

**Family Justice Center  
Strategic Plan  
2020-2025**

*Developed by JAC Strategic Planning Committee, fall 2020.*

**Proposed Vision:** The FJC believes in making our community safer and free of violence through promoting healing, hope, and justice.

**Proposed Mission:** The FJC exists to end interpersonal violence through a coordinated response of comprehensive, victim-centered empowerment services organized in a single location.

<b><u>Priority 1: Program Alignment with Community Needs</u></b>				
<b>Objectives</b>	<b>Responsible Partner(s)</b>	<b>Action Steps</b>	<b>Timeline</b>	<b>Desired Result</b>
1.1 Create a comprehensive outline of services at the FJC, including services and partners to expand/add to the building	FJC Director	<ul style="list-style-type: none"> <li>A. Secure funding for assessment</li> <li>B. Hire a consultant</li> <li>C. Incorporate recent Alamance community needs assessments</li> <li>D. Hold focus groups/surveys with staff, former clients, and partners</li> </ul>	Start in January 2021 to be completed by May 2021	Have a comprehensive community needs assessment to guide the planning of the building and services
1.2 Bring additional services to the FJC. Expand current services in the FJC	FJC Director, FJC Executive Committee, JAC, Partners	<ul style="list-style-type: none"> <li>A. Assess FJC staff and partner structure</li> <li>B. Make recommendations for FJC staff expansion to meet the needs of clients, especially meeting the needs of underserved clients</li> <li>C. Identify funding for needed positions</li> <li>D. Identify opportunities for collective impact and collaborative projects</li> </ul>	Start in May 2021. Apply for additional GCC funding January 2022. Evaluate needs for annual county budget.	Increase scope of services offered at the FJC

		<ul style="list-style-type: none"> <li>E. Identify partner agencies needed in the FJC. Create relationships/agreements for services</li> <li>F. Relationship building and service expansion with Marginalized Identities: Latinx, 50+, LGBTQ, etc.</li> </ul>		
1.3 Improve collaboration, referral streams, team building, communication, healthy conflict resolution among partners	VACA Co-Chairs, Elder Justice Project Coordinator, FJC Director, JAC, FJC Executive Committee, Partners	<ul style="list-style-type: none"> <li>A. Update the MOU for adoption by partners</li> <li>B. Include partner expectations in the MOU</li> <li>C. Create a list of shared values held by FJC partners in an FJC retreat or partner meetings</li> <li>D. Assist with the adoption of by-laws for VACA and Elder Justice CCR</li> <li>E. Convene regular meetings of Coordinated Community Response including VACA and Elder Justice CCR</li> <li>F. Bring an equity lens to the FJC decision making process</li> <li>G. Develop and facilitate a FJC Orientation for all new FJC staff, on-site partners, and JAC members</li> <li>H. Create an FJC Executive Committee to review incidents, problem solve, act collectively, make decisions for FJC, decide when to refer issues to JAC for its input.</li> <li>I. Identify ways to improve collaboration, referral streams, team building, communication, healthy conflict resolution among partners</li> </ul>	<p>Have an updated MOU to be signed December 2020, and resigned every two years in December 2022 and December 2024. JAC, VACA, &amp; Elder Justice CCR to meet monthly. FJC Orientation to be offered quarterly or as needed. Executive Committee to meet monthly and as often as needed.</p>	<p>Increased collaboration among on-site and off-site partners. Increase referrals made to FJC by partners by 10%.</p>
1.4 Create a High Risk Action Team	FJC Partners, FJC Client	<ul style="list-style-type: none"> <li>A. Identify key partners to sit on a High Risk Action Team</li> </ul>	Begin January 2021	To create a High Risk Action Team to

	Services Coordinator, FJC Executive Committee	<ul style="list-style-type: none"> <li>B. Establish schedule for regular case review with the ability to call emergency staffings for victims at high risk of lethality to prevent homicide</li> <li>C. FJC Client Services Coordinator will convene the High Risk Action Team and provide logistical support</li> <li>D. Executive Committee will determine how to monitor the effectiveness of the team</li> </ul>		prevent homicide
1.5 Create a Fatality Review Team (FRT)	JAC, FJC Director, FJC Executive Committee	<ul style="list-style-type: none"> <li>A. Research relevant laws and executive orders for Fatality Review Teams</li> <li>B. Observe Fatality Review Teams in other counties</li> <li>C. Present to the County Commissioners on Fatality Review Teams and get local leaders appointed</li> <li>D. Bring training to team on best practices</li> <li>E. Determine the facilitator for FRT, identify funding for outside facilitator</li> <li>F. Hold regular meetings to review fatalities</li> <li>G. Team will make systems level recommendations for change and report to JAC</li> <li>H. FRT will monitor outcomes of reviews and share with JAC</li> </ul>	Have a functioning team by January 2022	Have a functioning Fatality Review Team for adult victims of IPV. FRT will make recommendations for systems level change to prevent future homicide

**Priority 2: Sustainable Operations**

<b>Objectives</b>	<b>Responsible Partner(s)</b>	<b>A. Action Steps</b>	<b>Timeline</b>	<b>Desired Result</b>
<b><u>2.1 Adequate Facilities and Workspace</u></b>	FJC Director, Partners, JAC, DSS Director (FJC Department Head)	<ul style="list-style-type: none"> <li>A. Facilitate a building/space study for current utilization and future goals/needs of the FJC to accommodate growth</li> <li>B. Present needs to JAC to advocate with County Government</li> <li>C. Secure more space to move in/expand services for victims</li> </ul>	Space study completion between May 2021-July 2021 after community needs assessment is complete	Acquire more space to expand services offered. Space can be acquired within the existing FJC or with a new building
<b><u>2.2 Financial Stability</u></b>	FJC Director, DSS Director (FJC Department Head), County Manager, JAC	<ul style="list-style-type: none"> <li>A. Embed some of the FJC positions into the county budget to free up grant money for additional staff/projects</li> <li>B. Grant Funding -securing new as well as sustainable funding streams for FJC staff and victim needs</li> <li>C. FJC Director will serve as project director for grants including: OVW Elder Justice grant, Governors Crime Commission VOCA grant</li> <li>D. Resource Development-local funds, collaborative projects (multiple agencies fund)</li> </ul>	Embed positions starting July 2021. Apply for GCC grant funding every two years starting January 2022. Apply for local funding and other new opportunities as available.	Have more resources for community needs, projects, and expansion of FJC services/scope.
<b><u>2.3 Program Oversight</u></b>	JAC Strategic Planning Committee, FJC	<ul style="list-style-type: none"> <li>A. Get a clear understanding of JAC Advocacy Role/Structure</li> </ul>	Have an updated MOU to be signed December 2020, and resigned every	For JAC members to have a clear direction

	Executive Committee, FJC Director	<ul style="list-style-type: none"> <li>B. Jac will create a committee to update and create FJC strategic plan and FJC MOU</li> <li>C. Create an FJC Executive Committee that reports up to JAC consisting of FJC Director, Victim Services Directors, and leadership from onsite law enforcement.</li> <li>D. Engage with Partner Agency Executives and Boards of Directors to ensure consistent oversight</li> <li>E. Both committees will advocate for County Commissioner buy-in, support for facility, and economic stability</li> <li>F. Continue to explore structure and leadership models for the FJC within Alamance County</li> </ul>	two years in December 2022 and December 2024. Strategic Plan to be updated every 3-5 years and evaluated regularly.	for the Family Justice Center.  Have established oversight of FJC, Partners, and programs.
	FJC Director, Partners, VACA Co-Chairs, Elder Justice Project Coordinator	<ul style="list-style-type: none"> <li>A. Facilitate regular on-site partner meetings.</li> <li>B. Encourage partner participation at Coordinated Community Response Meetings: Victims Advocacy of Alamance (VACA) and Elder Justice</li> </ul>	<p>Partner Meetings: Bi-weekly 6/2020-10/2020, Monthly, starting 11/2020</p> <p>VACA &amp; Elder Abuse CCR-Monthly</p>	Build communication, team, and collaboration with partners in the FJC. Have consistency in messaging and distribute information to all partners
	Client Services Coordinator, VOICES Committee	<ul style="list-style-type: none"> <li>A. Create a Voices Committee of survivors</li> <li>B. Develop committee members to represent survivor perspective and needs on task forces, committees, and other leadership roles</li> </ul>	December 2020	Receive regular feedback from victims and survivors on FJC policies, strategic plan, client satisfaction

		<ul style="list-style-type: none"> <li>C. VOICES to provide speakers for events and participate in outreach/awareness events</li> <li>D. Create and evaluate systems for client feedback to the FJC</li> <li>E. Make recommendations for changes to FJC</li> </ul>		
	FJC Director, DSS IT Department	A. Develop an FJC database to track client data for grant reports and track referrals to FJC partners	January 2020	Have a formal system for tracking data, be able to look at trends
<b><u>2.4 Human Talent -- Recruitment, Development, and Retention</u></b>	DSS Director (FJC Department Head), FJC Director, County Manager	<ul style="list-style-type: none"> <li>A. Evaluate staff pay compared to similar positions at FJC's in other counties. Advocate to provide a competitive salary for staff</li> <li>B. Create opportunities for development and abilities to advance</li> <li>C. Provide adequate supervision for staff and FJC Director</li> <li>D. Create an FJC succession plan for Director and staff positions</li> <li>E. Promote staff well-being, team building &amp; FJC culture</li> </ul>	Starting January 2021	Recruit and retain qualified staff. Provide succession for FJC positions.

**Priority 3: Community Presence and Standing in the Community: Collaboration, Education and Training**

<b>Objectives</b>	<b>Responsible Partner(s)</b>	<b>A. Action Steps</b>	<b>Timeline</b>	<b>Desired Result</b>
<p>3.1 Community Partner Training Education</p>	<p>Victim Liaison, FJC Director, Elder Justice Project Coordinator, Elder Abuse Services Coordinator, Family Abuse Services, Crossroads</p>	<p>A. Tours of FJC. Meet and greet sessions.            B. Facilitate professional training &amp; invite partners to cross training FJC staff. Create on-page reference guides or booklets for professional usage.            C. Law Enforcement-increase awareness, training, and foster relationships with local law enforcement. Training-BLET, CIT, Role Calls, LAP expansion, Elder Justice LE training, Continued Education &amp; Training, strangulation, primary aggressor, forensic interviewing, trauma informed policing            D. DA’s Office, Allied Churches, DSS, Medical Community (clinics, ER, Behavioral Health, local doctors), Churches/Faith Community, Mental Health, Salvation Army, School Counselors &amp; Social Worker, Housing Authorities, Fire Departments, EMS, Emergency Department, Elon University, Alamance Community College, and other professional entities that interact with victims on a regular basis.            E. FJC, FAS, and Crossroads will track professional training and report to VACA, Elder Justice CCR, and JAC.</p>	<p>Provide on a regular and on-going basis.</p>	<p>Improve professional knowledge and understanding of victimization and the effects on the client, family, and community.</p> <p>Increase referrals of victims to the FJC.</p> <p>Improve partnerships between professional entities for the service of victims in Alamance County.</p>

<p>3.2 Community Awareness of interpersonal violence (IPV) and where to go for services</p>	<p>Victim Liaison, FJC Director, Elder Justice Project Coordinator, Elder Abuse Services Coordinator, Family Abuse Services, Crossroads, VOICES Committee</p>	<ul style="list-style-type: none"> <li>A. Facilitate in-person information sessions: Civic organizations (rotary, jr women’s club, etc); town councils/county commissioners; schools (ACC/Elon, high schools); local faith community</li> <li>B. Develop and update media strategies: Social media (Facebook, twitter, Instagram, etc); billboards; radio, TV (informational TV on spectrum), FJC informational video, google</li> <li>C. Add FJC information on partners’ websites and update FJC website</li> <li>D. Identify opportunities for community presentations, awareness events, and tabling events-fairs, summits, carousel festival, pride, Christmas parade, etc.</li> <li>E. Evaluate referral streams to FJC via client intakes and metrics provided from different media sources. Use data to inform outreach strategies.</li> <li>F. VOICES Committee-success stories, public speaking events</li> <li>G. Shift blame for victimization from the victim to the offender</li> <li>H. Awareness Months-DVAM, SAAM, Stalking Awareness Month, Human Trafficking awareness month, child abuse awareness month, teen dating awareness month, elder abuse awareness month</li> </ul>	<p>FJC Website to be updated annually starting January 2021.</p> <p>Social media posts at least weekly.</p> <p>Billboards developed annually.</p> <p>Provide on a regular and on-going basis.</p>	<p>Increase community awareness of IPV issues and where to go for services.</p> <p>Ensure consistency in messaging and information provided to the community.</p> <p>Change community perceptions of IPV</p>
<p>3.3 System Level Advocacy and Change</p>	<p>FJC Director, JAC, FJC</p>	<ul style="list-style-type: none"> <li>A. Influence community response to IPV using a social justice and equity lens</li> </ul>		<p>Improve systems for victims.</p>



	Executive Committee	<ul style="list-style-type: none"><li>B. Identify root causes of interpersonal violence and work to decrease rates of violence or prevent violence in future generations</li><li>C. Influence systems level policy and procedures</li><li>D. Advocate for victims' rights and services</li><li>E. Ensure victim services have a seat at the table where decisions are made</li><li>F. Build relationships with community leaders</li><li>G. Hold offenders accountable</li><li>H. Continue to lead on innovative programs and approaches</li></ul>		Prevent future violence.
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