

# Thriving Communities Toolkit

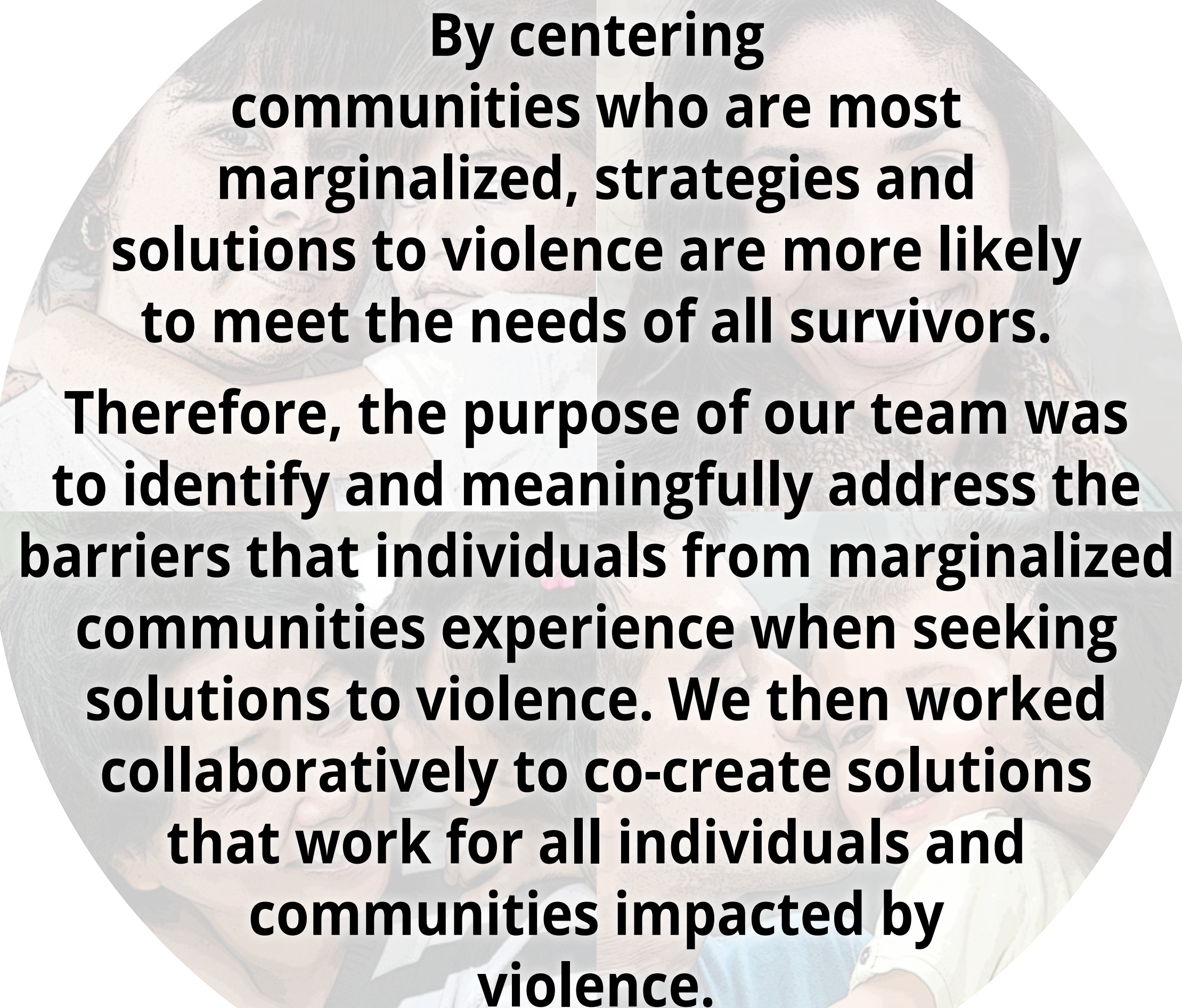
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**Executive Summary**  
The Cliff Notes version

**History of the Team**

**What Guides the Work**

**How we do our Work**



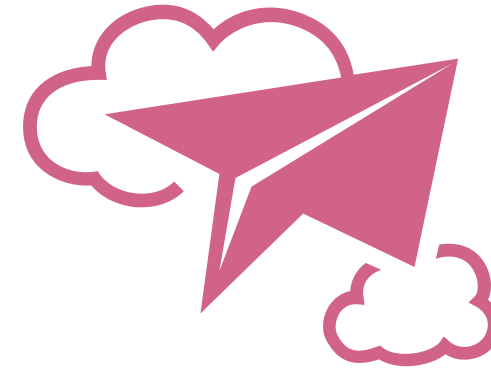
**By centering communities who are most marginalized, strategies and solutions to violence are more likely to meet the needs of all survivors.**

**Therefore, the purpose of our team was to identify and meaningfully address the barriers that individuals from marginalized communities experience when seeking solutions to violence. We then worked collaboratively to co-create solutions that work for all individuals and communities impacted by violence.**

**Re-Envisioning a Response to Domestic Violence**

**Appendix**

# Executive Summary — an Overview



## Purpose

By centering communities who are most marginalized, strategies and solutions to violence are more likely to meet the needs of all survivors.

Therefore, the purpose of our team was to identify and meaningfully address the barriers that individuals from marginalized communities experience when seeking solutions to violence. We then worked collaboratively to co-create solutions that work for all individuals and communities impacted by violence. This guide is intended to support the formations of local CCR Teams and collaborations in connecting partners from systems, victim service organizations, and community leaders and organizations.

## History

The Idaho Coordinated Response to Domestic and Sexual Violence was first convened by the Idaho Supreme Court (2007-2012) as a state-level committee of criminal legal professionals in government organizations working together to stimulate a more coordinated response to domestic and sexual violence to enhance safety for victims, increase offender accountability, improve inter-agency collaboration, and to look for broader system outcomes. One of their accomplishments included a tool for criminal legal partners to assess risk of dangerousness when responding to domestic violence calls — the [Idaho Risk Assessment of Dangerousness or IRAD](#). This assessment tool is still being used throughout Idaho with more and more organizations adopting it.

## Expanding Beyond Traditional CCR Responses

When the first grant ended in 2012, the team didn't meet for six years. In 2018, building on what was learned and reflecting on the gaps and missed opportunities from initial efforts, the ICR convened again with new focus on adding community partners from historically marginalized communities to the team of criminal legal professionals. Traditionally, Coordinated Community Response Teams have centered around partners from criminal legal systems, health care systems, and victim service providers with the goal of improving the criminal legal system response to domestic and sexual violence. These collaborations have had successes in facilitating offender accountability and case management practices, **but have rarely included community voices and experiences, particularly from historically marginalized communities.** *Without those voices, system approaches may not be complete and may only serve a limited group.*

## Centering Voices of Historically Marginalizes Communities

To truly center our work around the voices of people who have experienced violence, we have to shift thinking away from our perspective or first response, traditionally a criminal legal perspective, to what is desired or needed by those who have been harmed. According to the University of Wisconsin Population Health Institute MATCH Group it means, "Uplifting, trusting, and valuing the lived experiences of the people most impacted by the issue(s) and inequity(ies) you want to address. This includes working towards approaches where those that are most



## Executive Summary — an Overview

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impacted are a part of leading, identifying solutions, setting priorities, creating policy agendas, and shifting narrative.”

To that end the Idaho Coordinated Response Team should center all strategies and processes on marginalized communities including Black, Indigenous, and other Communities of Color, Immigrant and Refugee Communities, Individuals with Disabilities, Individuals who are Deaf and Hard of Hearing, and LGBTQ+ Communities. By focusing on communities who are most marginalized, strategies and solutions to violence are more likely to meet the needs of all survivors.

### Vision of a World We Want to Live In

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Team members were invited to visualize one of their descendants 100 years in the future and write a letter back to the present. The letter described what our communities would be like if the work of the Idaho Coordinated Response was successful. Based on this process, the team developed a vision statement to guide our work.

*We want to live in **COMMUNITY** where **EVERYONE IS THRIVING** and where we feel **CONNECTION**. Everyone has the **FREEDOM TO BE THEIR WHOLE SELVES** in a **PEACEFUL AND SAFE** world where **MOTHER EARTH IS HEALTHY** and we experience **EQUITY** in systems and in our lives.*

Team members talked about the need to vision beyond the present to stretch themselves to find more lasting solutions to get at the root causes of violence to move beyond sole focus on just responses.

### Outcomes

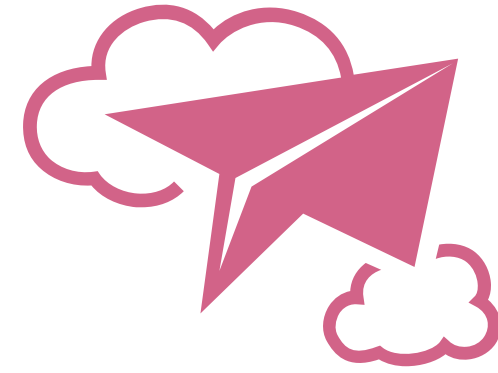
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After three years of work together, the major outcomes could be seen in increased **collaboration** on projects between governmental agencies and community partners.

In a culture that places high value on products, governmental team members began to understand that relationships were as important as tangible projects. A relationship of trust is an outcome. Meaningful long term change could not emerge without establishing trust with community partners who have been devalued or not listened to over time.

There were **training programs and services** that were developed as a result of the participation on the team that would not have happened otherwise.

**One major outcome that was translated** from almost all community partners was that this was the first time they felt truly a part of something and that **their voices mattered**.



## Executive Summary — an Overview

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**Trust** is built over time through communication and actions. Members reported as trust was established, work within community organizations that had been historically undervalued or marginalized could move forward in a more meaningful way.

Some members also reported using activities they learned from the team and **incorporating them into practices in their own organizations.**

### Foundations: Roles, Responsibilities & Strengths

Prior to our first team meeting, the ICR facilitators met privately with each team member to review the mission and outcomes of the grant and to invite each member to freely participate in the team. The facilitators presented each team member with an outline of [roles and responsibilities](#) for team membership. The facilitator also conducted a brief assessment of each member's tendencies in collaborative settings which created a shared understanding and language of our strengths: product, process, people, ideas.

### Shared Values

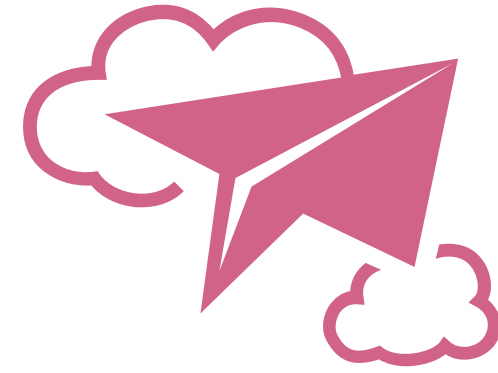
Conflict is a normal part of team processes, so having a discussion about how to treat each other and hold conversations is helpful. Therefore, team members participated in an activity to generate values they shared and expectations about how we would work together. [These statements were compiled and over the course of a few meetings, statements were reviewed, revised and agreed upon by the group.](#)

### Shared Practices

Many of the team members had never collaborated before, and several had been on opposing sides of past issues. We incorporated trauma-informed practices to keep the team running and supported, especially when meeting together, which included starting each meeting with lunch and social time, deep breathing exercises to ground us, "ice breakers" and experiential activities to build trust.

### Collective Learning & Increasing Our Understanding

Shared readings and discussions furthered our knowledge of subjects and awareness and empathy towards people being harmed. It is recommended that teams incorporate some learning measures beyond the typical tasks that are considered as part of these teams. Learning and discussing new content helped our team find new and innovative ways to address problems.



## Executive Summary — an Overview

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### Examine Bias & Impacts on Response

It is well documented and well understood that biases we all share (explicit or implicit) can interfere with effective responses to victims of sexual and domestic violence. In addition to gender, biases surrounding race, sexual orientation, physical and developmental disabilities may also impact our responses to people with these lived experiences. An essential part to centering solutions around the lived experiences of people who have been historically marginalized, is to acknowledge and increase awareness of bias when responding to people being harmed.

### Work at the “Speed of Trust” — Relationships & Humanity

Knowing that many team members had not previously collaborated together and were working across disciplines and professions, lived experiences, and diverse identities, we invested heavily in relationship building particularly in the first two years of convenings. By meaningfully connecting on both personal and professional levels, team members could more effectively work collaboratively, navigate conflict, and increase retention and participation in all aspects of the collective process.

### Pair Meetings

Team members met in “Paired Meetings” in between bi-monthly team meetings to encourage opportunities to connect with each other on a more human level. This practice is especially important to members from historically marginalized communities who may not have fully trusted criminal legal systems based on their own past experiences or those of clients. This time spent together, many times over lunch or at someone’s office for a tour or introduction, provided an opportunity for team members to build trust and collaborate on projects, which seemed to spring up organically.

### Re-envisioning Responses to Domestic Violence and Recommendations

Following our collective learning and relationship building, the ICR began a process to re-envision a response to domestic violence that was centered on marginalized and underserved communities. Rather than rework and adapt existing responses in Idaho, our team initiated a process of envisioning a response based on our hopes for all involved and impacted by domestic violence. We used [prompts to generate a shared vision for a domestic violence response that was both victim-centered and emphasized the needs of marginalized and underserved communities](#).

# History of the Team



## 2007-2012

The Idaho Coordinated Response to Domestic and Sexual Violence was first convened by the Idaho Supreme Court in 2007 as a state-level committee of governmental and non-governmental organizations working together to stimulate a more coordinated response to domestic and sexual violence, to enhance safety for victims, increase offender accountability, improve inter-agency collaboration, and to look for broader system outcomes.

The original committee members included:

- Idaho Supreme Court
- United States Attorney's Office
- Idaho Department of Corrections
- Idaho Victim Witness Association
- Idaho Mental Health Association
- Idaho Coalition Against Sexual & Domestic Violence
- Boise State University Criminal Justice
- Idaho Attorney General's Office
- Idaho Chief of Police Association
- Idaho Commission on Aging
- Idaho Commission of Pardons and Parole
- Idaho Crime Victims Compensation

- Idaho Council on Domestic Violence & Victim Assistance
- Idaho Department of Health & Welfare
- Idaho Department of Juvenile Corrections
- Idaho POST
- Idaho Public Defender's Office
- Idaho Sheriffs' Association
- Idaho State Bar
- Idaho State Police

The team met bi-monthly until 2012 and contributed to internal and external policy improvements including a State Executive Order on Domestic Violence. The committee also developed the [Idaho Risk Assessment of Dangerousness](#) to improve the response to domestic violence and increase victim safety, along with a supplement tailored to law enforcement first responders including an interview tool, and implemented a statewide sexual assault needs assessment, all of which are still in use today.

During the five years of its existence, the Idaho Coordinated Response to Domestic and Sexual Violence was able to increase collaboration amongst state agencies and meet all of the objectives it had envisioned. Since 2012, several of the initial partners were able to recognize additional gaps in the response to sexual and domestic violence in Idaho and the Idaho Coalition Against Sexual & Domestic Violence sought to reconvene the Idaho Coordinated Response in 2018.



## History of the Team

### 2018-2022

Bringing forward the learnings, lessons, and reflecting on the gaps and missed opportunities from initial efforts, along with new local and national research, it became clear that additional partners and a new focus was needed. The second



Idaho Coordinated Response effort was convened with both system level and community leaders and organizations serving historically marginalized communities in Idaho. These communities are disproportionately impacted by sexual & domestic violence in Idaho and experience significant additional barriers to

healing and supportive services. Previous efforts to improve the response to sexual and domestic violence in Idaho did not meaningfully include the voices or leadership from historically marginalized communities, and existing services and response systems continue to struggle to meet the needs of these communities. By bringing both the criminal legal system and community partners together, the Idaho Coordinated Response team hoped to specifically improve the criminal legal system response to sexual and domestic violence for historically marginalized communities, while also envisioning bold new solutions to preventing and responding to violence beyond this system.

*“The first go-around [of the ICR team in the early 2000s] was primarily agency heads, very much weighted to the criminal justice system... They were very product focused. This time around there was a very diverse membership; there were a lot from all varieties of agencies and public service... with advocates as well as the criminal justice element, but there was a much broader response to give input. This has helped a lot; you get the input from the different people’s points of view that you usually don’t get because of whatever silo you happen to be sitting in.”*

— Doug Graves, former police officer and board member of the ICDVVA

The Idaho Coordinated Response was re-convened with the following partners:

- International Rescue Committee (representing individuals resettled through the refugee process)
- ▶ • American Civil Liberties Union of Idaho
- Idaho Council on Developmental Disabilities
- ▶ • Advocates Against Family Violence (community sexual and domestic violence program)
- DisAbility Rights Idaho
- Community Council of Idaho (representing migrant and immigrant families)
- PRIDE Foundation (representing Idaho’s LGBTQ+ communities)
- Idaho Coalition Against Sexual and Domestic Violence
- ▶ • Idaho Council for Deaf and Hard of Hearing
- Idaho Office for Refugees





## History of the Team

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- Governor's Office
- Idaho Supreme Court
- Attorney General's Office
- Idaho Department of Corrections
- Idaho Department of Juvenile Corrections
- Idaho Department of Pardons and Parole
- Prosecuting Attorneys Association
- Chief of Police Association
- Idaho Council on Domestic Violence and Victims Assistance
- Idaho Sheriff's Association
- Crime Victims Compensation Program
- Boise State University Criminal Justice Program
- United States Attorney Office



*“Understand that this is a long term commitment and work that is visionary takes time and it isn't perfect, and we shouldn't strive for perfection. We should strive to continue to push ourselves to do things differently, because along the way there is learning that occurs and that is what is so important.”*

— Leo Morales ACLU

## What are Coordinated Community Response Teams? Expanding Definitions...

Coordinated Community Response Team or CCR is a term we have used for multidisciplinary collaborations to address domestic and sexual violence, child abuse, stalking and other crimes. These could also be known as Sexual Assault Response Teams, Child Advocacy Centers, or Task Forces. CCR's may work at the local level, coordinating direct services and interventions, or at the state level developing broader policies and system level interventions similar to the Idaho Coordinated Response.

In the fall of 2019, we administered a survey that was distributed to prosecuting attorneys and community based DV/SA programs inquiring if they were aware of or participated in some sort of CCR. Twenty-seven organizations responded: 15 surveys were completed by staff in DV programs and 12 were completed by prosecutors. Teams throughout the state exist in a variety of forms, some focusing



## History of the Team

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solely on Domestic Violence and a few others that specialize in child based services as well. Unfortunately, many of the teams did not meet regularly and a couple noted that they had not met in over a year. There was also a lack of agreement in how teams defined being “victim centered”, which is something most people working in the field espouse as an important aspect of service.

Traditionally, Coordinated Community Response Teams have centered around partners from criminal legal systems, health care systems, and victim service providers with the goal of improving the criminal legal system response



to domestic and sexual violence. These collaborations have had successes in facilitating offender accountability and case management practices, and have rarely included community voices and experiences, particularly from historically marginalized communities. This guide is intended to support the formations of local

CCR Teams and Collaborations in connecting partners from systems, victim service organizations, and community leaders and organizations. Please refer to the end of this guide for an outline on weaving traditional CCR structures into the values of the Idaho Coordinated Response and the meaningful inclusion of the voices and experiences of historically marginalized communities.

# What Guides the Work



## Our Vision

Committee members will utilize Idaho Coordinated Response as a catalyst and model to strengthen and revitalize Idaho's coordinated community and multi-disciplinary responses to these crimes with meaningful access for marginalized communities. At the time Coordinated Community Response teams existed in several Idaho counties, while some had been inactive or disbanded. The committee envisioned local and state level CCR's as a strategy to meaningfully increase access to programming for specific underserved populations (based on race, ethnicity, individuals with limited English proficiency, individuals with disabilities and Deaf persons, and individuals who identify as LGBTQ).

## Our Renewed Purpose

These partners began meeting in June of 2018 with three purposes:

- Develop, promote, and enhance best practices in the response to sexual and domestic violence;
- Strengthen and revitalize coordinated community response and multidisciplinary teams - focus on historically marginalized communities;
- Identify and prevent bias in criminal justice systems (policies, training, supervision and systems of accountability)

## Guiding Principles: centering voices and solutions on marginalized communities

The purpose of the grant is to identify and meaningfully address the barriers that victims and survivors from historically marginalized communities experience in criminal legal systems. To that end the Idaho Coordinated Response Team should center all strategies and processes on marginalized communities including Black, Indigenous, and other Communities of Color, Immigrant and Refugee Communities, Individuals with Disabilities, Individuals who are Deaf and Hard of Hearing, and LGBTQ+ Communities. By focusing on communities who are most marginalized, strategies and solutions to violence are more likely to meet the needs of all survivors.

***"I recommend that you be intentional about your vision, objectives, and goals and remind the group throughout the process..."***

**— Leo Morales, ACLU**

Many times service providers who "serve victims" indicate that they "center" the voices of victims. However, when pressed, many providers aren't clear on what that means. We recognized that if we are going to do meaningful work, we need to constantly go back to what it means to center voices, and in this case centering the voices of historically marginalized people who are experiencing harm and violence.



## What Guides the Work

To truly center our work around the voices of people who have experienced violence, we have to shift thinking away from our perspective or first response to what is desired or needed by those who have been harmed. This is more difficult than it sounds; this may be one of the hardest parts of our practices because people in the criminal legal system are very used to being empowered to “take charge” and society expects them to act. However, taking a deep breath and centering the victim’s needs first may help provide a more intentional and effective response.

What does “centering voices” mean? According to the University of Wisconsin Population Health Institute MATCH Group it means, “Uplifting, trusting, and valuing the lived experiences of the people most impacted by the issue(s) and inequity(ies) you want to address. This includes working towards approaches where those that are most impacted are a part of leading, identifying solutions, setting priorities, creating policy agendas, and shifting narrative.

Sustaining efforts to center voices requires individual, organizational, and collective reflection on how inequities came to be and are maintained. Shared actions then need to be identified and implemented to disrupt the reproduction of inequities and their impacts. Individuals and organizations are all at different places and all of those places have opportunities to begin this work.”

Centering the voices of those being harmed may be the first and most important practice for any new team. It is recommended that teams spend significant time answering this question and determining how to maintain discipline enacting this principle.

***“What made the participation worthwhile and interesting and very thoughtful was the fact that the meetings were different than other meetings that one may typically attend...there was a strong emphasis on relationship building and on learning about impacted communities and how to work with impacted communities...this was extremely important in developing how we were going to do this work moving forward and centering the community voices on an equal playing field was very important because sometimes what can happen is that people coming from agencies that are very knowledgeable may dominate and move forward because ..rightly so they have a lot of knowledge, but it’s important to also to begin to interrupt habits of the past to create space where community members [are heard] who aren’t doing this work full time and their approach may be different, but what is important is to capture their perspective and experience to influence the conversations we were having. I think that was very critical and important.”***



— Leo Morales, ACLU



## What Guides the Work

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*“To do this kind of work you have to be willing to say that it’s not just about people who look like you, who believe like you, who act like you....If we are going to serve our communities we have to serve everybody in our communities. And if we are going to serve everyone in our communities then that means we have to make the table bigger to have more people at the table who represent all*



*the various aspects of our communities at the table. Because if they are not at the table, I will tell you right now that you are likely to have a more difficult time reaching those populations, and serving those populations, and making your rural community better, because they will be missing. They will not be present. And even if*

*you think they are there, they won’t be open with you reaching out, because you have not done anything to build that trust.*

*“We have to make the table bigger and we have to be ok with that. And we have to understand that we are better by making the table bigger than we are with the way the tables used to look 5,10, 30 years ago when I started.”*

— Dr. Lisa Bostaph, Boise State Professor

## How we do our Work



*“It’s not easy [this work] because you have to be willing to step out of your comfort zone...You don’t have to agree with everything someone is saying, but if you give it a good listen and consideration, I think you can really gain from that. It takes putting your own agenda to the side sometimes and being willing to realize with humility that others have valid points and have points that will advance your knowledge and make for a better outcome.”*

— Doug Graves, former police officer and board member of the ICDVVA

In order to fully achieve the vision of the Idaho Coordinated Response, the revitalized committee realized the need for innovative practices and bold experimentation. Many of the team members had never collaborated before, and several had been on opposing sides of past issues. All members held similar visions and hopes, but with diverse organizational structures and strategies. Through the first year of collaboration, several key practices emerged as essential to the shared vision of the Idaho Coordinated Response.

### Choosing the Facilitator(s)

Intentionally select the facilitator instead of defaulting to an old habit or what feels comfortable. Most existing CCRs have a criminal legal partner, like a prosecutor, as a team leader, but doing so may limit thinking and response to criminal legal solutions instead of also prioritizing community based solutions and prevention of future harm.

Including the voices of historically marginalized communities is essential in improving long term outcomes for increased justice and safety, thus a co-facilitator from one of these communities helps to intentionally practice our value of centering voices and expanding traditional thinking into a more transformative culture.

It’s also important that the facilitators have some experience or comfort in facilitating teams to work together and manage conflict as it occurs. Training and experience in facilitation may be more important than a position or title. The facilitator(s) should be savvy in managing relationships, processes, and outcomes in order to provide a well-rounded experience for the team.





## How we do our Work

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*“This work is challenging work; it can begin at different levels of understanding. And we run into some issues a little more thorny and being able to ground ourselves in the relationship and the common values is*



*important. The facilitators reminded us of our mission, purpose and objectives and centering community. This is important because when you get to the thorny issues, the facilitator can bring us back and remind us of the values and commitment we made, which is critical to this work.”*

— Leo Morales, ACLU

### **Administrative Support**

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The team facilitators provided on-going communication and administrative support to the team to ensure that content was easy to access and resources were available for their work. If resources are available, we recommend having someone in charge of some of the administrative tasks of meeting scheduling, meeting notes, copying, etc. Our team facilitators had a background in teaching and learning and group facilitation, so many of the learning tools and reading summaries were composed by them. However, having someone to assist with administrative functions could save time and allow facilitators to focus on outcomes and content rather than tasks.

### **Bimonthly Team Meetings and Pair Meetings**

Based on the size of the group and the fact that each team member had a full time job, we settled on bringing the team together in a physical space every other month for about three hours to include lunch and human time along with team practices that framed each meeting.

### **Establishing a Foundation: Introduction to the team and review of expectations**

Prior to the first team meeting, the CCR facilitators met privately with each team member to review the mission and outcomes of the grant and to invite each member to freely participate in the team. The facilitators presented each team member with an outline of [roles and responsibilities for team membership](#).

Since one of the main goals of the grant was to identify and reduce bias based on gender and race in criminal legal services, it was important to have frank discussions with partners about the amount of capacity building and self-reflection that would take.



## How we do our Work

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**Conversations with Criminal Legal Partners** focused on the challenges and discomfort that may be experienced since the team would be critically analyzing criminal systems from the lived experience of people who have been marginalized in society. Listening to the voices of DV and SA survivors who are BIPOC (Black Indigenous and People of Color) may present challenges to people who are working in the very systems we would be analyzing and criticizing that can be uncomfortable, so the facilitator wanted to be transparent about that and normalize it. The facilitators heard an overwhelmingly positive response from the participants who wanted to improve on systems they influenced.

**Conversations with Community Partners** focused on how they were feeling about engaging in this experience and what facilitators could do to support them in the process. Leaders from these organizations voiced that they were open to joining the team, but some were a bit more hesitant to commit than their criminal legal colleagues. Community partners raised concerns about the overtaxing nature of sharing concerns repeatedly and still not seeing significant change. One community partner started crying because she wanted to join, but she felt like she had been sharing these stories and experiences for years with no real progress.

***Note:** people who have been marginalized from mainstream culture may feel tired; by sharing and putting themselves “out there” they risk additional emotional trauma as the “relive” or describe experiences that are painful for themselves and people they serve. This is something that is discussed when working with SA survivors; professionals work to limit the number of times they have to tell and retell their stories to reduce the trauma they experience.*

Meeting with team members is an important step in team formation because it provides the facilitators with information about each team member and helps increase awareness of their skills and personal qualities and how they may contribute to the team and what support they may need throughout.

### **Assessing How Members Typically Work in Teams: Collaboration Profile as a tool**

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Prior to the first meeting, members were invited to complete an assessment called the [Collaboration Profile](#) to ascertain their participation tendencies in group settings. The assessment determines how strong one’s tendencies are toward product, process, relationship, or ideas when collaborating in groups. Similar to being right handed or left handed, we may each have stronger tendencies and “reach” for certain methods versus others depending on our comfort level, especially when in a stressful situation. Using an assessment like this helps normalize differences and reduces judgment and helps with conflict resolution as teams progress. We consistently referred to this assessment to help frame and discuss frustrations or satisfaction with the stage of development of the group.





## How we do our Work

*"I recommend that you do an assessment about how individuals work. We did an assessment to determine our work styles because in this work we have individuals that need time to process things and may take a while to get to the point that they want to make. And there are individuals that want to go really fast — 'here's the timeline and we want to get it done by 'x' date.'" We have to figure out our working styles and how we work in a collaborative setting....very important."*



— Leo Morales, ACLU

## Compensating Community Partners for Participation

Community partners were compensated for spending their time and energy away from their jobs in the community. They submitted invoices with their hours spent in meetings, phone calls, administrative tasks such as email and meeting preparation. We determined that it was unfair to pull these community leaders from their work without compensation, because they often work in community or at non-profits that either don't pay them for their time or undervalue their time. If we want to support those community partners to invest in improving government systems, it would go a long way to compensate them for their time and work.

## Relationship Building: "We move at the speed of trust"

Knowing that many team members had not previously collaborated together and were working across disciplines and professions, lived experiences, and diverse identities, the Idaho Coordinated Response invested heavily in relationship building particularly in the first two years of convenings. This investment became one of the most fruitful practices in co-creating solutions and strategies to sexual and domestic violence in Idaho. By meaningfully connecting on both personal and professional levels, team members could more effectively work collaboratively, navigate conflict, and increase retention and participation in all aspects of the collective process. This practice is especially important to members from historically underrepresented communities who may not have fully trusted criminal legal systems based on their own past experiences or those of clients.



*"Trust is everything....It's not intuitive and it's not comfortable and it's often pushed aside, but this process taught me ...that trust is everything...we spent a year building trust with the group. I think that is everything, because if you have that basis of trust, then you are more likely to be able to overcome obstacles and more likely to have empathetic responses to each other and you are less likely to immediately jump to conclusions...."*

— Dr. Lisa Bostaph, Boise State University professor of criminal justice



## How we do our Work

### Responsibility of the Majority to Increase Civility and Inclusion

An additional responsibility for civility and inclusion exists for any members in the majority of any group or those who have formal positions of power within government or criminal legal institutions. When we occupy a position in any majority or formal power, it is easy to unintentionally forget to include the perspectives of the minority. We must mindfully make it a practice to ask whose voices are represented and whose are not. And what difference would that make in our approaches. It is much more difficult and can be very draining to be the person or people to constantly represent a minority viewpoint or perspective, thus if you are in the majority consider how to educate yourself and how to draw in that minority perspective in a way that is inclusive and not exploitive. And most importantly, those in a majority position would do well to listen and gather information to increase awareness and understanding. People in a minority group are already experts of dominant culture or groups.

### Sharing Lunch/Building Relationships

Each bi-monthly convening started with a shared lunch where members could get to know each other in a more personal way. Sharing a meal with each other before engaging in a cognitive activity established a more relaxed and trusting tone. While this seems simple, it was very powerful and helped create a tone for the rest of the meeting that was more open and less “business as usual.”

*“Relationships are extremely important... facilitators should carve out time for relationship building. We had lunches...this is honored time, not working lunches, that allowed me to get to the personal side of the individuals I was working with...”*

—Director Leo Morales, ACLU



### Paired Meetings to Enhance Relationships and Increase Communication

Beyond the formal meeting spaces, each team member participated in “Paired Meetings” to more fully invest in one-on-one relationships. Participants were paired with another member to meet in between the bi-monthly meetings; this created an opportunity to connect on a human level. Sometimes they were invited to explore a conversation prompt provided by the facilitation team. This practice continued into the second year of convenings and was ingrained as a core practice for the Idaho Coordinated Response. Team members reported that the Paired Meeting practice was one of the most meaningful aspects of their participation and an essential element to the success of the group. This time spent together, many times over lunch or at someone’s office for a tour or introduction, provided an opportunity for team members to collaborate on projects. Projects between team members seem to spring up organically. For example, a police chief met with the Director for the Council for Deaf and Hard of Hearing; as a result of their time together, they created a training opportunity for law enforcement officers on how to better



## How we do our Work

support and work with victims who are deaf or hard of hearing. Another team made masks for COVID protection and delivered them to another organization. Improvements in court systems were made after another meeting.



*“One of the most meaningful relationships I developed as a result of the ICR was with Irma Morin, Director of the Community Council of Idaho, because of this work I am more connected with Irma....we just did a pop up clinic in Weiser where St Als vaccinated the farm workers community...”*

— Christine Pisani, Director, Idaho Council on Developmental Disabilities



*“I have enjoyed the paired meetings the most and building the relationships has been wonderful especially since we continue to work on other projects to help the community.”*

— Irma Morin, Director of the Community Council of Idaho

*“I connected with the Chief of Police of Twin Falls and because of that he asked us to do an in-depth training for all of his officers on his force regarding interacting with deaf and hard of hearing community members. If it weren't for ICR that connection would never have happened, so that makes the time commitment and the commitment to the group worth it to me...it's because of those partnerships.”*

— Director Steven Snow, Idaho Council for Deaf and Hard of Hearing



*If I hadn't been involved in ICR, I don't know that we would have translated the survey (victim's service survey through Boise State) in as many languages as we did...our decision to translate in so many languages was due to our direct involvement in the ICR... My perspective has broadened greatly by being a part of the ICR.”*

— Dr Lisa Bostaph, Boise State University professor of criminal justice





## How we do our Work



team, and building personal connections among members. In one case, a group of women who had gone through the resettlement process, visited the team to share what calling the police meant for them and some of their anxieties about doing so. These types of stories humanize problems. However, the facilitators constantly felt the tension of putting people through presentations that may elicit trauma from having to tell or retell an experience. This is the tension in training: we want people from dominant groups to listen to voices from people from marginalized groups, but this can unintentionally set up marginalized folks to constantly run through stories that feel harmful and put the responsibility for training on the people being harmed. One way to better understand this dilemma is to consider how far we have come in systems to reduce the number of times that a sexual assault survivor has to tell their story. We try to reduce trauma for folks harmed in this way by doing a little of our own homework and training to be more sensitive so we are reducing trauma that might be felt during reporting. That being said, we invited team members who felt safer to share their stories and tried other ways to build capacity for understanding and empathy, like our book club and delving into readings that showcased experiences from a spectrum of lived experiences.



***Note:** Sometimes just providing time/space for engagement can lead to very creative approaches to solving problems and enhancing services.*

### **The Shortest Distance Between Two People is a Story**

We dedicated a significant portion of early meetings to sharing stories of community members' lived experiences, exploring the diverse identities of the



## How we do our Work

*“A few years ago I joined a group similar to this, but I felt that my concerns and the concerns of the community were not heard; I didn’t feel it was productive...With this group I felt a great sense of compassion, and I felt that the group actually listened to our concerns and it was because of that compassion and that attentiveness that I decided to rejoin the ICR group. It’s a place where we can truly belong and make a difference. There have been other committees I have been involved in, but I haven’t really felt listened to or that I belonged. I come in the room and I feel valued and listened to, and I feel that they actually carry out what we discuss. I enjoy every minute I am involved with the ICR team.”*



— Director Steven Snow, Idaho Council on the Deaf and Hard of Hearing

## Creating Shared Values

During one of the first meetings, team members participated in an activity to [generate values they shared with the team and expectations](#) about how we would work together. These statements were compiled and over the course of a few meetings, statements were reviewed, revised and agreed upon by the group. This process took about 5 meetings. Typically, shared value statements are constructed prior to moving ahead with work, but this process seemed to keep

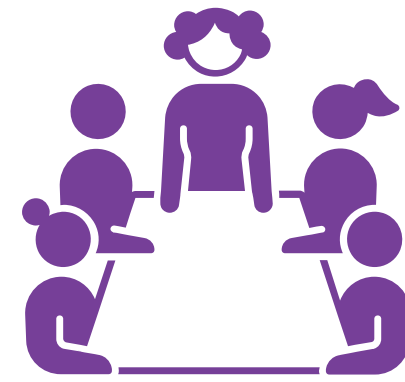
discussions fresh and helped incorporate values in on-going conversations so it wasn’t a statement just “sitting on a shelf” somewhere. Based on this experience, we recommend that value statements are short, concise and reflected up regularly because they can be a guide for the team when conflicts occur.

*“I can’t say in my 27 years working at the council, that I had ever been a part of an approach that had as much meaning as far as building relationships as the ICR.... The relationship building and intentional one on one meetings that were set up made a huge difference in the ability to be able to connect with people who want to understand the work of the council is and then would also afford me the opportunity to to understand the work of their agency; this allowed us connect in really grounded ways that helped to center the lives of people with Intellectual/ Developmental Disabilities.”*



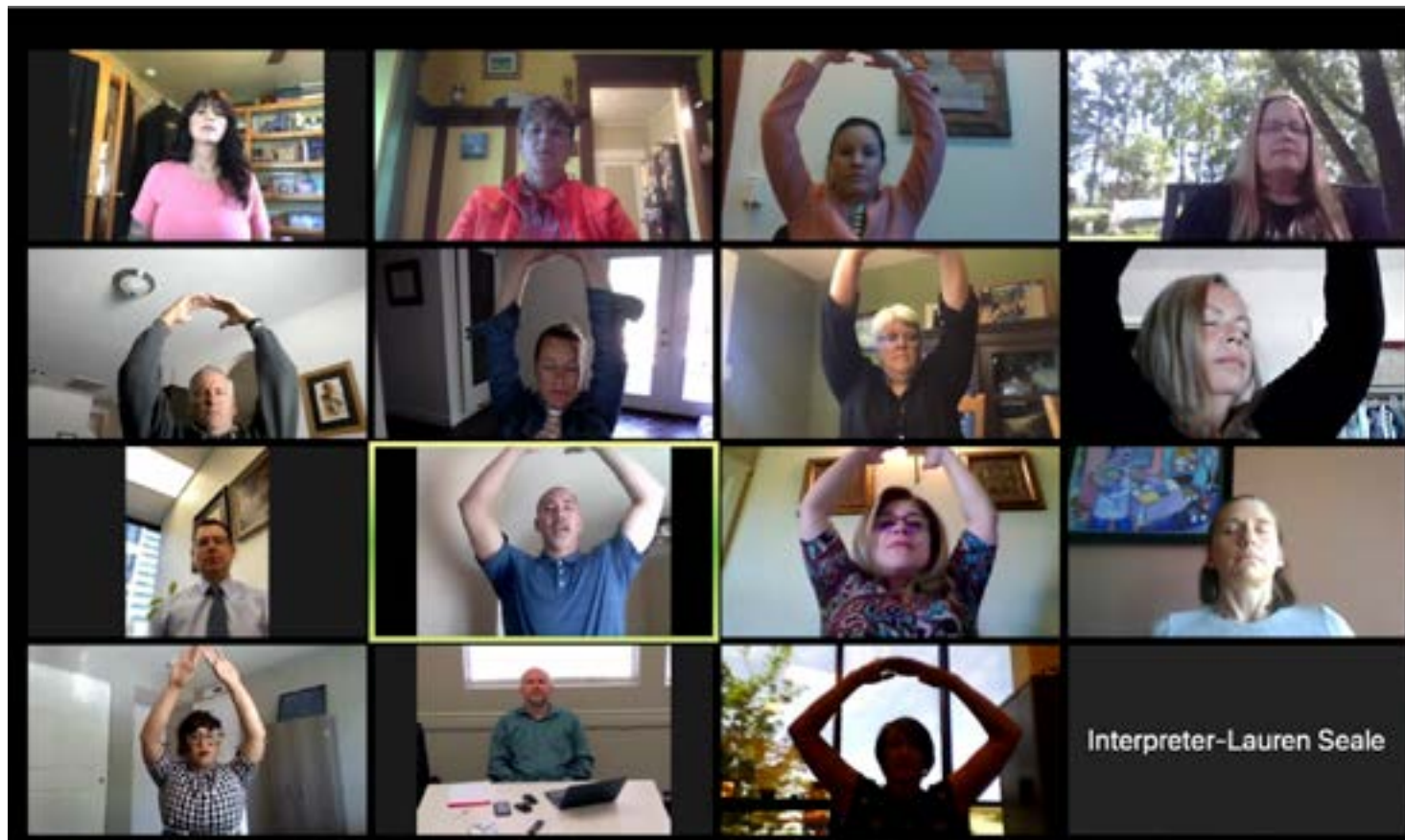
— Christine Pisani, Council for Intellectual and Developmental Disabilities.

# Team Meeting Practices



## Breathing Techniques: using trauma informed practice

After sharing lunch with each other, each bi-monthly team meeting began with a process to ground our minds, bodies, and hearts for the work ahead. We incorporated a breathing activity and invited members to engage while sitting or standing. Sometimes we incorporated movement. We intentionally chose this activity in recognition of the trauma that survivors of sexual violence, domestic/dating violence and stalking experience and the increasing awareness of the impact trauma has on the body. Incorporating this type of activity into our team provides an experiential opportunity to move beyond cognition and into how the body may process trauma and conflict.



At first, many members were not quite comfortable with this practice, but as time went on, it became very normal, comfort increased, and members reported that it helped clear their minds and grounded them for the work ahead.

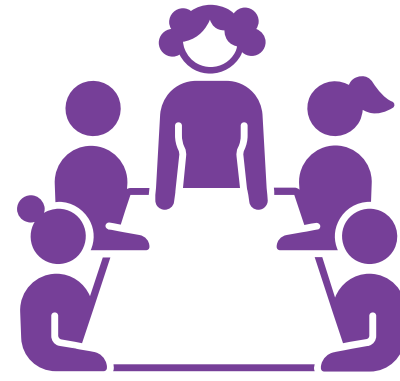
## Room Configuration

Special attention was paid to seating configuration and tables, utilizing the layout of the room to complement our outcomes. We found that inviting the team to sit in one large circle where everyone could see each other was beneficial when discussing harder topics or those that required a good bit of trust. If we had small group work to accomplish, we grouped the teams by tables and then reconvened in our larger circle to discuss what happened in the smaller working groups. Having food and refreshments readily available throughout the meeting also helped to support nutritional needs and the informal nature of the group.

## Human Connection

We made it a practice to connect in a human way, because when people can see each other as human beings, instead of objects in their way, more meaningful change can occur. We provided opportunities for sharing which we hoped would increase empathy and understanding. As we internalize the hopes, dreams, struggles of others, we can more readily choose to incorporate the experiences and needs of others into practices.

By the third or fourth meeting (4 or 5 months in), the members from criminal legal systems were questioning what we were “doing.” Some members were questioning whether they would even return as they couldn’t see it was worth their time. However, the facilitator met with those members to discuss the importance



## Team Meeting Practices

of being human and building relationships, especially with community partners who had not always felt listened to. The community partners needed to see an investment of time and character to continue to share openly.



What the team began to learn was that our way of “doing” things in dominant systems may not be the only way or best way. Building trust and relationships was a PROCESS and a PRODUCT especially for people who had been historically marginalized. Settling on a project and checking off boxes was not enough anymore. The PEOPLE involved had to be a priority instead of the

PRODUCT. It would be through these connections that IDEAS could be explored more freely instead of working toward a predictable goal.

Building human connections takes time and intentionality. However, it’s an investment that paid off for this team. One law enforcement officer noted during a meeting that prior to his involvement in this team, he could never have imagined sharing a 2 hour lunch with the director of the ACLU. That was progress. Seeing each other as human beings first broke down misconceptions and myths about their jobs to promote respectful working relationships.

## Assessing our Progress

We used a simple method to assess what people were learning each meeting and how they experienced the team. A short assessment was provided at the end of each meeting so it was easy to complete and showcased our progress or where we needed more attention. Sometimes we overthink assessment, but in order to meet our vision, we found the short, succinct and regular check-ins provided an opportunity for people to share and for us to make inquiries if things needed improvements.

## Connecting Content: meeting summaries

Facilitators took notes at every meeting and generated meeting summaries that were sent to team members in a timely manner. This is an important part of facilitating: helping members connect the dots between meetings and content. Many teams take “meeting minutes,” but these summaries provided a bit more content to remind members of their accomplishments, assignments between meetings, and a self-assessment about what they were learning or feedback about the process.

**Click below for a sample meeting summary:**

[Summary #4](#)

[Summary #8](#)

[Summary #15](#)

[Summary #22](#)

[Summary #5](#)

[Summary #9](#)

[Summary #19](#)

[Summary #6](#)

[Summary #12](#)

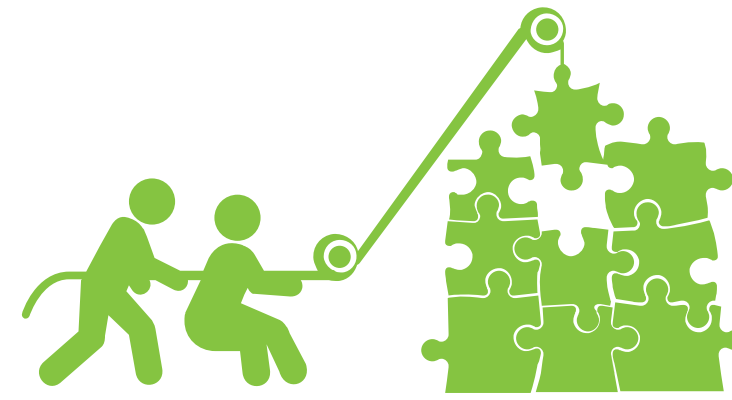
[Summary #21 Slide](#)

[Summary #7](#)

[Summary 13](#)

[Summary #21](#)

# Team Activities to Move in Bold, New Directions



## Imagining the Future We Want to Build

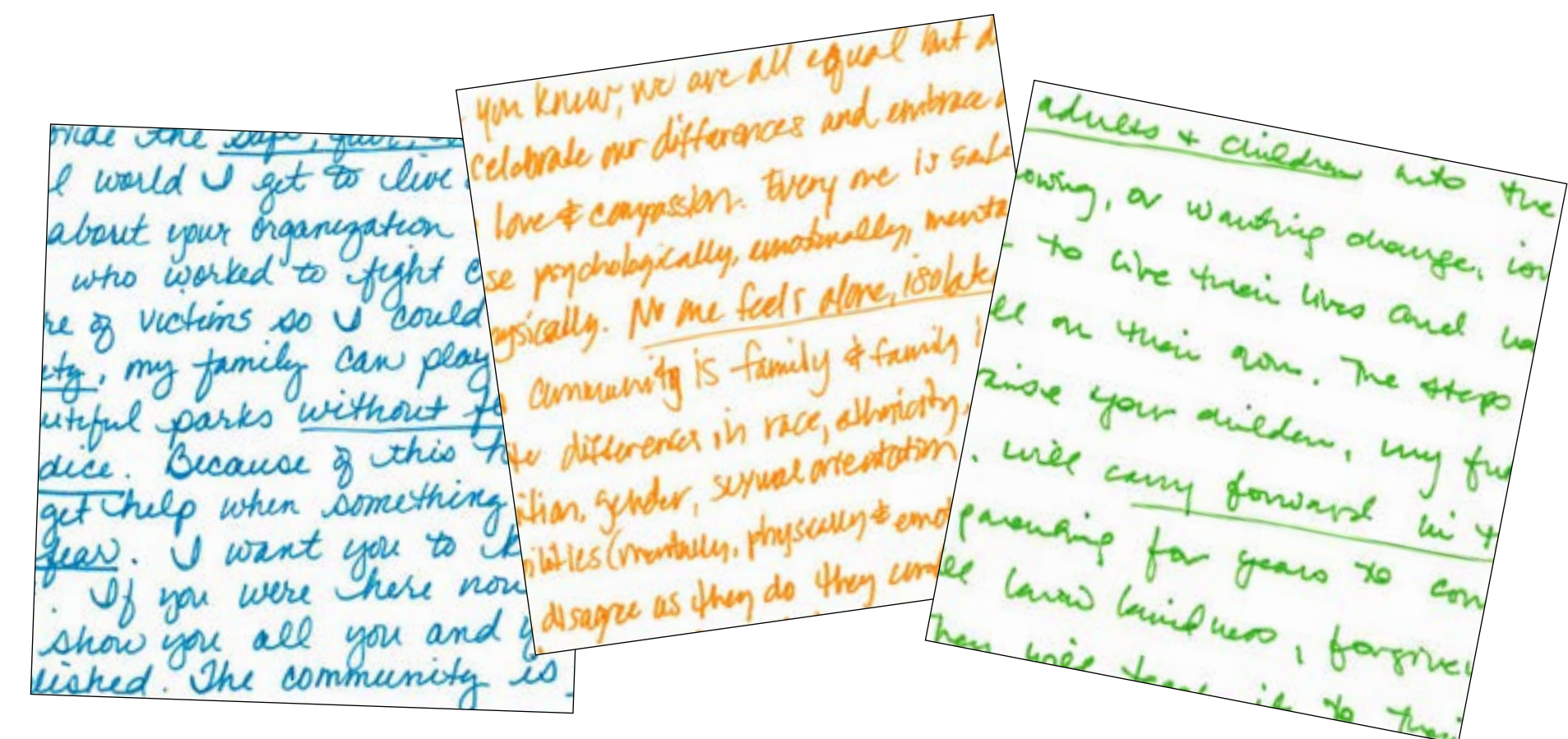
In order to generate effective sexual and domestic violence strategies for the present, the Idaho Coordinated Response participated in a shared visioning process to reimagine solutions including and beyond the criminal legal system. Each member brought the unique perspective of their organization or agency, fueled by their individual identity and lived experience from their community. The team utilized two processes inspired by the Movement Strategy Center, a national leader in collaborative and innovative strategy building. [www.movementstrategy.org](http://www.movementstrategy.org)

### Letters from the Future

To begin the vision building, participants were invited to visualize one of their descendants 100 years in the future and write a letter back to the present. The letter described what our communities would be like if the work of the Idaho Coordinated Response was successful. This exercise enabled participants to think beyond their own lifetime and therefore imagine more radical possibilities and future endeavors.

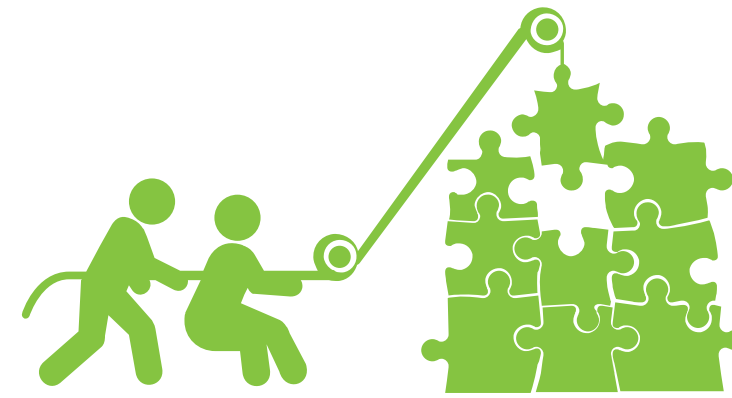
After completing this activity, many team members indicated that they would ask their own staff teams to complete the activity. One team member stated that they didn't spend enough time thinking this way and this sort of activity pushed folks to think beyond day to day practices. Members talked about the need to vision beyond the present to stretch themselves to find more lasting solutions to get at the root causes of violence.

- "It's Important to get beyond the minutiae of everyday work and think bigger..."
- "Maybe our goal is to work ourselves out of jobs in the future...."
- "It was a difficult process at first to imagine what the world would/could look like...that's why this is powerful. In the future.."
- "I hope that in the future people can be who they are without fear of discrimination or violence...."
- "Once I saw my own daughter and her children, I felt deeply connected to their future..."
- "This activity made me wonder if I am thinking big enough and bold enough for the future..."





## Team Activities to Move in Bold, New Directions



*“All of the visioning work we did ...was really helpful, because I heard from people from a lot of different perspectives and that made me think differently...*

*It was powerful for me to be in the same room with law enforcement and to hear about their interactions and the some of trauma they experience in working with families who are in such dire straits....Really talking through about how the community could respond to that, so maybe the police don't have to always be the first responder...how we could surround the family with community resources that could elevate the family and meet their needs. I think that may be a much more holistic approach. I carry those memories and stories in the workplace with me as I try to improve the lives of people with I/DD.”*



— Christine Pisani, Council for Intellectual and Developmental Disabilities.

### A shared Vision for the Future

As one team member indicated in the previous activity, “It's Important to get beyond the minutiae of everyday work and think bigger...” Therefore, after the team drafted letters to themselves from their imaginary descendents, we began to look for themes. Each member read their letters and highlighted a phrase or two that stuck out to them from the letter and then shared in the group. The facilitators grouped

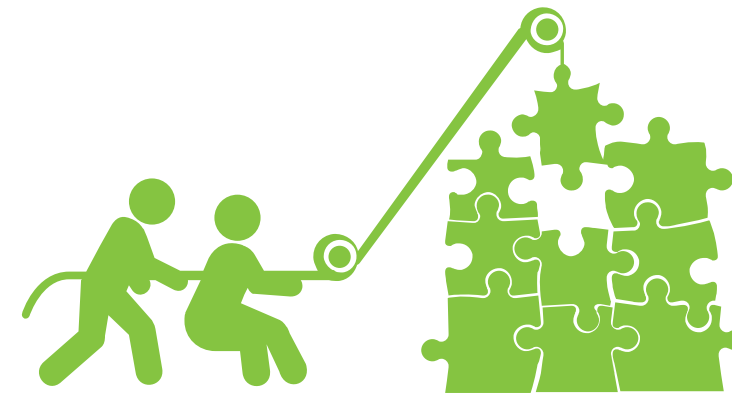
their key statements in themes and asked members to connect their statements to those themes using large sticky notes placed on the wall.

This activity provided a robust discussion between members and led them to our team's vision for the future, the vision that would drive our work serving people experiencing violence and even working on preventing violence.



We want to live in **COMMUNITY** where **EVERYONE IS THRIVING** and where we feel **CONNECTION**. Everyone has the **FREEDOM TO BE THEIR WHOLE SELVES** in a **PEACEFUL AND SAFE** world where **MOTHER EARTH IS HEALTHY** and we experience **EQUITY** in systems and in our lives.

## Team Activities to Move in Bold, New Directions



Vision should drive practice. The goal of the activity is to frame solutions in our values and vision. The challenge would be to examine things we are doing to see if we really are working towards the future we want to see.

Initially, this was a challenging activity for some members because we are constantly responding to things and don't give ourselves enough time to think broadly. In the end, members came to many "ah-ha" conclusions about the process of this activity and our time together as a team.



***A law enforcement partner said, "Remember a group of people got in the room together once and dreamed about going to the moon... we need to challenge ourselves to think big: No one thought folks could actually go to the moon! We need to work toward the world we want to live in and that we want our descendants to live in! Think Big!"***

***Another law enforcement partner said, "The letter writing activity was uncomfortable for me and I chose not to do it...maybe due to my cynicism..." However, upon some thought he said that maybe he should reconsider that and allow himself to think differently: "Who would have thought a year ago when this process started that I would be sharing coffee for 2.5 hours with the director of the ACLU?" Relationship building helps us understand each other better and may get us to improved outcomes as we work towards a better future.***

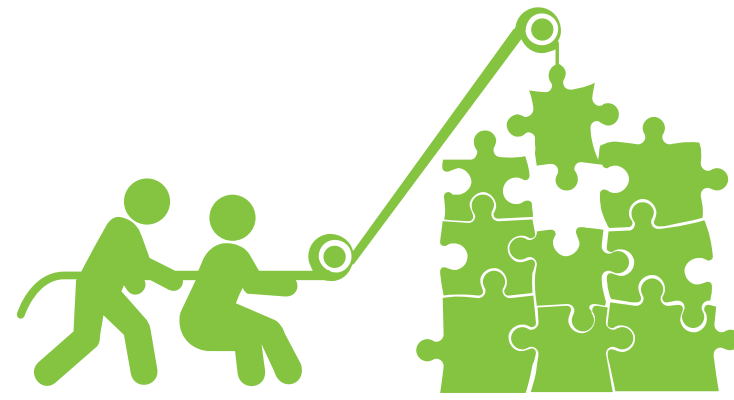


### **100 Year Timeline for our Vision**

Using the letters and visualizations, the team then created a 100 year vision for the future which included solutions beyond the response to sexual and domestic violence. We worked backwards from 100 years to 50 years to 25 years to 10 and then 5 years, each time adding policy solutions to this timeline in order to achieve our 100 year vision. By building a long arc framework beyond our lifetimes, the team was able to expand possibilities beyond traditional solutions to violence and develop a bold, innovative vision of the future. This vision included not only an improved system response to sexual and domestic violence, but also community conditions to end violence including solutions in housing, education, and economic factors.



## Team Activities to Move in Bold, New Directions



### Collective Learning

The Idaho Coordinated Response also engaged in collective learning as a capacity building strategy in order to deepen and broaden understanding of the impact of sexual and domestic violence on marginalized communities. Shared readings and discussions furthered our knowledge of subjects and awareness and empathy towards people being harmed. It is recommended that teams incorporate some learning measures beyond the typical tasks that are considered as part of these teams. Learning and discussing new content can help teams find new and innovative ways to address problems.

Below is a list of some of the learning activities that we explored as a team:

#### **Implicit Bias**

It is well understood and well documented that our biases (explicit or implicit) can interfere with effective responses to victims of sexual and domestic violence. In addition to gender, biases surrounding race, sexual orientation, physical and developmental disabilities may also impact our responses to people with these lived experiences.

*“Learning more about implicit biases [was helpful]. I never knew I had my own biases; I find that very beneficial so that when I am making decisions, I have to keep that in mind, specifically when we are doing hiring...We do have panels we do for hiring and that helps, but we need to do more education on implicit bias so staff understand so we put things in place to circumvent and to recognize that we have those biases. That is a huge takeaway for me.”*

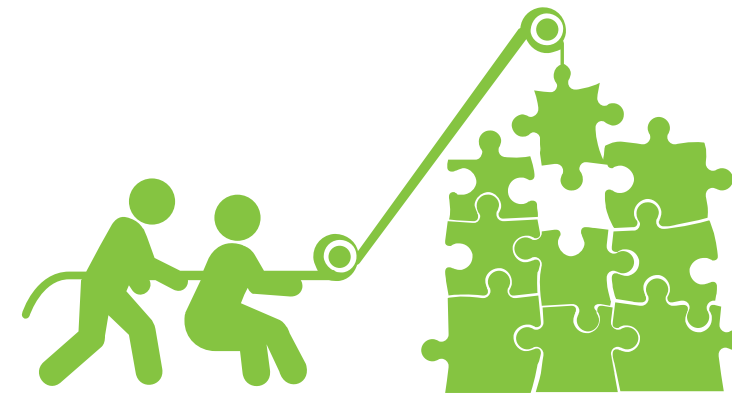
— Irma Morin, Director of Community Council of Idaho  
(representing migrant and immigrant families)

Therefore, before the team met for the first time, members were asked to read the [2015 Department of Justice](#) statement called “Identifying and Preventing Gender Bias in Law Enforcement Response to Sexual Assault and Domestic Violence.” The guidelines indicated, “Gender bias, whether explicit or implicit, can severely undermine law enforcement’s ability to protect survivors of sexual and domestic violence and hold offenders accountable...”

The DOJ advised law enforcement agencies to incorporate the following principles into clear policies, comprehensive training and effective supervision protocols:

- Recognize and address biases, assumptions and stereotypes about victims.
- Treat all victims with respect and employ interviewing tactics that encourage a victim to participate and provide facts about the incident.
- Investigate sexual assault or domestic violence complaints thoroughly and effectively.

## Team Activities to Move in Bold, New Directions



- Appropriately classify reports of sexual assault or domestic violence.
- Refer victims to appropriate services.
- Properly identify the assailant in domestic violence incidents.
- Hold officers who commit sexual assault or domestic violence accountable.
- Maintain, review and act upon data regarding sexual assault and domestic violence.

An essential part to centering solutions around the lived experiences of people who have been historically marginalized, is to acknowledge and increase awareness of bias when responding to people being harmed.

Members were also invited to take the [Harvard Implicit Bias Test](#); results were discussed in our large group. By participating in one of the tests, members realized that bias is something that “good people” experience and the more we normalize how implicit bias works, it becomes more clear what approaches could be used to mitigate that bias.

### Examining bias in the Unbelievable Story of Rape

One of our tasks as a Coordinated Response Team is to make recommendations to improve criminal justice systems surrounding sexual violence. The team read [An Unbelievable Story of Rape](#) because it provided a good foundation for our review of how **bias** negatively impacted an individual who reported a sexual

assault and negatively impacted public safety, since the perpetrator raped several women later. This reading and discussion was complicated and some team members seemed to resist initially because of the scrutiny placed on the criminal legal system and the detectives. However, that is not surprising as we had discussed earlier that it can feel uncomfortable to receive criticism if you are an active player in the system being criticized. This is merely something to be aware of as a facilitator and normalize the reactions and work to move beyond them to try to address different methods or responses.

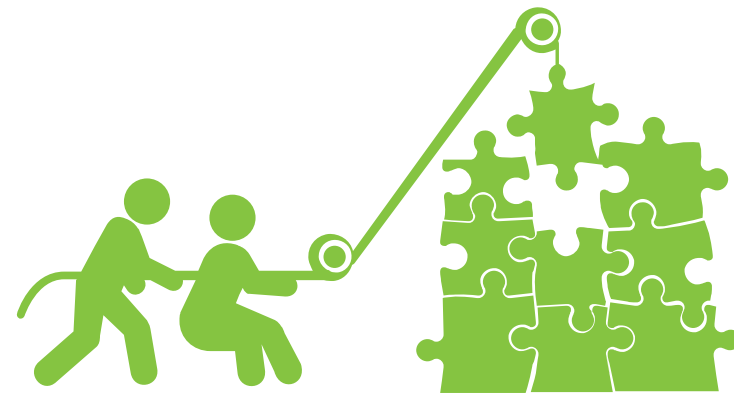
[Click here](#) to read a meeting summary composed by one of the facilitators. This type of summary helped team members stay connected to themes and lessons learned over time.

### Why Survivors Don't Report

As we know, sexual assault is one of the most under-reported crimes in the country and it's not uncommon that people never report or wait for weeks, months or years due to trauma or fears about not being believed or even blamed for the attack they suffered.

The team explored reasons why survivors of sexual and domestic violence don't report. Reflecting back on “The Unbelievable Story of Rape,” and how

## Team Activities to Move in Bold, New Directions



bias impacted that case, we discussed recent social media posts that victims where sharing on Change.org about assaults they had never reported. If we are going to be more responsive to people experiencing violence, it's important to constantly listen to and center the voices of those being harmed. Again, this is not always easy for professionals working within systems.

*“My police report after the assault was more traumatizing than the assault itself. You don't report because nothing about the institutions you've grown up around, messages safety. Instead it's willingly putting yourself up for doubt and judgment at the most terrible moment of your life.”*

*“Because I knew I would be expected to answer questions, and potentially even be contacted by my abuser, and I didn't want to talk about it any further or even interact with him again.”*

*“I was 19 when I was attacked in a college parking lot decades ago. I told my mother, but she blamed me for the attack. I was shocked at her reaction and it hurt so bad that she did not believe me. I was emotionally attacked by my own mother and physically attacked by the rapist. That's the world women face too often.”*

*“I was raped by my uncle at 14yrs old. My family stated they would lie if I told the police. I was my word against the man who hurt me. Not even my family supported me.”*

*“...I was sexually assaulted at the age of 15 by two classmates. I didn't report it because I didn't want to acknowledge that it really happened to me. It was too traumatic for my 15-year-old mind to believe so I repressed it until another traumatic event happened to me at the age of 23.”*

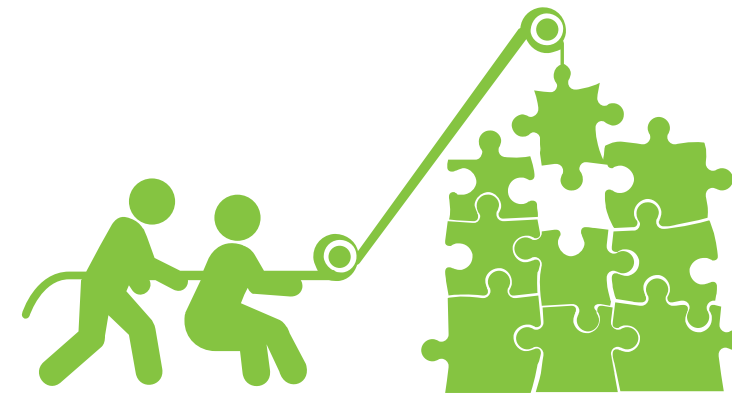
*“I was living in a time when someone who identified as a gay teenage would NOT be taken seriously by the police. I believed that I would be mocked & ridiculed for being gay. I also felt it was MY fault. I didn't think they would believe me.”*

*“I was 17. I was embarrassed that I froze, that I let it happen. He was my boss. #WhyIDidntReport”*

### Anti-Violence Movement Timeline

Team members identified events they thought were important milestones in movements to end violence throughout history. We hung these events on the wall for everyone to view and then created a word document. It was a collective activity to foster increased *understanding of the history of the anti-violence movement and the contributions and impacts on historically marginalized communities. This type of activity may help us construct ideas for the future that are “real solutions” vs. “false solutions.”*

## Team Activities to Move in Bold, New Directions



### Policy Change Ideas



After reading the Unbelievable Story of Rape and examining reasons sexual and domestic violence survivors resist reporting to police, we took the team through an activity to make recommendations for policy improvements based on what they learned and based on their own lived experiences. There were themes that surfaced then and continued to surface throughout our time together. Thus, signaling the importance of addressing these issues:

- Integrating and centering marginalized communities into responses - listen, learn, incorporate
  - If we hear repeatedly that trans people rarely report violence to police, then if it matters, do something in your agency to make people feel safer to come forward; support coordinated responses with partners from agencies/organizations in addition to criminal legal partners.
- Community centered approaches: how to truly partner between criminal legal process and community, and allowing community to take the lead at times.
- Policies for criminal legal system need to be established when working with survivors: expectations for officers in how to work with survivors; appropriate training; accountability when officers don't follow expectations
- Getting to the root causes to prevent violence and investing in resources to reduce harm: affordable housing, living wages, policies that support people for who they are...

### “How We Won the Mainstream and Lost the Movement” — Beth Richie



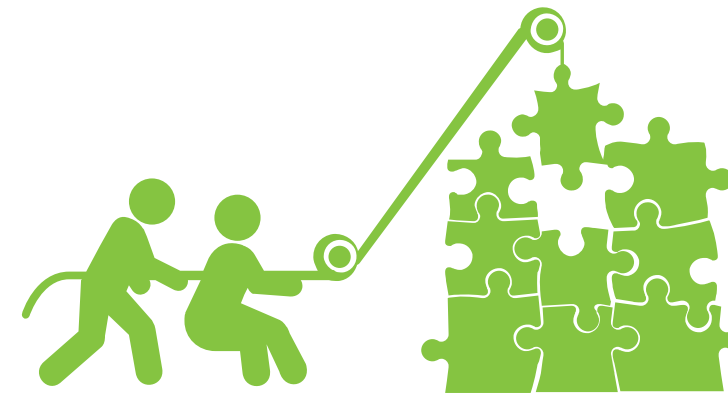
Team members were asked to read a chapter from Beth Richie's book, *Arrested Justice: Black Women, Violence, and America's Prison Nation (2012)*, that provides a brief history of the anti-violence movement and a critical perspective about how the goals and outcomes of the movement changed over time and the impacts of those changes. She conceptualizes the anti-violence movement as working to end male violence against women by going to the root causes of the problem. *The goal was to make systemic changes so women were not in positions to be vulnerable to male power.*

Recognizing the limited time that team members may have to read and prepare, the facilitator [created a summary of the chapter](#) to help members with content and manage their time. **Note:** a key role of the team facilitator is to help members connect with content in a meaningful way when they are all stretched thin for time.

### Exploring Current Issues As They Relate to the Team Goals

CCR's don't exist in a vacuum and are impacted by current events. It's essential to be nimble enough in meeting plans to be responsive and address current events as they relate to the work of the team. There were some very pivotal moments and movements that occurred while we were meeting that impacted our work.

## Team Activities to Move in Bold, New Directions



- **State vs Clarke and Warrantless arrests: What? So What? Now What?**

In June 2019, the Idaho Supreme court issued an opinion in [State vs Clarke: Supreme Court decision published June 12](#) ruling that warrantless arrests are in [violation of Idaho's constitution](#). Prior to this ruling, according to Idaho Code 19-603 a peace officer may arrest someone for a crime committed in their presence and for felonies not in their presence with probable cause. In the 1970s and 1990s, the legislature decided that there were some misdemeanor crimes that were so bad that we would allow for a warrantless arrest, like domestic violence, assault, battery, violation of a no contact order, protection order or second degree stalking.

For years, law enforcement and victim advocates were accustomed to arresting alleged perpetrators in domestic violence calls as a way to de-escalate volatile situations and separate alleged perpetrators from victims. Now that this tool was no longer allowed, many agencies were worried and scrambling about how to adjust their responses.

The ICR used an activity called “What? So What? Now What?” in order to frame our discussion and problem solve. First we identified “what” the problem was that exists. Then we provided an analysis about what matters more and why those problems existed — “so what.” Finally, based on that information, we explored “now what” and suggestions for what to do next.

### General Observations

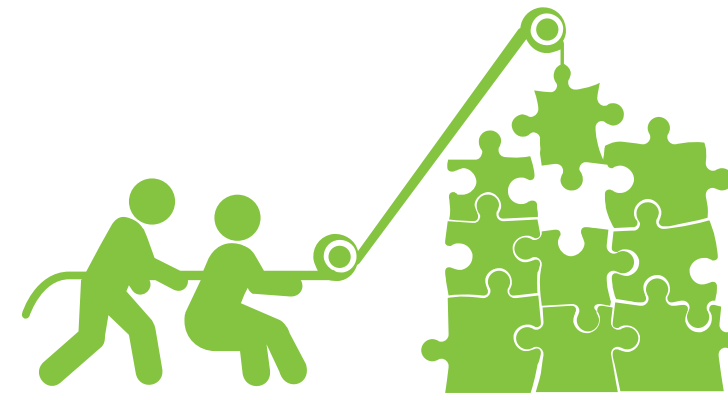
**Community Partners** centered conversation more on experiences and outcomes for historically marginalized communities and diversity of issues people face when deciding to call police for help. For example, there was discussion about the amount of time needed to respond to a DV call and ascertain what is going on and in the case of people who are deaf or refugees, the additional time to get a warrant may be helpful in working through the situation. The discussions seemed to center on PEOPLE first (in particular people with disabilities, LGBTQ, people of color, refugees) and then PROCESS/PRODUCT.

**Criminal Justice Professionals** seemed to discuss many system issues and resources needed in order to respond to the calls without the tool of a warrantless arrest. Anything from a constitutional amendment to the processes to get a warrant to identifying community partners/advocates to assist with responses were discussed. The discussions seemed to generally center on PROCESS/PRODUCT.

### Meeting Take-Aways...

After this one assignment, most people verbalized that the “The sky isn’t falling...” Initially, many people had a visceral reaction to the court decision because of fears about impact on intimate partner violence — a fear that we would return to earlier times when no one was arrested and DV was seen as a private matter to be settled solely in the home. However, many larger

## Team Activities to Move in Bold, New Directions



agencies have already begun creating processes to respond and have a judge on call for a warrant after hours.

Partners also agreed that “we need to identify more resources” for people when a call is made and before it’s needed. How do we better connect people to resources instead of just falling back on habits of report and arrest: education, prevention, resource connection. There was a great deal of discussion about how police may fall into habits of arrest instead of engaging in different practices that may provide different results.

- **George Floyd’s Death on Video And Events/Social Movement that Followed (June 2020)**

The murder of George Floyd deeply impacted all of our communities. Our team both grieved this tragedy and took the opportunity to explore the impacts of the criminal legal system on Black, Indigenous, and Communities of Color. Holding tensions both locally and nationally, we continued to re- envision responses to violence both within and beyond our current systems.

Due to the large-scale national response to concerns about policing and impacts of so many killings of Black people by police, the team discussed George Floyd’s murder and the national protests. The team experienced significant tension in how to discuss these events.

That summer some criminal legal partners on the team chose to leave ICR after the ICASDV signed onto a [letter with coalitions across the country \(The](#)

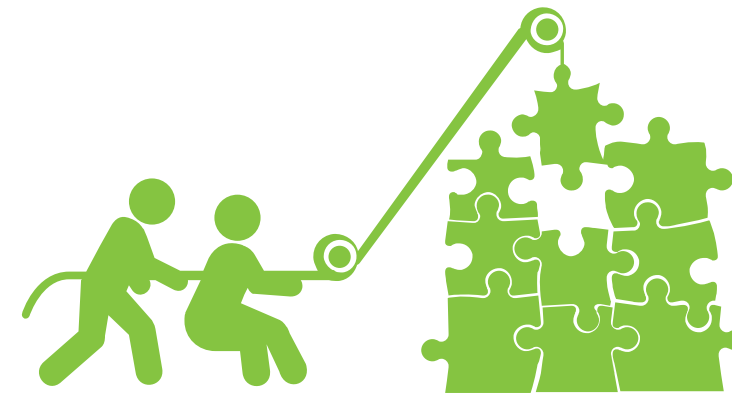
[Moment of Truth](#)) that called for state coalitions and national anti-violence organizations to be accountable to Black, Indigenous Women and People of Color survivors and leaders.

At the same time, many community partners expressed their support of the statement and indicated that they were thankful that the coalition signed on to this national letter. Community partners who worked with people of color, people who are LGBTQ, and refugees expressed gratitude for the leadership of the coalition to engage in these difficult discussions.

Learning Lessons: In this type of team, it is essential to keep communication open and to provide as much information as possible to your team, especially if there is a perception that something outside the team may have a negative impact. It also reminds us about the importance of building meaningful relationships, because many people did endure these conflicts and remained on the team because of those relationships. Finally, it is important to acknowledge, up front, power differences, whether real or perceived, that exist between community partners and people in government systems. Individual power is different than having power in a social system. This is relevant when community members who have little or no formal authority in systems, provide feedback and criticism to those who do hold formal authority in these systems. It is important to establish agreements and expectations about how to negotiate conflict when differences in power impact feelings of belonging and membership in the team.



## Team Activities to Move in Bold, New Directions



### Understanding How Dismantling Institutional Racism Relates to ICR

Doing our work in a turbulent year, our team continued to remind ourselves of the critical need to examine the impact of institutional racism and the direct links to domestic and sexual violence. We hold our common truth that we cannot end domestic and sexual violence without dismantling the oppressions which contribute to them, including racism.

### Learning Together Through Common Read

Team members were given opportunities to participate in Common Read groups in the second year of convenings. Three book readings were selected based on needs identified from system and community based partners to expand possibilities in strategy and purpose. Each member opted into one or more of the Common Read groups, which convened twice for each reading in facilitated discussion and shared learning.

This may be one of the more valued practices of the members who participated. We conducted the common read practices in the summer of 2020 during the COVID pandemic and all discussions were over zoom. This seemed to be a way for team members to stay connected to each other and content that related to a wide range of lived experiences that would inform our work in systems.

Each of the sessions began with a short “icebreaker” to check in with each other and a few guided questions to help get discussions started. While we

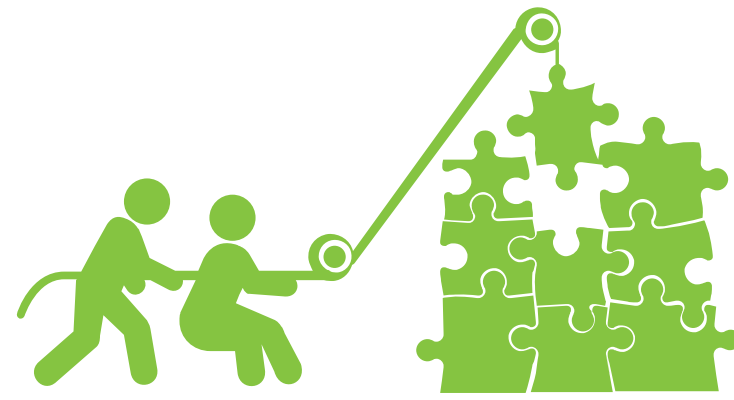


had questions ready to use as prompts, most times the discussions were very “organic” and the members took the discussions to topics most striking to them.

### [So You Want to Talk about Race](#), Ijeoma Oluo

In *So You Want to Talk About Race*, Ijeoma Oluo guides readers of all races through subjects ranging from intersectionality and affirmative action to “model minorities” in an attempt to make the seemingly impossible possible: honest conversations about race and racism, and how they infect almost every aspect of American life.

## Team Activities to Move in Bold, New Directions



### [Decriminalizing Domestic Violence](#), Leigh Goodmark

*Decriminalizing Domestic Violence* asks the crucial, yet often overlooked, question of why and how the criminal legal system became the primary response to intimate partner violence in the United States. It introduces readers, both new and well versed in the subject, to the ways in which the criminal legal system harms rather than helps those who are subjected to abuse and violence in their homes and communities, and shares how it drives, rather than deters, intimate partner violence. The book examines how social, legal, and financial resources are diverted into a criminal legal apparatus that is often unable to deliver justice or safety to victims or to prevent intimate partner violence in the first place. Envisioned for both courses and research topics in domestic violence, family violence, gender and law, and sociology of law, the book challenges readers to understand intimate partner violence not solely, or even primarily, as a criminal law concern but as an economic, public health, community, and human rights problem. It also argues that only by viewing intimate partner violence through these lenses can we develop a balanced policy agenda for addressing it. At a moment when we are examining our national addiction to punishment, *Decriminalizing Domestic Violence* offers a thoughtful, pragmatic roadmap to real reform.

### [My Grandmother's Hands](#), Resmaa Menakem

In this groundbreaking book, therapist Resmaa Menakem examines the damage caused by racism in America from the perspective of trauma and body-centered psychology.

The body is where our instincts reside and where we fight, flee, or freeze, and it endures the trauma inflicted by the ills that plague society. Menakem argues this destruction will continue until Americans learn to heal the generational anguish of white supremacy, which is deeply embedded in all our bodies. Our collective agony doesn't just affect African Americans. White Americans suffer their own secondary trauma as well. So do blue Americans—our police.

*My Grandmother's Hands* is a call to action for all of us to recognize that racism is not only about the head, but about the body, and introduces an alternative view of what we can do to grow beyond our entrenched racialized divide.

### **Shared Language — Advocacy and Victim Centered Response**

During our collective re-envisioning process, the Idaho Coordinated Response Team identified a need for developing a shared language on “advocacy” and “[victim-centered response](#).” The diversity of our partners includes a broad range of professional disciplines and communities. These perspectives yielded multiple definitions and values surrounding these terms, all of which contributed to a more robust and creative process. Our team held one on one interviews and listening sessions to develop a shared language and understanding of these concepts which enabled us to work more effectively as a collaborative.

While these conversations occurred after two years of our collective work, we recommend any new or re-convened Coordinated Community Response Teams initiate a similar practice as early as possible in their collaboration.

# Re-Envisioning a Response to Domestic Violence



[Click here](#) for a printable five page PDF version of Re-Envisioning a Response to Domestic Violence.

Following our collective learning and relationship building, the Idaho Coordinated Response Team began a process to re-envision a response to domestic violence that was centered on marginalized and underserved communities. Rather than rework and adapt existing responses in Idaho, our Team initiated a process of envisioning a response based on our hopes for all involved and impacted by domestic violence. We used the following prompts to generate a shared vision for a domestic violence response that was both victim-centered and emphasized the needs of marginalized and underserved communities:

1. What are our hopes for everyone involved in a domestic violence response?
  - For the people being harmed?
  - For the people causing harm?
  - For family and friends?
  - For first responders?
  - For the broader community?
2. What should happen at the first response for all involved?
3. What should be put in place for the future or all involved?

These prompts helped our team identify core values and strategies for a re-envisioned response to domestic violence. We developed the following recommendations for a response centered on marginalized and underserved communities, which can be used as a guide in developing policies and practices at the local and/or state level.



## Recommendation: Mobile Crisis Teams

Create multi-disciplinary teams of health and safety professionals to meet the specific needs of all individuals and communities impacted by domestic violence in partnership with and beyond the criminal legal system.

**Why it's important:** Mobile Crisis Teams reduce the reliance on traditional criminal legal remedies and can respond to a broader range of needs for both the individual being harmed and causing harm. By addressing the root causes of violence, Mobile Crisis Teams are able to find creative, empathetic, victim-centered solutions which limit the direct and indirect costs of the criminal legal system.



## Re-Envisioning a Response to Domestic Violence

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### **Recommendation: Community-Based Advocate Partnerships**

Facilitate partnerships between law enforcement and community-based advocates to provide crisis services to individuals impacted by violence during the initial response.

**Why it's important:** Law enforcement and community-based advocates serve very different roles in the response to violence. Access to a community-based advocate in the initial response to domestic violence can connect all involved to supportive and healing services, whether or not the person who was harmed chooses to pursue criminal legal solutions.

### **Recommendation: Coordinated Community Response Teams**

Create and/or diversify local Coordinated Community Response Teams centered in partnership with leaders and organizations serving communities most impacted by violence.

**Why it's important:** Coordinated Community Response Teams need to include both system based and community based partners, particularly those serving historically marginalized communities. All meaningful responses to violence require diverse perspectives to meet the unique needs of every individual involved. Responses centered on criminal legal solutions have caused harm to individuals impacted by violence, and diverse teams are more able to foster a broader community based support for all involved.

### **Recommendation: Housing First Service Model**

Implement domestic violence service models which prioritize stable permanent housing for individuals impacted by violence.

**Why it's important:** Safe, affordable housing continues to be the foundation of healing for individuals impacted by domestic violence. Access to housing enables all individuals involved to pursue all other necessary pathways to healing and thriving, based on their unique needs.

### **Recommendation: Diversion Programs and Policies**

Implement policies and programming focused on preventing both incarceration and recidivism for individuals causing harm, prioritizing victim safety and community health.

**Why it's important:** Overreliance on punitive solutions to violence, including incarceration, has caused harm to individuals, families, and communities, particularly those who have been historically marginalized. In order to fully meet the needs of all impacted by violence, we must create solutions including and beyond the criminal legal system.

### **Recommendation: Policies and Practices Centered on Underserved and Marginalized Communities**

Co-create policies and practices in partnership with leaders and organizations serving marginalized communities to reduce unintended harm and better meet the needs of individuals impacted by violence.



## Re-Envisioning a Response to Domestic Violence

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**Why it's important:** Policies and practices in response to domestic violence have largely been created by mainstream systems and organizations. These responses were not developed to consider the unique barriers and needs of historically marginalized communities and therefore continue to cause unintended harm. Co-creating policies and practices with leaders and organizations from marginalized communities will enable a more dynamic, victim-centered, holistic response to domestic violence.

**Recommendation: Idaho Risk Assessment of Dangerousness**

Implement the Idaho Risk Assessment of Dangerousness in all system and community-based responses to domestic violence.

**Why it's important:** The Idaho Risk Assessment of Dangerousness is an evidence-informed practice utilized in some Idaho communities. Expanding the consistent use of this tool by all those involved in domestic violence responses, will create a more aligned approach and clearer communication between community and system based partners.

**Recommendation: Safe and Predictable Communication**

Ensure communications between victims and community based domestic and sexual violence programs is protected from subpoena.

**Why it's Important:** For any victim service agency or community organization working with survivors of domestic and dating violence, sexual assault, and stalking, maintaining confidentiality is paramount to preserving the safety, privacy, and trust of those seeking services. When survivors seek services, they take huge personal risks. If an abuser should discover that a victim is seeking services, the abuse could increase in frequency and severity. There can also be potential societal and personal repercussions from being identified as a victim, such as housing or job discrimination.

*\*\* Note: [Legislation](#) was passed in the 2022 legislative session to protect confidential communications to align state and federal laws.*

**Recommendation: Provide Established Resources to Access**

Provide extensive list of resources for survivors of sexual violence similar to what is supported in Idaho code for survivors of domestic violence.

*\*\* Note: [Legislation](#) was passed in the 2022 legislative session to require law enforcement to provide victim services information for survivors of sexual assault similar to what we do with domestic violence.*

**Why it's important:** When someone arrives on scene to assist a victim who may be experiencing trauma, it's important to have an established list of resources that they can choose from at the time of intervention or later. Having resources to access increases a victim's ability to find assistance and understand what resources are available to them.



## **Building a Local Coordinated Community Response Team: Weaving Traditional Models to Meaningfully Include the Voices and Experiences of Marginalized Communities**

Organizations, such as Praxis International have developed many effective training materials to build the capacity of traditional collaborations, which we hope this guide will supplement. This guide is intended to incorporate community partners into Coordinated Community Response Teams as well as lay the foundation to co-create solutions to domestic and sexual violence within and beyond the criminal legal system. If you choose to use the Blueprint as a model for your CCR team, we invite you to examine the following considerations in weaving together a traditional CCR model with the values and practices of the Idaho Coordinated Response to ensure the meaningful inclusion of historically marginalized communities.

### **A guide to becoming a blueprint community: An Interagency Response to Battering and Domestic Violence Crimes**

<https://praxisinternational.org/blueprint-for-safety/>

The Blueprint for Safety, developed by Praxis International, provides a solid foundation for clarifying the roles and responsibilities of criminal legal partners and victim service providers in domestic violence intervention. This guide can assist your local collaboration in developing policies, procedures, and practices that center individuals impacted by violence.

The Idaho Coordinated Response continues to value the contributions of guides such as the Blueprint and also recognizes the critical emerging work of both

centering marginalized communities through meaningful partnerships and co-creating solutions to violence that are focused beyond criminal legal solutions. Every community has also experienced historical tensions between criminal legal system partners and communities most impacted by violence, particularly when the voices of marginalized communities have not been included. These tensions and the resulting harm caused in community have created deep feelings of mistrust that all of us have inherited. Our work now requires us to move towards repair, nurture relationships, and in many ways, engage in a course correction.

Some good questions to ask when incorporating community partners and individuals or organizations serving marginalized communities:

- Do we have the people we need at the table, particularly the voices or communities who have been marginalized or excluded from previous collaborations?
- How can we center the voices and lived experiences of marginalized communities given existing power dynamics and current/historical tensions with dominant systems?
- What practices and values do we need to create to navigate these tensions and establish trust?
- How are each of our roles similar and unique?
- Where is the balance between improving our criminal legal response to violence and co-creating new solutions beyond these systems?



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The Praxis International Blueprint also outlines specific roles to help CCR's achieve success. While the purpose of these roles is to facilitate collaboration with victim advocates and criminal legal partners, local CCR's can utilize this model to intentionally center the voices of marginalized communities. Working with these roles can be helpful in ensuring that our community partners are not viewed as an "aside" or utilized in extractive means. Leaders and organizations from marginalized communities should be able to contribute to multiple roles, and not be cornered into only advocating for their community.

The roles of Organizers, Champions, Coordinator, Advocate, Agency Liaisons, Adaptation and Implementation Teams, and Agency Supervisors are outlined in the Blueprint. You may also want to consider other helpful roles that would be specifically helpful in your community.

Special note on Coordinators: While individuals can fill multiple roles, we have found it helpful to identify a Coordinator dedicated to their role. It can be difficult to represent your own agency, organization, or community and facilitate collaborative efforts. Power dynamics also exist between agencies and individuals depending on how they are positioned in their respective community which can inhibit both trust and collaboration.

### Phases and Timeline

The Blueprint is organized in phases to assist your community in being intentional with your journey. This structure can help your collaboration move intentionally towards creating policies and practices to better meet the needs of all those impacted by violence in your community. Phases 1 and 2 are included in the practices of the Idaho Coordinated Response Guide, but will offer specific considerations in forming your local CCR and assessing what is needed for your community. Phases 3-5 will offer helpful pathways in adapting your current practices and policies, testing and measuring impact and continuing to evolve your community's response to violence.

### Phase 1: Explore and Prepare

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Each of our communities are unique. The Blueprint includes many helpful tools to help you and your collaboration create new, dynamic solutions to violence, however no model will fit every community. You may find that some components work well, while others may not be a good fit due to lack of alignment or the capacity of your collaboration. As mentioned earlier, the Blueprint was intended to foster partnerships and collaboration between criminal legal system partners and victim advocates. As you explore, refer to the Idaho Coordinated Response toolkit for ways to keep community partners and the voices of communities most



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impacted by violence at the center of your conversation and partnerships. When beginning making decisions about which tools to utilize, make sure you have the perspectives of both system and community based partners.

Phase 1 of the Blueprint offers several tools and guides, linked to the appendix, which can support your collaboration to:

- Explore the components of the Blueprint and decide if it is a good fit for your community.
- Build the leadership of your collaborative, how you will make decisions, and conflict will be navigated.
- Establish the level of capacity of your collaboration and what is possible utilizing the Blueprint.
- Clarify the specific strengths of the Blueprint and be able to share the process transparently with other community leaders and stakeholders.
- Develop a realistic timeline to move through the Blueprint and what supports, training, or technical assistance you may need.

Processes like the Blueprint can seem daunting and overwhelming, particularly for newer collaborations with new relationships. We encourage all new collaborations to utilize the practices outlined in the Idaho Coordinated Response Toolkit to help build meaningful relationships and core group strengths before and as you move through your work. The Idaho Coalition Against Sexual & Domestic Violence and the Idaho Coordinated Response provides training, technical assistance, learning

communities, and other capacity building for communities and collaborations seeking to build collaborations rooted in community and centered on those most impacted by violence. Please contact us for more information on how to get started or continue your local collaboration.

### **Phase 2: Assess Practice and Identify Problems**

In order to move forward with new practices and co-create solutions to violence that are truly rooted in community, we need to examine the strengths and gaps in our current solutions. Often the systems we inherited have been adapted and re-worked many times before we enter into them. Reflecting on these can be difficult and uncomfortable, especially when we have been directly involved in implementing a policy or practice that may have caused harm or had unintended consequences. Nearly all of our systems in Idaho were created with some input from individuals impacted by violence, however we have found that key decisions were frequently made without these voices at the center of our work. Communities most impacted by violence or who have been historically marginalized have often been left out of the conversation entirely or not been meaningfully involved in past collaborations, CCR's or other partnerships. These histories have developed unconscious habits and sometimes intentional practices which cause unintended harm or mistrust between communities and systems.





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Phase 2 of the Blueprint offers many tools to help your collaboration assess your current policies, practices, and habits. The tools linked in the appendices will help your team gather information, conduct assessments, and make recommendations for change and/or the development of new practices. As you move through Phase 2, here are some additional guiding questions to help your organization remain centered on communities most impacted and think both within and beyond the criminal legal system.

- Which communities and voices have not previously been included in conversations about our communities response to violence?
- What has been the impact of this on these communities?
- How can we meaningfully include these voices as we assess our current practices?

The Idaho Coordinated Response has worked directly with community partners, particularly those who serve marginalized communities in developing our practices and resources. Because of current and historical harm experienced by specific communities, these conversations can be uniquely difficult and uncomfortable. As mentioned previously, this is why relationships matter! It is critical to develop meaningful relationships, and most importantly trust, in moving forward with

assessments like the tools outlined in the Blueprint. Please reach out to the Idaho Coalition and the Idaho Coordinated Response Team for support in conducting listening sessions and receiving meaningful feedback directly from your community. Together it is possible to identify and navigate problematic policies and practices and move towards repairing any harms experienced by those in your community.

### **Phase 3: Adapt Policy and Adjust Practice**

The process outlined in Phase 3 of the Blueprint is where your collaboration has the exciting opportunity to co-create new, bold solutions to violence that are truly rooted in community and centered on those most impacted by violence. As you work through this process and identify the adaptations needed in your current response to violence, remember that this is also the time to develop new solutions beyond the criminal legal system. Dream BIG! Utilize the visioning practice outlined in the Idaho Coordinated Response Toolkit to think several generations ahead so your collaboration can not only create effective solutions in the present, but also lay the groundwork for those that follow you and your collaboration. Together we can not only develop dynamic responses to violence in our communities, but start on a bold new pathway of ending violence before it occurs in the first place.



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Here are some things to consider when adapting and creating new solutions to violence in your community:

- How can our community partners play a vital role in creating new solutions beyond the traditional criminal legal system, and how can these two pathways work together?
- What are the other systems we have yet to engage that can play a key part in responding to and preventing violence in our communities? (i.e. housing, employment, immigration, education, food systems, etc.)
- How can we be 10 times bolder with our solutions given the resources we have, and what do we need to do to expand these resources?

### **Phase 4: Implement and Institutionalize**

Perhaps our most difficult work in this process is to actually implement the policies and practices we develop in partnership with our communities. This can be particularly uncomfortable when we attempt new practices which we have never sought to implement. Knowing that even the best plans and practices come with mistakes, mishaps, and can unfortunately still cause unintended harms, we

can continue to rely on meaningful relationships moving forward. Here are some guiding questions to consider as you begin implementing, especially those practices that may be well outside our current comfort zone:

- Who are we ultimately accountable to with our community's response to violence? (Be as specific as you can)
- Remembering our commitment to centering our strategies and practices on communities most impacted by violence, what does our accountability need to look, sound, and feel like?
- What practices do we need to develop in order to address unintended harms caused in our new response and how will we work to repair these harms along the way?

### **Phase 5: Monitor and Revise**

Once your community has been able to “try on” new practices, it will become increasingly necessary to develop an ongoing process to reflect, adapt, and re-implement moving forward. This is what “praxis” really is! Many collaborations experience significant fatigue, including feelings of disappointment, frustration, and hopelessness. When implementing a process of consistent reflection and adaptation, it can seem like we may never get to the place, or become the community, we want to be. In reality, we will likely always be in a form of transformation and change in order to truly meet the needs of all in our communities.



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### **Additional Resources**

The Praxis International Blueprint is just one pathway to guide your collaboration in building the best community and response to violence you are able to imagine. Much of the wisdom you need for your work is already in your community! Because Coordinated Community Response Teams have been practicing into this work for many years, there are many stories and lessons learned which your collaboration can access. Please visit the Blueprint Website <https://praxisinternational.org/blueprint-for-safety/> for more materials, including webinars and access to specific trainings as they are helpful.