains more than 35,000 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, sexual assault, child abuse, elder abuse and human trafficking through collaborative, integrated multi-disciplinary centers, teams and initiatives in order to break the generational cycle of violence and abuse in families across the United States and around the world.

Family Justice Centers bring services together for survivors of trauma and abuse,

allowing clients to access comprehensive wraparound services from one location, while fostering a community of support for survivors that endures long after the crisis has passed. The Family Justice Center framework is supported by research and has been identified as a best practice by the U.S. Department of Justice.



[CLICK IMAGE TO VIEW](#)

HISTORY OF THE SOLANO FAMILY JUSTICE CENTER

- In 2011, the Solano Family Justice Center began operating under the leadership of the Solano District Attorney's Office with the support of eight on-site partners. The Solano Family Justice Center was one of five Centers that participated in Phase 2 of the Blue Shield of California Foundation's statewide California Family Justice Center Initiative with Alliance for HOPE International. The Alliance provided training and technical assistance during the creation of 14 Centers across the state between 2009-2014.
- On-site partners in the original Solano Family Justice Center included Catholic Charities of Yolo-Solano, the District Attorney's Bureau of Investigation, the District Attorney's Victim/Witness Unit, Health & Social Services programs, Employment & Eligibility Outstation Unit & HELP Bureau - Family Stabilization & Housing, the Office of Family Violence Prevention, Ombudsman Services of Contra Costa, Solano County and Alameda County and Solano Advocates for Victims of Violence.
- Two Solano County Grand Juries have issued reports about issues with the Solano Family Justice Center. The 2016-2017 Grand Jury made findings about the inadequacy of the facility, the loss of onsite partners over the early years of operation, the ineffectiveness of transportation services, the low level of public awareness about the Center, the need for expertise in the pursuit of grant funding, and the need for a private foundation/fundraising arm of the Center. The 2020-2021 Solano County Grand Jury found that the Family Justice Center was not fulfilling its mission and recommended that the Board consider a different governance model than leadership from the District Attorney's Office.
- In 2021, the Solano County Board of Supervisors retained the Alliance to evaluate the operation of the Family Justice Center and make recommendations. In 2021, the Alliance conducted a Snapshot Review (two-day site visit and interviews of staff and current and former partners) and submitted our recommendations to the Board in October 2021 including the need to identify a new lead agency for the collaborative.
- In March 2022, a transition plan was approved which included creating a Family Justice Center Advisory Committee. The Advisory Committee was comprised of 11 members. The Alliance also recommended, and the Advisory Committee later created and issued a Request for Qualifications (RFQ) to identify a lead agency from inside or outside the County.
- The Advisory Committee worked collaboratively with the Alliance to develop and issue the RFQ. The Contra Costa Family Justice Alliance was selected through the competitive RFQ process and the County Administrator's Office negotiated a contract with them to become the lead agency for the Solano Family Justice Center, which the Board of Supervisors approved on December 13, 2022 to be effective January 1, 2023.
- The Alliance was also retained to facilitate a new strategic planning process which was conducted on March 8-9, 2023 in Fairfield.

FAMILY JUSTICE CENTER STRATEGIC PLANNING AT-A-GLANCE

The two-day process hosted by the Alliance and the Contra Costa Family Justice Alliance produced a framework for the future of the Solano Family Justice Center based on a re-imagining process facilitated by Alliance President Casey Gwinn on March 8-9, 2023.

FIVE-YEAR VISION FOR THE SOLANO FJC: WHAT DO WE WANT OUR CENTER TO BE IN FIVE YEARS?

The Strategic Planning group worked through a visioning exercise and brainstormed on where Solano Family Justice Center could be in five years. The participants were asked to DREAM BIG and they did. The vision slowly emerged on the wall in the room as each table shared what they imagined and what they saw with their eyes closed during this visioning exercise. The themes were clear.

- A large, beautiful victim-focused and HOPE Centered facility for survivors of all ages and cultures
- Comprehensive, wrap-around and long-term services
- A wide range of diverse partners, both on-site and off-site
- Well-trained, high-HOPE staff, experts in ACES, trauma and in their fields of expertise
- Innovative programs, community activities and community for survivors
- Access to immediate, transitional, and long-term housing
- Multiple locations, mobile units, and access to transportation throughout the county - specifically centers in Fairfield, Vallejo, and Vacaville
- Centers supported by various funding streams for the long-haul
- Centers supported by research, evaluation, and the VOICES of survivors – with effective data collection and information sharing

SEE PAGE 19 IN APPENDIX D FOR MORE INFORMATION

VALUES AND BELIEFS: WHAT DO WE VALUE AND BELIEVE?

Having shared values and beliefs are crucial to an effective collective impact initiative like a Family Justice Center and there must be consensus that will drive the Center and form the foundation for its operation, sustainability, and success. The Alliance believes that this will need to be further developed by the Steering Committee and Workgroups; however, the following basic themes emerged:

Maintaining a sense of empathy and care

- Empowering people to thrive
- Being fair and equitable
- All people deserve respect
- Trust and accountability must be central
- Responsibility to those we serve and to each other
- Do no harm

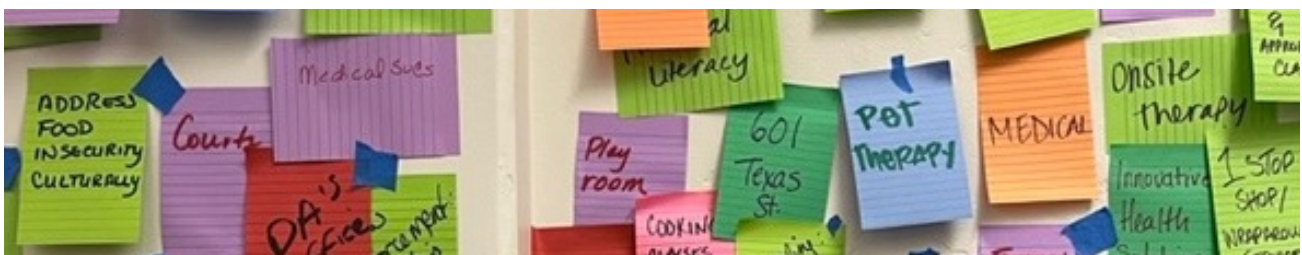
SEE PAGE 23 IN APPENDIX E FOR MORE INFORMATION

BLOCKS AND BARRIERS TO THE VISION: WHAT BLOCKS AND BARRIERS STAND IN OUR WAY?

There are always blocks and barriers that stand in the way to a successful and dynamic family justice center. But for every block there is a “hope-centered”, positive way to identify practical activities that could reduce or mitigate the power of that barrier. This was a powerful piece of the Strategic Planning Event and some key blocks, barriers and ways to overcome them developed throughout the event:

- **Financial barriers:** This is a common barrier for Family Justice Centers... It is often overcome by...
- **Competitive funding:** A concern from community partners in Solano County is the limited funding available and “that if we are all competing for the same limited funding, some are winners and some are losers”. A solution to this problem was that the community partners work through the Family Justice framework to create collaborative grant applications with a shared vision so that all community partners get a piece of the pie.
- **Commitment to other priorities in the County:** This is always a block or barrier when developing new programming in any community. It is helpful to have clear values and dynamic leadership to move the Center forward. Developing long-term agreements and commitments from both private and public partners is imperative to having a Family Justice Center that stands the test of time.
- **The Center’s historical internal workings and changes:** Due to the recent and historical challenges of the Solano Family Justice Center it is not surprising that this is a prominent barrier revealed by the participants. The Alliance believes that creating shared MOUs, continuing through this strategic planning process, providing transparency, providing training, and having a strong set of Core Values that all strive to achieve will overcome this barrier in time.
- **Lack of trust among agencies in Solano County and the need to restore relationships:** Again, due to the recent and historical challenges of the Solano Family Justice Center it is not surprising that this arose as a block or barrier. This can be a block or barrier in any community but may be more prevalent in one that has had struggles such as Solano County. Encouraging collaboration, trainings, team/partner building, and continuing to set and refer to a strong set of Core Values will assist this community in restoring these relationships.

SEE PAGE 25 IN APPENDIX G FOR MORE INFORMATION



STRATEGIC DIRECTIONS: HOW DO YOU MAKE THE SOLANO FJC A REALITY?

The following priorities are key to making the Solano Family Justice Center a dynamic and sustainable Center for years to come. Other top priorities are addressed in the Recommendations section of this report.

- Keep Meeting: Regularly convene the Steering Committee and Work Groups
 - It is important for the Steering Committee and the identified work groups to continue to meet and work together toward the priorities identified during the strategic planning process
- Review Recommendations, Prioritize and Implement Changes
- Keep engaging others and sharing the vision that was developed
- Launch a VOICES Survivor Advocacy Committee
- Stay Engaged with the Alliance as you move forward
- Develop a robust funding and sustainability plan



RECOMMENDATIONS SUMMARY



STRATEGIC PLANNING REPORT RECOMMENDATIONS SUMMARY for SOLANO FAMILY JUSTICE CENTER



GENERAL RECOMMENDATIONS:

- ◇ Develop Workgroups (as indicated below).
- ◇ Continue to engage the entire community in the planning process and educate them about the FJC Framework and the vision for Solano County.
- ◇ Share the Strategic Planning Report.

STEERING COMMITTEE

Restructure the Advisory Committee into a permanent Steering Committee that can lead the following workgroups and the County through the next phases of the process.

- ◇ Maintain some of the Advisory Committee members, develop a charter, act as an accountability partner for Contra Costa Family Justice Alliance and their Board of Directors, and report back to the County Board of Supervisors.

OPERATIONS & SERVICE DELIVERY WORKGROUP	COMMUNITY ENGAGEMENT, EDUCATION & OUTREACH WORKGROUP	FUNDING & SUSTAINABILITY WORKGROUP	FACILITIES WORKGROUP
<ul style="list-style-type: none"> ◇ Provide trauma-informed, client centered services and programs. ◇ Implement a culturally responsive approach. ◇ Identify unmet needs (gaps) in Solano County and create programs to meet the needs. ◇ Develop a Community of Providers and offer programs to build the capacity of FJC partners and other service organizations. ◇ Create an environment of healing and wellness. 	<ul style="list-style-type: none"> ◇ Provide trauma-informed, client Advocacy Group. ◇ Engage with and pursue partnership and collaboration opportunities to include law enforcement agencies. ◇ Attend, organize, coordinate and host outreach and engagement events. ◇ Engage with community based organizations throughout the County and build relationships. 	<ul style="list-style-type: none"> ◇ Coordinate with the Steering Committee to create a Development Committee or fundraising arm. ◇ Expand strategies to pursue grants and other contracts by identifying public and private funding. ◇ Identify regional opportunities. 	<ul style="list-style-type: none"> ◇ Develop Short Term Planning. ◇ Work towards Long Term Planning. ◇ Identify those to collaborate with.

RECOMMENDATIONS

These are the Alliance's top recommendations for your consideration as you move forward with expanding the work of the Solano Family Justice Center and begin planning multiple centers in the County.

- Finalize and share the Strategic Planning Report widely with your community to include City Councils and Community Organizations throughout the County.
- Restructure the Advisory Committee into a permanent Steering Committee.
 - The Advisory Committee has done what the Board of Supervisors tasked them with doing and now that the Strategic Planning is underway, it is time to restructure that group into a Steering Committee that can lead the Work Groups and the County through the next phase of this process.
- Develop the following Work Groups:
 - Operations and Service Delivery
 - Community Engagement, Education, and Outreach
 - Funding and Sustainability
 - Facilities

More information regarding initial Work Group discussions held during the Strategic Planning Session guided by the Alliance can be found starting on [page 31](#) of the Appendix).

The Alliance has identified the following top priorities for each Work Group and believes that:

STEERING COMMITTEE: The Steering Committee will be an important part of the leadership structure for the future of the Solano County Family Justice Center. Shifting from a short-term Advisory Committee to a long-term Steering Committee will ensure long-term guidance and leadership for the Family Justice

Center. We recommend you maintain some Advisory Committee members to stay on the Steering Committee to help form the long-term Steering Committee which will represent diverse sectors and disciplines in Solano County in supporting the Family Justice Center.

- The Steering Committee should develop a charter which states its roles and responsibilities, size, terms, and governance. In addition, the Steering Committee should:
 - Act as an accountability partner for the new Solano Family Justice Center lead agency.
 - Be responsible for providing oversight of the Solano Family Justice Center operations.
 - Guide the Work Groups and report back regularly to the County and the Board of Supervisors.
 - Serve as or establish an Executive Committee.
 - Coordinate and Collaborate with the Contra Costa Family Justice Alliance (CCFJA) and their Board of Directors.
 - Continue to tour Family Justice Centers in California and across the country.



The most important thing we can do is maintain our client centered approach. Everything we do must be about our clients. Everything we design needs to be for our clients.

SUSUN KIM, EXECUTIVE DIRECTOR,
CONTRA COSTA FAMILY JUSTICE CENTER ALLIANCE

RECOMMENDATIONS

OPERATIONS AND SERVICE DELIVERY:

This Work Group is perhaps the most important and has the most complex tasks in creating a dynamic and responsive victim services-oriented program among all the partners of the Family Justice Center.

- Provide trauma-informed, client-centered services and programs primarily serving the needs of survivors of interpersonal violence.
 - Implement the Navigation model in place at the Contra Costa Family Justice Centers: Clients calling or walking into the Solano Family Justice Center during its operating hours (Monday - Friday, 9 AM - 5 PM including lunch hours) should be immediately connected to a Navigator, a knowledgeable, trusted point of contact who guides and connects them with all services and supports they need.
 - The Center's programs and services should fall under three categories: 1) Crisis Support; 2) Long-term safety, and 3) community-building and education.
 - Identify and invite additional on-site partners who provide trauma-informed services for Solano Family Justice Center clients.
 - Increasing the number of community collaboratives and partners will improve the experiences of survivors in the system. Developing an effective, collaborative, and coordinated response system hinges on shared values, building trust, and investing resources in building organizational relationships.
- Continue to focus on developing a collective operating framework and organizational cultural shift. Provide formal on-boarding and orientation process for new partners.
- Client engagement strategy should also include a focus on children.
- Offer civil legal services including assistance with domestic violence restraining order applications, family law, and immigration law; and develop an effective referral partnership with Legal Services of Northern California.
- Provide mental health services for clients experiencing violence and their children exposed to violence.
- Develop services and programs to support the healing and long-term safety of clients by enhancing their financial self-sufficiency, educational opportunities, and leadership development.
- Prioritizing survivor safety will mean incorporating a lethality assessment program so survivors may be triaged to the most appropriate level of service provision.
- Incorporate client outcome surveys into client navigation process.
- Incorporate an outcome-based approach to data gathering across Contra Costa and Solano Family Justice Centers.
- Implement a culturally responsive approach by intentionally engaging and working with culturally specific organizations.
 - Implement language access policy and practices.
 - Invite culturally specific organizations and informal groups to the table.

RECOMMENDATIONS

- Identify unmet needs (gaps) in Solano County and create programs to meet the needs.
 - Develop and implement a supervised visitation and exchange program in collaboration with the Superior Court.
 - Develop holistic family support and father-friendly approaches.
 - Increase capacity and scope of services for long-term housing and flexible financial assistance.
 - Integrate services to ensure seamless navigation for survivors.
 - Integrate services and supports that include substance abuse, mental health, and other co-occurring factors.
- Develop a Community of Providers and offer programs to build the capacity of Family Justice Center partners and other service organizations.
 - Integrate the Costa Family Justice Center's Family Justice Institute in the Solano Family Justice Center partnership and make the Institute offerings widely available and accessible to the Solano community.
 - Offer the Solano Family Justice Center learning series in person to build relationships among partners while learning together.
 - Create multidisciplinary teams (MDT) to review high danger domestic violence cases with law enforcement and community advocacy partners.
 - Launch a strangulation task force to identify current practices and gaps, address systems issues, and develop and implement training programs.

- Create an environment of healing and wellness.
 - Incorporating facility improvements that include trauma-informed, hope-centered interior design.
 - Focus on improving spaces specifically for children and youth.

COMMUNITY ENGAGEMENT, EDUCATION, AND OUTREACH:

This Work Group should focus on how to expand outreach to the community and ensure a positive public reputation and image for the Family Justice Center. Given the prior negative press at times, it is important to increase public awareness and engagement with the newly re-designed services and work of the Center.

- Launch a VOICES Survivor Advocacy Group consisting of survivors and former clients of the Center.
- Engage with and pursue collaboration opportunities with public agencies, including the Probation Department, Behavioral/Mental Health Services, Child Welfare, Public Health, the Office of Education, and local school districts.
- Engage with and pursue partnership opportunities with businesses and private foundations, including grants.
- Create an intentional strategy to engage all law enforcement agencies in the County and develop key roles for each agency in its partnership with the Center.
- Attend/Coordinate outreach events
- Engage with community-based organizations throughout the County and build working relationships whether organizations can be onsite or off-site partners.

RECOMMENDATIONS

- Identify and collaborate with other collaboratives, coalitions, and networks.
- Organize and host community engagement events at least once a year.
- Actively participate in community meetings, collaboratives, and initiatives that connect with the subject matter work of the Center.
- Identify marginalized or underrepresented communities that need a closer connection to the Family Justice Center.
- Develop the Narrative.

FUNDING AND SUSTAINABILITY: This Work Group should focus on developing a long-term funding and sustainability plan with public and private funding sources.

- The Steering Committee consider creating a Development Committee or fundraising arm of the Center which will work with the Executive Director to develop a funding and sustainability plan.
 - Organize and create annual fundraising events to invite all community sectors, including businesses.
 - Make presentations to local service organizations, e.g., Soroptimist and Rotary Clubs.
 - Meet with large businesses in the county and look for corporate partnerships and sponsorships.
- Expand strategies to pursue grants and other contracts even prior to a funding and sustainability plan.
 - Identify new public (federal, state, county, and cities) grant sources and apply for relevant grants.

- Identify private foundations that may be interested in investing in Solano County and reach out to them. Start with relationship building before making financial asks.
 - Meet with staff for hospital-based community benefits programs and look for potential collaborations.
- Identify regional opportunities, leverages, and synergy.
 - Identify grant opportunities that are regional in nature and pursue them as possible.
 - Identify grant opportunities that encompass Contra Costa and Solano counties.

FACILITIES This Work Group focuses on the use of the current facility and will focus on planning for and development of additional Centers in other parts of the county in the future.

- Develop Short Term Planning.
- Work towards Long Term Planning.
- Identify who we should be collaborating with.
- Continue to engage the entire community in the planning process and educate them about the Family Justice Center framework and the vision for Solano County.
- Schedule regular events to maintain the momentum such as informational community meetings.
- Share the Strategic Planning Report with City Councils and Community Organizations throughout the County.

APPENDICES



APPENDIX A THE STRATEGIC VISIONING AND PLANNING PROCESS

The Strategic Visioning Framework for the Solano County Family Justice Center, represented in this report, has been developing over the last four months as the Alliance and the Contra Costa team began talking to current and former partners of the Center, conducting multiple zoom meetings, soliciting online survey feedback, and meeting with current staff in the Center.

In preparation for Strategic Planning days, the Alliance and the Contra Costa team identified Chairs and Co-chairs for each working group. The Alliance provided training to the Chairs and Co-Chairs on how to facilitate their Work Groups and provided key documents for their review, including the FJC Impact Report, our new FJC Info Guides and selected webinars. In addition, all attendees were requested to review the interview of Ellen Pence on her thoughts about the Family Justice Center framework as homework.

This Strategic Visioning Report is the compilation of our work together and a direct result of a two-day Strategic Planning event. It was created during a fast-paced event that was held on

March 8-9, 2023 with 100 attendees participating in-person. The Strategic Visioning was facilitated by Alliance President Casey Gwinn, Alliance CEO Gael Strack and Contra Costa Family Justice Alliance Director, Susun Kim. Susun currently serves as the Executive Director of the Contra Costa Family Justice Alliance and oversees three Family Justice Centers (Antioch, Concord, and Richmond) plus the Solano County Family Justice Center. This document serves as the strategic framework to guide a bigger and brighter framework for the Solano County Family Justice Center in Fairfield including a vision for two more Centers in Solano County as the vision moves forward.

The shared vision for the Solano County Family Justice Center is dynamic, viable and inspiring. There is no question it deserves the funding and support from philanthropists, foundations, local governments, state government, the federal government, and other potential supporters. It is a transformative vision that will increase safety, hope, resiliency and wellbeing for adult and child survivors of trauma, violence and abuse.



Strategic planning is about creating a vision for your community. It's about sending your love into the future. These two days will matter for the next 20 years. Not only who's here matters but who stays here tomorrow will matter even more. My goal for you is to dream bigger than you did the first time. Dream so big that if your dreams don't scare you, you're not dreaming big enough.

Gael Strack

APPENDIX B HIGHLIGHTS FROM STRATEGIC PLANNING

Strategic Planning started with inspiring comments and warm welcomes from Jim Spering, Former Member of the Solano County Board of Supervisors, Retired Judge Robert Fracchia and Chair of the Family Justice Center Advisory Committee, and Solano Superior Court Presiding Judge Wendy Getty. Jim Spering emphasized how excited he was when the first Family Justice Center opened in Solano but was even more excited now for an even bigger and brighter Center that provided HOPE throughout the entire county. Judge Fracchia discussed the process that took place with the Board of Supervisors, key community leaders, and other stakeholders. He highlighted the leadership of Tami Lukens from the County Administrator's Office and said he believed the right partner was selected through the Request for Qualifications to lead the Solano County Family Justice Center forward. Judge Wendy Getty encouraged everyone to be engaged and be part of the strategic planning process. She shared how the Family Justice Center model offers a great opportunity for Solano to come together and care for victims of domestic and sexual violence. She said Solano County continues to have a big heart and is poised to envision a better future for families today, tomorrow, five years from now and even ten years from now. Judge Getty acknowledged the minor setbacks but also emphasized that today was a major comeback. She said she was already impressed with the work that had been done, the grants that had been submitted, and the large community turnout for the planning process.

"I was excited when we opened up our Family Justice Center then, but even more excited now. We haven't given up on our vision to give HOPE to the people we are trying to serve and provide the best quality of service. You have got to stay involved."



JIM SPERING

Former Member of the County Board of Supervisors

"We were tasked by the Board of Supervisors to come together to create a new vision for our Family Justice Center. I was selected as the chair. To make that reality happen, we put together the RFQ process. We picked the right partner. And we couldn't have done it without the help and support of Tami Lukens."

ROBERT FRACCHIA

Superior Court Judge (Ret.)

"The opportunities that are presented by a Family Justice Center are real. Believe it! We can make a difference for our kids and for our families. Yes, we had a minor setback but we are ready for a major comeback. It is now up to us to come together with a common goal, a common vision for our families today, tomorrow, five years and ten years from now."

Presiding Judge

WENDY GETTY

HIGHLIGHTS FROM STRATEGIC PLANNING

Alliance President Casey Gwinn then shared opening comments and welcomed Susun Kim, Executive Director, Contra Costa Family Justice Alliance. Susun joined in the excitement of the day and briefly described what had been done, including hiring Reina Sandoval-Beverly, the new director for the Solano Family Justice Center, previously with STAND! For Families Free of Violence, a domestic violence advocacy agency in Contra Costa County, and a long-time resident of Solano County. She acknowledged all the professionals she had met, all the meetings she had attended and said there were many more in the works. But most of all, she thanked everyone for making her feel so welcomed. Susun then introduced her team:

- Shannon Starzyk, Antioch FJC Director
- Natalie Oleas, Central FJC Director
- LaShara Johnson, Program Coordinator
- Devorah Levine, Contra Costa Family Justice Alliance Board Member
- Reina Sandoval-Beverly, Solano FJC Director

We also heard from survivors. “Marisol” and “Janell” shared their stories, talked about the need for a Family Justice Center, the power of co-location and the importance of including the voices of survivors to be part of the process. Together, the team emphasized the need for one location that was victim-centered, filled with diverse community services and staffed with highly skilled, kind, and trauma-informed professionals, advocates, volunteers and survivors.

After the morning speakers, Casey Gwinn explained the process and facilitated the planning process – two-days of an action-packed agenda which also included:

- Comments from Gael Strack, Alliance CEO & Co-Founder
- Overview of the Family Justice Center Framework
- Overview of the Strategic Planning Process
- Crafting the Vision: What do we want our Center to be in five years?
- Group Photo
- Articulating our Mission, Values and Beliefs
- Identifying Blocks and Barriers
- Overcoming Blocks and Barriers with Proactive Strategics and Actions
- Funding and Sustainability Presentation by Gael Strack
- Successfully Working Together provided in a panel presentation
- Overview of the Work Group Process and Group Rotations
- Personal Commitments from Participants
- Next steps

APPENDIX C FAMILY JUSTICE CENTER MOVEMENT OVERVIEW

Alliance President Casey Gwinn started his presentation with a summary all the hard work and steps taken by the Board of Supervisors and the leadership of Tami Lukens, Principal Management Analyst at the County Administrator's Office.

In that process, critical themes emerged. There was a clear need for:

- New leadership;
- Emergency, transitional, and long-term housing;
- More than one Center at key locations throughout the county;
- Additional financial resources to allow more staff to be at the Center;
- A focus on diversity and cultural awareness of Family Justice Center staff and partner; agencies to be more reflective of the community; and
- Effective data collection, sharing and evaluation.

He continued his presentation with an overview of the Alliance today, a brief history of the Family Justice Center movement, what a Center is and is not, and the essential ingredients of a Family Justice Center. Casey and Gael then provided a virtual tour of Centers in the United States and around the world. They also shared common fears and concerns experienced by staff and onsite partners located in Centers. Casey and Gael wrapped up their presentation with the need to create a "culture of hope" at each Center to mitigate trauma experienced by survivors and vicarious trauma experienced by staff and partners. They also shared the Alliance's four strategic directions: Collaborative Leadership; Commitment to Best Practices; Guiding Principles; and Accountability to Survivors.

Casey and Gael shared some of the exciting trends in the Family Justice Center Movement today, including some of the evidence-based outcomes from new Family Justice Center Impact Report recently provided to Congress and the State Legislature (peer reviewed, academic outcomes) which was provided to all attendees as a handout. It included the latest research and outcomes on:

- Co-location of Child Advocacy Centers and Family Justice Centers;
- Multiple statewide networks including the California Family Justice Network;
- California Family Justice Center legislation;
- Highlights from the National Poly-Victimization Initiative;
- The intersection between domestic violence and substance use;
- How services are expanding to include Forensic Medical Units and Health Clinics; and
- The need to address to high-risk victims and strangulation assault survivors.

Alliance President Casey Gwinn gave a quick overview about the Science of HOPE from his best-selling book, *Hope Rising: How the Science of HOPE Can Change Your Life*, with Dr. Chan Hellman. He discussed the need to integrate the science of HOPE into the work of the Solano County Family Justice Center. HOPE mitigates trauma; HOPE heals trauma. Casey said Family Justice Centers must be hope-centered in order to produce wellbeing, the ultimate measure of recovery from trauma for adult and child survivors. He presented the fundamental truth about hope-centered approaches in Family Justice Centers.

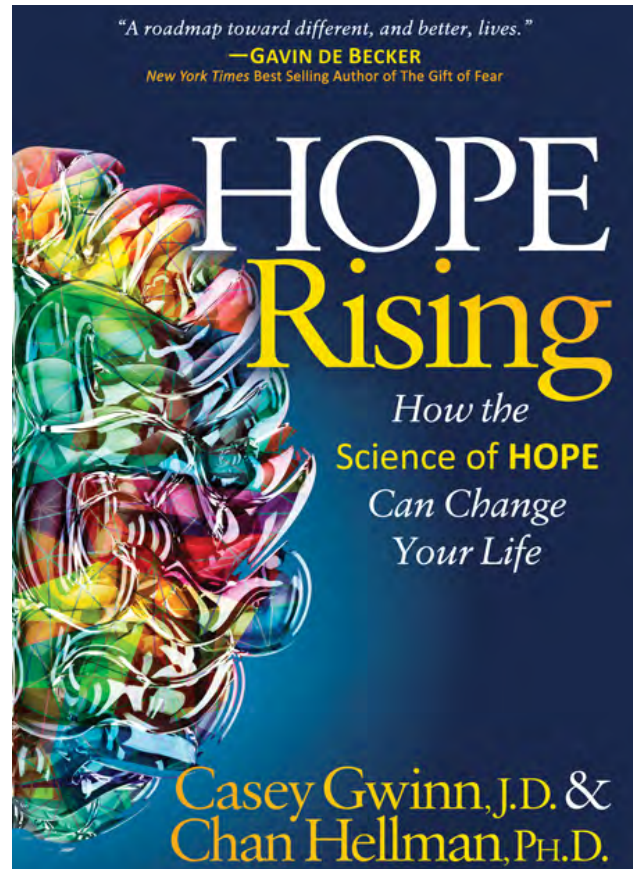


WE ARE BORN WITH HOPE.

It is the essence of who we are as human beings. Animals are not hope-centered. Human beings alone have the ability to look forward and imagine who we want to be and then figure out how to get there. But human beings get robbed of hope. Generally, very early in their lives, and children are always robbed first. That is why we are in the HOPE Business. We are in the business of helping people move from where they are to where they want to be. Today, we understand hope is not an emotion or wishful thinking. There is a science to HOPE.

CASEY GWINN, PRESIDENT,
ALLIANCE FOR HOPE INTERNATIONAL

Casey shared growing up with abuse in his home as a child and also the power of being exposed to camping and mentoring. Growing up and going to camp was restorative. It saved him. He learned about faith and goals in his life about what he wanted to be when he grew up. It was one of the main reasons why he created the first Camp HOPE program, soon after opening the San Diego Family Justice Center. It was also one of the reasons he wrote his first book on the Adverse Childhood Experiences Study (ACE), *Cheering for the Children - Creating Pathways to HOPE for Children Exposed to Trauma.* He wanted children impacted by trauma to have



something to look forward to and to have HOPE in their lives. He also wanted the general public and professionals in the field to understand the ACE Study, the impact of high ACE scores, and how to mitigate that trauma. Therapy is important but it is not hope. Children need fun, exciting things to look forward to in their lives. He reported that Camp HOPE America is now in 25 states with the goal of being in all 50 states. The goal is preventing crime as opposed to reacting to crime. "True criminal justice reform is not getting people out of jail or prison. It is keeping people out of jail and prison to begin with."

APPENDIX D CRAFTING A BIGGER AND BRIGHTER VISION



I actually saw the future and it was amazing what we did in Solano County by 2028!

PARTICIPANT

Alliance President Casey Gwinn then led participants in a visioning exercise to create their vision for Solano County Family Justice Center. He asked all attendees to close their eyes and imagine it was 2028 and, in five years, Solano County had transformed the way it responds to domestic violence, sexual assault, child abuse, elder abuse and human trafficking. Reporters, researchers and media outlets were flocking to see what happened in Solano County between 2023 and 2028.

He then asked: Why? What happened between 2023 and 2028? What and how did Solano County's vision become a reality? Why were lives being changed in such a powerful way? What partners were on site? What programs, services and activities were included at your Center or Centers? What was available for adult women and men? What was available for children, youth, elders? What did the Solano Family Justice Center look like and feel like? Why were survivors wanting to

come back to experience community long after the crisis? How were the partners working together? Why were survivors finding such safety, healing, hope and wellbeing at Centers across the County?

After nearly ten minutes, Casey Gwinn asked everyone to open their eyes and write their vision on a piece of paper listing as many things and ideas as they saw and felt during the exercise. Then, Casey challenged each table to put their vision on 4 X 6 Post-It Notes. The notes were placed on a wall and later organized into categories by the Alliance Team and participants, linking concepts that produced a cohesive vision that represented the needs and services for survivors in Solano County.

The vision slowly emerged on the wall in the room as each table shared what they imagined and what they saw with their eyes closed during the visioning exercise. The themes were clear.



IMAGINATION IS THE INSTRUMENT OF HOPE. The only difference between a vision and hallucination is the number of people who see it. Let's Dream Big today. Set aside the past, continue to move forward. Trauma looks backward. Hope looks forward.

Five years from now, what do you see?"

CASEY GWINN, PRESIDENT, ALLIANCE FOR HOPE INTERNATIONAL

CRAFTING THE SHARED VISION

Shared Vision: Here is what the participants envisioned. Note: "(#)" represents the number of times people wrote down the same comment or concept.

HOUSING

Onsite Shelter (9)	Permanent Housing Assistance (2)	Onsite Transitional Housing
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SCHOOLS

Healthy relationships curriculum (2)	School Liaison	Early Education Prevention
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SERVICES OFFERED

Wellness Coach (3)	Spa/Salon (3)	Daycare for youth and adults (6)	Intergenerational Interaction	Youth Center (3)
Transportation (6)	Mentorship	Communication Center	Exercise and Wellness	Auto Repair
Senior Resources (2)	Teen Center	Clothes/Food Pantry (4)	Food for Clients	Performing Arts
Gym	Meditation (3)	Services for Perpetrators (2)	Transportation (6)	Activity Area

INCLUDED IN THE SPACE

Trees	Garden (6)	Zen Space	Sounds of Water (2)	Natural Light	Large Kitchen (2)
Playroom	Art/Music	Pool (2)	Outdoor Features (2)	Piano/Instruments	Ranch with animals/pet therapy (2)

FEELING WITHIN THE SPACE

Trauma-Informed Staff	Nonprofit Hub	Homey-feeling	Community-led	Menu of Services
Culturally Appropriate (3)	Place for Families	Inclusive	Service Coordination	Education
Sense of Community	Design Features	Laughter	Awareness	Many Paths to Healing
Service Coordination	Design Features	Safe Space	Education	

CRAFTING THE SHARED VISION

Shared Vision: Here is what the participants envisioned. Note: "(#)" represents the number of times people wrote down the same comment or concept.				
PARTNERS				
COUNTY	Child Welfare (3)	Adult Protective Services	Social Work and Teaching Interns	
	Court (3)	Public Assistance Specialists (2)	Office of Family Violence Prevention	
SCHOOLS	Colleges (3)	Solano College	Touro University (2)	
	Court (3)	Office of Family Violence Prevention	Public Assistance Specialists (2)	After-School Tutoring
LAW ENFORCEMENT	Probation (2)	Police Department (6)	Sexual Response Team	
	Police Action League	District Attorney's Office	Child Advocacy Center	
MENTAL HEALTH (8)	NAMI	Trauma-Recovery Center	Art Therapy	
	On-Site Therapy	Mobil Crisis	Substance-Use Providers (2)	
MEDICAL (5)	Public Health	Dental (5)	Pacific Clinics	
	Sutter Data	Full-Service Medical	Forensic Exams (2)	
LEGAL SERVICES (3)	Family Law (2)	Immigration	Domestic Violence Restraining Orders	
ELDER SERVICES	Respite Care	Elder Justice Specialist Center	Aging and Disability Resource Center	Independent Living
CITY	Rotary Clubs	Kiwanis Club		
WORKFORCE TRAINING (6)	Career Centers			

Shared Vision: Here is what the participants envisioned. Note: "(#)" represents the number of times people wrote down the same comment or concept.

PARTNERS

FINANCIAL COUNSELING (3) - Travis Credit Union	CASA	FIGHTING BACK PARTNERSHIP	SAFEQUEST
FIRST FIVE (2)	LANDLORD COOPERATIVE	COOKING CLASSES	HELP TO CHANGE YOUR NAME
INTERPRETERS	ALDEA	HARMONY OF HOME FOR HEALING	FAITH BASED PARTNERS
FARMERS (2)	TRAINING PEERS	SERVICES FOR MILITARY SPOUSES	SANE-SART
SOLANO PRIDE CENTER	TAX ASSISTANCE	BOYS AND GIRLS CLUB	SERVICE CLUBS
	CITIZENS ACADEMY	FAMILY RESOURCES CENTER (2)	

Shared Vision: Here is what the participants envisioned. Note: "(#)" represents the number of times people wrote down the same comment or concept.

OTHER

MULTIPLE LOCATIONS (8) - Larger Facility (3)	YOUTH FOCUSED SERVICE TRACK (2)	ONE STOP SHOP (4)	SPONSORS
JELLY BELLY PARTNER (2)	ADDRESS FOOD INSECURITY	FOSTER YOUTH (3)	SIX FLAGS
RESEARCH BEST PRACTICES	EVERYONE KNOWS ABOUT FJC SERVICES	BUSINESS INCUBATOR (2)	CELL PHONES
MULTIPLE WAYS TO ENTER	TRAUMA SUPPORT/EDUCATION	FUNDING (2)	PHILOSOPHY
SURVIVORS AS GREETERS	DIVERSE AND MULTI-LINGUAL STAFF (2)	OPEN 24/7	ACTIVITIES
	BUILD ON EXISTING SYSTEMS		

APPENDIX E **ARTICULATING OUR BELIEFS AND VALUES** (WHAT WE BELIEVE TOGETHER)

After creating a shared vision, Alliance President Casey Gwinn shared the Guiding Principles for the Family Justice Center movement and engaged the participants in a discussion about shared values and beliefs. He expressed shared values and beliefs are crucial to an effective collective impact initiative like a Family Justice Center and there must be consensus that will drive the Center and form the foundation for its operation, sustainability and success. Casey asked the participants:

“What will be your shared values and beliefs to help ground and guide the development and operations of the Center?”

At their tables, participants began small group discussions, articulated those values and beliefs on 4 X 6 Post-It Notes and attached them to the wall next to the five-year vision they just created.

“We don’t act based on what we know. We act based on what we believe.
So, what will you believe together in this Center?”

CASEY GWINN, PRESIDENT, ALLIANCE FOR HOPE

BELIEFS AND VALUES:

Note: "(#)" represents the number of times people wrote down the same comment or concept.

Maintaining a sense of empathy and care.

- Compassionate
- Hope Centered
- Humility

Empowering people to thrive.

- Being collaborative and resourceful (2)
- Open minded
- Innovative
- Thinking outside the box
- Commitment to learning and collaboration
- Building relationships
- Collective voices
- Be heard

Being fair and equitable.

- Diversity (3)
- Equality (2)
- Equity (3)

All people deserve respect.

- Wholeness (3)
- Value all people
- Stability of human life

Trust and accountability.

- Being supportive to all
- Accessibility (2)
- Nonjudgement

Be responsive.

Do no harm.

APPENDIX F 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

APPENDIX G OVERCOMING THE BLOCKS AND BARRIERS

Casey Gwinn then facilitated a discussion about blocks and barriers by asking this question: "If we are all committed to this powerful, dynamic vision for the future of the Solano County Family Justice Center, why hasn't this

vision become a reality? Why hasn't it already happened? What threatens our ability to make it happen now? After table discussions, participants posted the blocks and barriers on 4 x 6 Post-It Notes and placed them on the wall.

BLOCKS AND BARRIERS:

Note: "(#)" represents the number of times people wrote down the same comment or concept

Financial barriers.

- Money
- Sustainable funding (2)
- Lean-ness
- Limited/restricted funding (2)
- Funding competition
- Sustainability

Agency interactions.

- Silos (6)
- Communication
- Lack of data sharing
- Territorial (4)
- Duplication of services
- Selective collaborations (2)
- Competition (3)
- Need for collaboration
- Lack of shared vision
- Competing priorities (vs. cooperative) (2)
- Unwilling to share resources
- Money/resource hoarding

Political.

- Culture/politics (2)
- Bureaucracy (4)
- Politics (2)
- Reputation
- Lack of understanding around non-profits
- Red-tape/zoning
- Top heavy
- Changing priorities
- Corruption
- Not prioritizing the FJC

Center's internal workings.

- Intake process
- Egos (3)
- Close minded
- Staffing
- Burnout/workload (2)
- No cultural training
- Personal agendas
- Victim blaming
- No conflict resolution process
- Risk averse
- Lack of visionary leadership (2)
- Narrow scope, not expansive
- Toxic leadership

Facility.

- Location of Center (3)
- Access to Center

Feelings about the center.

- Being uncooperative
- Untrustworthy
- Negative past experience
- Lack of transparency
- Historical trauma
- "Not my problem"
- Poor leader
- Lack of care and nurturing
- Ownership/recognition
- "Good old boys" club
- Lack of commitment
- Indifference
- Absence of a champion (2)
- Lack of patience in the process
- Lack of effective communication
- Unacknowledged biases
- No training or lived experiences of those being served

Outreach.

- Advertising (2)
- Knowledge of Center within community
- Poor communication

Other.

- Effort
- Fear
- Prioritizing
- Workforce
- Reduced number of volunteers
- Stakeholder buy-in (2)
- Groups of people being erased
- Structural racism
- Unwilling to start over
- Focusing on ghosts of the past
- A lot of people in the wrong jobs
- No courage to challenge the system

OVERCOMING BLOCKS AND BARRIERS TO OUR VISION

Participants were asked to take one of the blocks and barriers and discuss a few key solutions to overcome that barrier. After participants selected their top barrier, They could not simply complain about the block or barrier. They had to do a “hope-centered”, positive brain storming exercise

to identify practical activities that could reduce or mitigate the power of one of the barriers identified during the exercise. After participants selected their top barrier, they shared it with the group and then posted their practical solutions on the wall in the room.

“It is important to keep in mind that people can change. We should not put those who do harm in a certain category. We have to believe people can change. The Family Justice Center should be open to new ideas, new programs and opportunities for offenders to change.”

DONNA ROBINSON, ASSISTANT CHIEF PROBATION OFFICER



SOLUTIONS TO THE BARRIERS

INTERNAL CHANGES

- Speaking up
- Creating a shared MOU
- Utilizing data to garner support and make decisions
- Re-boot, re-focus and re-design
- Transparency
- Providing staff self-care
- Survivors as staff
- Determining attributes of a visionary leader
- Acceptance of other ideas and opinions
- Inclusivity at all levels of decision making
- Abolishing hierarchies
- Commitment to the community and agency
- Believe in core values
- Giving positions of power to minority members
- Consistent and responsive
- Warm hand off
- All new hires visit sites
- Cross training among agencies
- Specialized trainings
- Trainings from Survivors

LACK OF COMMITMENT

- Being clear on values
- New plan/leadership (2)
- Leave ego out
- Long term agreements/commitments

AGENCY PARTNERSHIPS/ RESTORING RELATIONSHIPS

- Learning what each agency does
- Bring in more resources to decrease competition
- Focus on other agency strengths
- Meeting to come up with a common vision (2)
- Meeting to see who is committed
- Restorative circles
- Team building
- Trainings
- Referring back to agency values (2)
- Build relationships (3)
- Partner meetings to share info (2)
- Collaborative case management
- Create positive relationships
- Collaborate
- Executive leadership task force for non-profits

BUILD TRUST WITH THE COMMUNITY

- Embed yourself in the community
- Regular community forums
- Joint community outreach among agencies
- Networking

COMPETITIVE FUNDING

- Fair process
- Shared vision
- Priority to those that are FJC partners
- Collaborative grant applications
- Advocacy for funding

APPENDIX H SOLANO COUNTY FAMILY JUSTICE CENTER PLANNING

The large audience watched a Special Video Greeting from Assemblymember Tim Grayson. Tim has led the effort to secure funding for Family Justice Centers in California since 2018.

"The FJC saves lives. This money could sit in an account for the rest of this fiscal year and pad an account with reserve or we could use it to save lives."

CALIFORNIA STATE ASSEMBLYMAN TIM GRAYSON,
IN SUCCESSFULLY ADVOCATING FOR \$10 MILLION FOR CALIFORNIA FAMILY JUSTICE CENTERS



[Jerry Huber](#), Director of Health and Human Services, opened up with welcoming comments emphasizing the importance of Reimagining the Solano Family Justice Center today and in the future. He was grateful to see as many people on day two and as there were yesterday. He offered ideas and recommendations for location and renew his commitment to the model. He ended his comments with "The work starts today."

"The work starts today."

JERRY HUBER, DIRECTOR,
HEALTH AND HUMAN SERVICES

As the day began, Alliance President Casey Gwinn took an inventory of those in the room. There were representatives from the District Attorney's Office, multiple law enforcement agencies, multiple departments within Health and Social Services, multiple community-based organizations including SafeQuest, Fighting Back Partnership, VEST, SANE/SART, CASA, Meals on Wheels, Touro University, and Seneca Family Services.

There were also numerous representatives from Probation Department, Superior Court, Child Start, local schools, and the County Administrator's Office. Casey again encouraged everyone to look around the room, challenged them to identify who's not in the room and who needs to be invited as the planning process moves forward. For a full list of participants, the appendices to this report.

Participants were asked to reflect about Day One and what stood out from the vision they created on Day One. Reflections included:

- The excitement in the room
- The strong engagement from the attendees
- “Small set back. Big comeback.”
- The number of people who returned for Day Two
- The willingness to lean into difficult discussions
- The discussion around the science of HOPE and Camp HOPE America

Susun Kim then provided a “Data Dive” about the “Why” for both Solano and Contra Costa Family Justice Centers. She reintroduced her leadership team. In her presentation, she discussed the vision, the history, shared values and focused on how to move forward with Solano now part of the Contra Costa Family Justice Alliance.

“Despite all of our challenges, I was excited about the positivity and the energy in the room around the work. It gave me hope for our future Centers.”

CYNTHIA MALLOY, VICTIM ADVOCATE
DISTRICT ATTORNEY VICTIM/WITNESS
ASSISTANCE PROGRAM

“We need everyone’s voice at the table. We need to make sure no voices are left out and no one is ignored.”

SHANNON STARZYK



APPENDIX I HIGHLIGHTS FROM FUNDING AND SUSTAINABILITY PRESENTATION

CEO Gael Strack shared their lessons learned in Funding and Sustainability. A few key highlights are shared below:

THE FIVE FOCUS AREAS for your Funding and Sustainability Plan:

1. Public engagement and awareness
2. Government funding and integration
3. Fundraising and marketing
4. Regional and statewide leadership
5. Board development and leadership

[The Benevon Model as modified by Former Director Linda Ray](#) from the Erie Family Justice Center in Buffalo, New York. She took the Center from zero dollars in the bank to over a million. We recommend reviewing the Alliance's [Funding and Sustainability Webinar](#) in the Alliance's Resource Library.

Gael also shared new funding strategies from Centers across the United States and how Family Justice Center legislation and statewide networks, such as the California Family Justice Network, have been instrumental in funding for Centers.

CREATIVE FUNDING SOURCES	
New Market Tax Credits	Milwaukee
Court Fees	Tennessee, California
Levy, Sales Tax, Bonds, District Funds, etc. to fund FJCs	Shawnee, Prince George's, California FJCs: Irvine, Alameda Co., Solano, Sonoma, and Stanislaus



SUSUN KIM AND GAEL STRACK

APPENDIX J ALIGNMENT OF THE WORK GROUPS

The majority of day two was dedicated to convening four Work Groups that were established prior to the strategic planning event with the help of key Contra Costa and Solano County Family Justice staff serving as facilitators:

OPERATIONS AND SERVICE DELIVERY

- Reina Sandoval-Beverly
- LaShara Johnson

COMMUNITY ENGAGEMENT, EDUCATION AND OUTREACH

- Shannon Starzyk
- Marisol Martinez

FUNDING AND SUSTAINABILITY

- Natalie Oleas
- Edith Friedman

FACILITIES (added during the planning based on comments from the participants)

- Casey Gwinn
- Susun Kim

The goal of the Work Group exercise was to begin to identify questions on and off-site partners will likely encounter in running a Family Justice Center and to begin addressing those questions as part of the development and expansion of the Center. Every participant was allowed to rotate through two groups that interested them the most. The Work Group Facilitators stayed in their groups as all participants rotated. At the conclusion of the rotations, the Facilitators provided a quick summary of the highlights of the Work Groups. The Alliance recommends that the Work Groups meet at least monthly to make rapid progress on their initial goals and track the work they have accomplished.



APPENDIX K HIGHLIGHTS FROM WORK GROUP ROTATIONS

OPERATION, SERVICE DELIVERY, SUPPORT AND RESOURCES WORK GROUP

CONVERSATION FRAMING: What supports, resources (which may include services) do individuals, families, the community of providers need?

Themes or Issues identified related to approaches or frameworks on SUPPORTS/SERVICES:

- Seamless connection of services and supports needed.
- Availability of "actual" supports/services.
- Wrap-around approach (Village Keepers-being held or support contained by the collective)
- Trauma-informed, culturally responsive approaches often not considered "rule based, screening people out of services."
- Language and mobility access.
- Supports/Services in primary languages. Translation services made available.
- Cultural context in service/supports.
- Accessibility and pathways (examples used: safe text or virtual service options, free services, illuminating barriers)
- List or Menu of services listed on websites or outdated lists. Clients/Partner organizations not able to access services listed as available.
- Supports needed include the interconnectedness of traumas (examples included: Mental Health services often won't work with survivors where there is substance abuse related issues)

- Supports often limited to victims who leave or adult survivors only. (What do survivors who choose to stay need?)
- A need identified as centering what children and families need. Examples: What support do children/youth need? What supports do survivors who bring their partner or children in for support need for their families?
- Do we screen in or out?
- Support offered to individuals/families that come in to access services. *Example used: helping complete forms and understanding the complexity of processes.*
- Evidence based practice or the theme of "how do we know what we are doing is working?" Evaluation of supports/services. Listening/Centering.
- Outcome based surveys.

Facilitator/Recorder Note: Included the word "safe."

Noted general themes/statements however there was a reference and question about the supports/services and approach of the Family Justice Center and within the community of providers.

Theme: Centering populations included different supports and resources needed for each group.

- | | |
|--|--|
| <ul style="list-style-type: none">• Children• Youth• Survivors• Families• Individuals who have caused harm• Elderly | <ul style="list-style-type: none">• Community• Care Providers• Community-Based Organizations or Service Providers• Centering based on culturally specific needs |
|--|--|

When centering a specific group or community it allows us to focus or see or hear differently the unique needs/ supports approaches.

Facilitator/Recorder Note: Facilitator used the word or framing what was said as "centering."

FUNDING AND SUSTAINABILITY WORK GROUP

How is Solano Family Justice Center currently being funded?

- County pays approximately \$850,000 in General Fund dollars in addition to the new contract
- Grant Funds are approximately \$450,000
- Foundation Funds are \$100,000

Are individual donations accepted currently? If so, how?

Yes, there are two ways:

1. The individual can donate directly to the Solano Family Justice Center; or
2. The individual can make a donation to the county for the express purpose of supporting Solano Family Justice Center.
 - This option is rarely used.

What funding sources are being looked at now?

- Solano Family Justice Center is currently applying for state and federal grants.
 - Have applied for two federal grants for a supervised visitation center. Waiting to hear back.
- Companies based in Solano County
 - Jelly Belly
 - Wineries
 - Amazon (warehouse)
 - Genentech
 - Budweiser
 - Travis Air Force Base (Department of Defense funds can go to the county)
 - Six Flags
 - Re-Entry programs
 - It's-It Ice Cream

What funding strategies can be utilized?

- Grant collaborations with a lead agency and sub-awardees
- Partnership in "front-end" prep
- Looking at the city/county for other sources of funding as well as a new building.
- Medi-Cal reimbursements
- Healthcare providers
- Kaiser, Sutter, North Bay
 - Local businesses
 - Casino (is in an adjacent county)
 - California Endowment
 - Agricultural industry
 - Banks
 - Car dealers
 - Property managers

Ways to spot funding opportunities

- Create a funding committee to review grants on an ongoing basis
- Create a calendar of when grants are due
- Hire a Director of Development
- Create opportunities for sustainer giving
- Political advocacy
- Reaching out to churches/faith communities for in-kind support or at events
- Looking at neighboring counties for opportunities: Yolo, Napa
- East Bay Foundations, county propositions (like Measure X), bond measures
- Multi-city collaborative asks
- AB 109 funds
- Cal OES

COMMUNITY ENGAGEMENT WORK GROUP

Focus on the narrative.

- Change the narrative to be welcoming
- Recognize clients have different needs/Connect them to these needs through networking
- Change the mindset – just because you build it doesn't mean that they will come
- Workshops/Informational meetings at the colleges and libraries
- Buy in from stakeholders, musicians, celebrities, foundations – giving back to the community
- FJC Sponsorships
- Logos/Branding – what is your plan?
- Vision/Values/Slogan/Public Image/Elevator Speech/Goals
- Numbers
- Who is the target audience(s)?
- Measuring performance

What will be provided?

- Time
- Kaiser Permanente – DV Group
- PAL/Boys and Girls Clubs
- Solano EDC's
- Use existing programs
- On the ground/relationships
- Recognize the importance of "word of mouth"

How to engage.

- Attend/participate in the Creek Walk/Pirate Days/Gyms
- School Multimedia Contest (Junior Colleges, State Universities, Elementary/ Middle/High School)
- Spotify/Audio Books/ Podcasts/Playlists
- Next Door App
- Travel Training – doing training @ bus stops, paratransit
- Medical/Social Security
- 211
- Mobile Showers (On the outside, have a resources available/resource board
- ASL (Fremont School for the Deaf) – strategies to assist and provide resources to this community
- Paid Ads
- Film Festival – Facilitated discussions/Education around DV
- Health Fairs
- Social media groups
- "Before the Movie"

- Posts for the freeway sign(s)
- Bus
- Service Clubs- Adopt a room or a project
- Video
- IT Cookies
- Professional Help
- Car Clubs
- Think outside the box/ be creative of how resources are provided
- Presentations/Tabling Events
- Resources/Marketing in ALL languages
- Share information via the mail
- Being involved in community events, passing out information
- Look at what communities need
- In it/Community resource/ events quarterly
- Knowledge is Power/ share information
- Social media/Apps
- You Tube Page

COMMUNITY ENGAGEMENT WORK GROUP (CONTINUED)

Who needs to be at the table?

- Bring in DV Providers
- Support Groups
- Sport Groups/Recreation Programs/Youth Programs
- Community Events/Workforce Development
- Cultural Centers
- Faith Based Networks
- Health Care/Health Care Workers
- The population that is not visible
- Remove the stigma
- Programs/Workshops
- Resource Center with everything
- Mentorship
- Bring community (everyone) to the table
- Student council/youth/TikTok
- Classes that are healthy to build hope and coping skills
- Empowerment
- Leverage colleges for interns
- Internships/Volunteers
- Enough staff to do the work
- Involve staff/health centers/wellness centers
- Network involvement
- Involve schools/engage parents
- Interns
- Resources for all
- Multiple Events
- How do you welcome clients?
 - Professional development and training
 - Court house/state/local jails
 - Law enforcement



FACILITIES WORK GROUP

Theme: **Centering populations included different supports and resources needed for each group.**

- Essential
 - Three locations: Vallejo, Vacaville and Fairfield
 - With other satellites in other cities/towns
- Features
 - Parking plan
 - Security plan
 - Access to public transportation, e.g., bus stops
 - Accessibility – physical
 - Event space
 - Outdoor space
 - Proximity to other essential services
 - Forensic exam space
- Additional Considerations
 - Mobile services
 - Rio Vista, Dixon as focus wellness centers
 - Partnership with Wiseman Co.
 - CAC satellite in Vallejo
 - Partnership with medical schools
 - Partnership with hospital and EMS
- Options
 - DHHS buildings @ Vallejo, Vacaville and Fairfield
 - Co-location – strategic partnerships
 - College facilities as satellite sites
 - County has high schools
 - Closed schools in Vallejo
 - Locations related to police/jails
 - Leaven – faith based after-school program
 - Solano PAL Project
 - Downtown mix-use construction projects in Fairfield
 - Malls (vacant now)
 - City buildings
 - Community health clinics
 - Solano 360 @ Vallejo fairgrounds

“I reflected around the word “HOPE”. I didn’t know there was an actual science to it. We need to intentionally integrate HOPE into our Family Justice Center.”

GWENDOLYN GILL
WITH OLDER AND ADULT SERVICE



APPENDIX L HIGHLIGHTS FROM "MAKING THE FAMILY JUSTICE CENTER WORK" PRESENTATION

This session consisted of a panel discussion which included: Gael Strack (Alliance CEO), Reina Sandoval-Beverly (Solano FJC Director), Shannon Starzyk (Antioch FJC Director), Susun Kim, Natalie Oleas (Central Center Director), LaShara Johnson (Program Coordinator), Cynthia Malloy (DA Victim-Witness) and Marsha Lucien (Sonoma FJC Director). It was driven by the questions from the participants. A few key highlights of questions asked are included here:

Please explain how a Family Justice Center conducts centralized intake?

- Warm welcome;
- Verify the client is at the right location;
- Short intake form is completed;
- Verify information and conduct a basic conflicts check;
- Check the client into the FJC;
- Hospitality Volunteer greets the Clients, provides overview of the Center, and offers refreshments;
- The clinical screener is contacted and conducts an intake.



During the screening, the clinical screener:

- Provides an overview of the services;
- Discusses the intake process;
- Discusses mandatory reporting, informed consent, confidentiality, information-sharing, and services requested;
- Creates a service plan;
- Conducts risk assessment, safety planning and later follow-up;
- Ensures services are prioritized and provided with other partners;
- Conducts an Exit Interview to verify services were provided, answer any questions, provide additional information, verify parking and safety leaving the Center and receive feedback from the client.

The participants asked a lot of questions concerning confidentiality, training of partners, collaboration, partnership agreements, meetings and how decisions were made. Panelists shared own secrets of success which included open communication, including others in decision making, developing a communication plan, working on relationship building every day, creating a culture of shared ownership and culture of hope. They also share resources from the Alliance such as Dream Big (the Why), Dream Big, Start Small (the How), webinars and sample partnership agreements, operations manual and sample scenarios the Operations and Service Delivery Work Group could go through, all available in the resource library.

APPENDIX M LIST OF ATTENDEES

Meileen Acosta	Sharon Eastland	Josette Lacey	Donna Robinson
Zoey Alexander	Marbeya Ellis	Paula LeDoux	Roger Robinson
Alisha Austin	Miguel Escobar	Devorah Levine	Katherine Rodriguez
Ramiro Barron	Dean Farrah	Norma Lisenko	Aaron Roth
Mary Ann Branch	Rodney Fisher	Randi Lopez	Arlena Saldana
Lilia Breaux	Erick Florendo	Marsha Lucien	Mayra Sanchez
Charmaine Branch	Robert Fracchia	Tami Lukens	Rubenette Sanchez
Tanya Brownrigg	Edith Friedman	Peter Macapugay	Daunje Sanders
Kathryrn Burroughs	Cynthia Garcia	Jennifer MacKinnon	Reina Sandoval-Beverly
Felicia Carrington	Wendy Getty	Cynthia Malloy	Karen Sheehy
Cheryl Celones	Gwendolyn Gill	Marisol Martinez	Ashley Shy
Rebecca Ceron	Ian Goldberg	Neely McElroy	Agustina Simms
Theresa Cicchetto	Michelle Hackett	Terry McManus	Victoria Singleton
Elaine Clark	Ella Hamlin	Susannah Meyer	Christina Sinohui
Janell Coleman	Joseph Herman	Moono Milambo	Jim Spering
Kari Cordero	Caleb Hervey	Frawn Mitchell-Simpson	Shannon Starzyk
Tom Cordova	Alexandria Hill	Isabel Montano	Bryan Stewart
Dinora Corrie	Sarah Holmes	Brett Morris	Brian Taylor
Emery Cowan	Jerry Huber	Kelly Munguia	Danyelle Thompson
Ashley Cumpas	Frances Jackson	Megan Murphy	Courtney Tindall
Kelley Curtis	Belinda Jackson Thomas	Kenyatta Nathaniel	Brian Travis
Elena D'Agustino	Angela Jenkins	Melissa Nickson	Mai Vang
Richard DeBlois	LaShara Johnson	Natalie Oleas	Carl Vincent
LetiDelacruz Salas	Linda Johnson	Melissa Pardi	Akon Walker
Brittney Dempsey	Javon Johnson	Zoila Perez-Sanchez	Christine Walker
Kim Deocampo	Jamila Johnson-Phillips	Amanda Phillipps	Richard White
Tammy DeWitt	Katherine Kellum	Candy Pierce	Denise Winters
Deanna Dickey	Susun Kim	Jamie Powell	Melani Zamora
Susan Dolan	Melvinia King	Dulce Prado	Randy Zawada
Jessica Donohue	Mechael Kizstu	Rosa Protillo	

APPENDIX N **PERSONAL COMMITMENTS**

I will help to connect agencies with one another and streamline bureaucratic barriers. I will be a champion for the Family Justice Center.

WENDY GETTY, PRESIDING JUDGE

I will be on one of the committees working on putting the plan forward; connecting the faith community to the future of the Solano Family Justice Center and create MOUs with Departments.

JERRY HUBER, DIRECTOR OF H&SS

I will continue to serve on the Advisory Committee as a liaison with the court.

**JUDGE BOB FRACCHIA (RET.),
CHAIRMAN SFJC ADVISORY COMMITTEE**

I am committed to sharing the discussion that took place during these past two days with my staff. I'm committed to supporting SFJC efforts. It's needed. Thank you for all you do.

**MARBAYA ELLIS,
FSUSD - FAMILY RESOURCE CENTER**

I am committing to join a workgroup.

TANYA BROWNRIGG, VEST

I am willing to continue to support and continue my role on an advisory committee. I am willing to work with Susun going forward on planning and implementation.

**CANDY PIERCE, COURT APPOINTED SPECIAL
ADVOCATES OF SOLANO COUNTY**

I am willing to assist at our FJC, make sure I share information with partners so they can share with others. I'm willing to educate people who I come in contact regarding the Center.

**KENYATTA NATHANIEL,
BENICIA POLICE DEPARTMENT**

I will share with my co-workers the discussion and vision from the past 2 day.

**ISABEL MONTANO,
VACAVILLE POLICE DEPARTMENT
FAMILY RESOURCE CENTER**

Participate in stakeholders' meetings and consider joining a planning committee.

**ZOILA PEREZ-SANCHEZ,
CHILD NETWORK (CAPC)**

I commit to learn all I can about the vision, mission and services to help work collaboratively with partners to raise awareness & advocate for funding.

**CHARMAINE BRENT,
DIRECTOR OF PROGRAMS AND SERVICES,
EMPOWERED AGING**

I am willing to serve as a subcommittee member. I am willing to promote the FJC with my persona & professional contacts.

MARY ANN BRANCH, SAFEQUEST SOLANO

I am willing to look for \$ opportunities-prevention, become an external partner & invite Reina to SOC meetings.

**NEELY M'ELROY,
H&SS CHILD WELFARE SERVICES**

I will commit to ensuring all victims I work with are aware of the services available to them.

BRITTNY DEMPSEY, PROBATION

I will advocate and tell more people in the office about the FJC. I will help with any peer reviews.

KELLY MUNGUIA, PROBATION

I am willing to provide assistance with the 0-5 population by working with families and creating resources through/with First 5 Solano.

DENISE WINTERS, FIRST 5 SOLANO

PERSONAL COMMITMENTS

To have a hands-on position with community engagement, services, resources, or wherever I can best serve.

COURTNEY TINDALL,
SOLANO SUPERIOR COURTS

I will advocate for the victims associated with my client's cases. I'm willing to take part in focus groups/peer reviews. I'm willing to assist with open house events.

AMANDA PHILLIPPS, PROBATION

Committed to joining a workgroup & telling my Staff about it - the NEW SFJC.

SUSAN DOLAN, H&SS ODAS/APS

I am willing to assist with open house events at the Center.

TAMMY DEWITT, PROBATION

I'm willing to join the Community Council and partner up with the SFJC as well as with other community organizations as it pertains to community resources and awareness. I can also provide to safety practices for domestic violence and sexual assault victims.

CARL VINSON,
PRIVATE SECURITY AND COMMUNITY LEADER

I am committed to working with children and youth in whatever that look like and ASP.

ZOEY ALEXANDER, PROBATION

I am willing to participate in the services Work Group. I am willing to join meetings to plan.

MELISSA NICKSON,
SANE-SART/TRAUMA RECOVERY

I commit to spreading info about the FJC to interested parties and community.

DANYELLE THOMPSON, PROBATION

I am willing to educate providers of the 52-week batterer's intervention program about the FJC. I am also willing to assist victims of DV by connecting them with victim services & support work. I will with the FJC to connect victims of DV and sexual assault.

MELANI ZAMORA, PROBATION

I am willing to be a volunteer and be open to see what we could do sports wise for the youth. I'm willing to spread awareness with the clients that I serve.

RODNEY FISHER,
SOLANO COUNTY OFFICE OF EDUCATION

Commit my time and ensure HSS programs are linked to the FJC.

ROGER ROBINSON, H&SS,
ASSISTANT DIRECTOR, COMMUNITY COUNCIL

Join workgroup, volunteer at the FJC on my day off, refer my clients to the FJC and partnership.

RANDI LOPEZ,
DEPARTMENT OF CHILD SUPPORT SERVICES

Join workgroup, introduce FJC team to Rotary Solano County & Kiwanis, talk to City of Fairfield elected officials and City Manager, partner with Collaborative Courts Team and make introductions.

CYNTHIA GARCIA,
SOLANO COLLABORATIVE COURTS

I am willing to mend broken bridges with the Solano Family Justice Center.

KARI CORDERO, SANE/SART

Facilitate and support a positive relationship and coordination with probation.

DEAN FARRAH, PROBATION DIVISION CHIEF

PERSONAL COMMITMENTS

I would support my staff involvement, however it can best support FJC work & growth.

SUSANNAH MEYER,
EXECUTIVE DIRECTOR, EMPOWERED AGING

I am willing to participate on one of the committees. I am open to serving on all four, by top two preferences are Facilities and Services/Resources.

BELINDA JACKSON THOMAS, H&SS - E&E

I am willing to join the Facilities Work Group.

JAMILA JOHNSON PHILLIPS,
HARMONY HOMES FOR HEALING

I am willing to "educate at my organization". I am willing to take the time and listen.

ROSA PORTILLO, SAVV

I will commit to outreach, getting to know the community better, participate in groups to support growth, knowledge/learning opportunities, integrate with Vallejo & FBP community.

FRAWN MITCHELL-SIMPSON,
OFFICE OF FAMILY VIOLENCE PREVENTION

I commit to joining one or more of the groups, possibly the outreach group and getting to know community partners/nonprofits to better serve clients at the Center. Also, collaborate with other partners to make our vision happen.

ANGIE MORA,
OFFICE OF FAMILY VIOLENCE PREVENTION

I will join a focus group. I am willing to be a champion for the FJC.

TAMI LUKENS,
COUNTY ADMINISTRATOR'S OFFICE

Outreach & presentations, fundraiser together, Gala Women's Shelter.

INDEPENDENT LIVING RESOURCES

I will become a partner in referring victims.

ANONYMOUS

I will be a partner in referring victims.

ANONYMOUS

I will be an advocate for the Solano Family Justice Center.

ANONYMOUS

I will share information with the community, employers, family and friends. I will also refer clients when needed and educate others about the FJC.

ANONYMOUS

Promote, support, and donate time, energy, and materials to the FJC.

ANONYMOUS

I am willing to show up, listen, learn and act.

ANONYMOUS

I will promote the Family Justice Center in every way I can.

ANONYMOUS

Do outreach presentations, support fundraisers together, support the Gala Women's Shelter, and independent living resources.

ANONYMOUS

I will promote the Family Justice Center in every way I can.

ANONYMOUS

I would be willing to join a Work Group.

ANONYMOUS

APPENDIX O INTERVIEW WITH DR. ELLEN PENCE (PROVIDED AS HOMEWORK)

The Alliance provided a powerful 45-minute video featuring Dr. Ellen Pence with the Steering Committee to share with participants prior to the Strategic Visioning meeting. Ellen was a national leader and visionary in the domestic violence movement. She developed the concept of the coordinated community response, programs for offenders, the power & control wheel, the Safety Audit, Blueprint for Safety and identified best practices to improve the criminal justice system's response to gender-based violence.



In the video, Casey Gwinn interviews Ellen about her work in Duluth, her leadership at Praxis and her thoughts about the Family Justice Center framework. Her thoughtful and insightful comments were meant to engage reflection and discussion about the Hopes and Fears of co-located agencies. The timeless video was recorded before Ellen died in January 2012 at the age of 63 from breast cancer and provides valuable lessons learned and advice for the future:

- Put model policies into writing
- Keep it going after people come and go
- Good programs need to survive the loss of charismatic leaders
- We can't have a "go it alone" attitude
- Work together as a team
- Co-location of professionals is a means to an end - increasing safety, increasing offender accountability and creating community for survivors
- We need to become a "collective" with collective goals - not simply professionals in a building doing things that don't work and increasing danger to survivors
- We need to realize we are all part of a bigger vision and calling than our own job
- We can't just work together or live together and be friends because there is no mutual accountability without processes in place
- Need to ask each other "What do you need from me so you can do your job well?"
- Women do use violence at times, but we cannot ignore 6,000 years of human history and male violence, privilege and power.
- The criminal justice system has an important role to play.
- We have a message to deliver which is DV is a crime, and it will not be tolerated.
- Co-location that leads to change and integration is the goal.

Casey and Gael continue to honor Ellen's work by incorporating her thinking, her advice and her challenges into every Strategic Visioning process in communities across the country and around the world who are developing a Family Justice Center framework.

APPENDIX P **CONTINUUM OF INTEGRATION**

INTEGRATION IS ON A CONTINUUM, NOT A LINEAR PROCESS
(there is no end point, the pursuit is ongoing)



FJC
PHASES OF
DEVELOPMENT

1 GETTING BUY-IN Share information with community and partners	2 DEVELOPING FJC Strategic planning, cross training, identification of partners and resources, developing process for service delivery		3 OPEN FJC Partners are co-located; begin putting policies into practice (theory into practice)	4 INTEGRATED FJC Partners fine tune practices and operate from a single framework that is accountable to survivors
NETWORK	COORDINATE	COOPERATE	COLLABORATE	INTEGRATE
EXCHANGE INFORMATION	Exchange Information and HARMONIZE ACTIVITIES	Exchange Information and Harmonize Activities and SHARE RESOURCES	Exchange Information and Harmonize Activities and Share Resources and ENHANCE PARTNERS' CAPACITY	Exchange Information and Harmonize Activities and Share Resources and Enhance Partners' Capacity and OPERATE FROM SINGLE FRAMEWORK



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.

"IMAGINATION IS THE INSTRUMENT OF

Two hands are shown in silhouette, holding the word "HOPE" in large, bold, capital letters. The hands are positioned on either side of the word, with fingers gripping the top and bottom edges. The background is a bright, cloudy sky with a sunburst effect behind the word, creating a lens flare and a rainbow-like glow.

HOPE

YOU'VE GOT TO IMAGINE IT."

CASEY GWINN, PRESIDENT, ALLIANCE FOR HOPE INTERNATIONAL

ALLIANCE for
HOPE
INTERNATIONAL

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