



MARIN COUNTY  
COORDINATED COMMUNITY RESPONSE  
TO  
DOMESTIC VIOLENCE NETWORK

Marin County: Living up to the Promise of a  
Coordinated Community Response to  
Domestic Violence

How Marin County Government, Criminal Justice Systems, and  
Institutions Have Evolved Their Response Over Time

A 15 Year Retrospective:  
1998-2013



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**Domestic Violence  
Awareness**

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## Part One *Introduction*

In looking back, it is now evident that there were five distinct evolutionary phases in Marin County that have resulted in the current Marin County Coordinated Community Response to Domestic Violence Network (CCR). Combined, these phases produced more than 40 changes and additions in policies and responses to domestic violence in Marin County. With these results, the CCR is poised to build on its history and do even stronger work going forward.



At the time of this writing, domestic violence (DV) is Marin's most prevalent violent crime. As the economy has continued to flag, even after the height of the recession, the Coordinated Community Response (CCR) partners have continued to experience an increase in the demand for DV services. During 2010-2011, Center for Domestic Peace (C4DP), a nonprofit domestic violence intervention, response, and prevention organization, experienced a 38% increase in the number of calls to its 24-hour emergency hotlines (from 2,304 to 3,182), with calls at their highest level in the last ten years. In 2010, the number of DV-related calls received by law enforcement increased 11% from 2009.

Funding cuts at local, state, and federal levels have challenged the capacity of Marin's criminal justice system to hold offenders accountable and protect victim safety through immediate response, investigation, arrest, and prosecution of DV offenders. Given this context, the role of a CCR is more crucial than ever as resources dwindle and DV climbs.

*"It is amazing to look back and see how the CCR has evolved from an idea and is now advanced to a more mature state with significant outcomes."*

*~Donna Garske, 2013  
Center for Domestic  
Peace*

*"Every three to five years a CCR should refine itself. This is a hallmark of making progress."*

*~Graham Barnes, 2011  
Battered Women's  
Justice Project*

The next section of this report will review the 15-year history and accomplishments of the CCR Network, from its formation as the Domestic Violence Coordinating Council (DVCC) in 1998, to its evolution into the more inclusive CCR Network in 2011, to its most recent initiatives.

Currently, Center for Domestic Peace (C4DP), home of Marin Abused Women’s Services (MAWS), co-facilitates the CCR in partnership with the Marin County District Attorney (MCDA). Meetings are held quarterly and aim to educate leaders utilizing a train-the-trainer model within the community. Meeting efforts focus on collaborating on how to improve the community-wide response to DV, dating abuse, stalking, and sexual assault within Marin County. Community partners in the CCR include individuals, organizations, and institutions representing criminal justice, victim advocacy, community-based responders, and mental health practitioners. These partners comprise two teams:

*Two Teams that Complete the Current CCR*

| <b>Criminal Justice Team</b>                                                                                                                                                                                         | <b>Interagency Team</b>                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>✓ <i>Public defender</i></li> <li>✓ <i>911 Dispatch</i></li> <li>✓ <i>Law enforcement</i></li> <li>✓ <i>Probation</i></li> <li>✓ <i>District Attorney’s Office</i></li> </ul> | <ul style="list-style-type: none"> <li>✓ <i>Relevant community-based organizations</i></li> <li>✓ <i>Government agencies</i></li> <li>✓ <i>Practitioners</i></li> <li>✓ <i>Batterer intervention programs</i></li> <li>✓ <i>Hospitals &amp; Clinics</i></li> <li>✓ <i>Employers</i></li> <li>✓ <i>Educators</i></li> <li>✓ <i>Faith leaders</i></li> </ul> |

*“Bringing justice to victims and their children cannot be done by the criminal justice system alone. In Marin it is being accomplished through a larger vision for what is possible - and that is our CCR Network in action.”*

*~Ed Berberian, 2013  
Marin County District Attorney*

*“Previous attempts to establish a council like this have failed in the past...now the community is ready to deal with the issue via interagency coordination. We are determined not to fail. There is a great deal of enthusiasm in the community for the effort.”*

*~Paula Kamena, 1999  
District Attorney, Ret.*

**Phase I: 1995 - 1997**  
***“MAWS Alone Cannot Solve the Problem:  
It Will Take a Village”***  
***From Advocacy Group to Countywide Leader***



Prior to the current CCR, there were attempts in the 1980's to initiate a DV council by Health and Human Services, the Board of Supervisors Violence Against Women and Children Task Force, and the Marin Medical Society. Without any long-lasting committee, the direction of the effort slowed. This was true not only locally, but on the national level as well. In the early 90's it was said that some parts of the DV movement were losing sight of their vibrant origins and that violence against women was not a priority in the broader violence prevention movement.

Within this context, the board of directors of MAWS undertook a strategic planning effort in 1995, which included: a review of existing programs, core principals of operation, and external trends; definition of indicators of success; and development of a strategic focus. It was found that the organization needed to grow in the area of social change policy, networking, and collaborating. MAWS' new strategic focus to build greater community ownership and leverage existing resources was born out of this effort (see right), which ultimately moved the organization from being an advocacy group to a countywide leader.

***Accomplishments of Phase I***

1. Completed MAWS' 5 year strategic plan to leverage community resources and mobilize the community toward prevention.
2. Shared staffing with the Marin County Sheriff's Office for the first Community Policing to Combat Domestic Violence (COPS) Project. This was the first collaboration to reduce the number of repeat offenders.
3. Shared resources with the Marin County Jail for the new Community Unit Responding to Batterers (CURB), which responded to abusers as they were arrested, 24/7, and achieved a 73% reduction of repeat offenses.

*“MAWS will converge and focus organizational resources to build greater community ownership for and involvement in ending violence, abuse, and intimidation of women and girls and in amelioration of the effects of such abuse.”*

*~Marin Abused Women's Services  
Strategic Directions,  
1995-2000*



**Phase II: 1998 - 1999**  
*Creating Cohesion With Divergent and Opposing Entities*



The second phase launched when MAWS partnered with the Marin County District Attorney and the Latino Council to initiate the new Marin County Domestic Violence Coordinating Council (DVCC). It centered on bringing divergent and sometimes opposing entities into one forum to talk about domestic violence and to plan together for improvements within Marin County. During this phase, the DVCC had to determine how to vote, make decisions, and collaborate. The latter proved to be the most challenging, as each agency had its own unique set of standards by which to measure its work.

Some of the questions the DVCC asked included how to:

1. Become more victim friendly.
2. Coordinate the criminal justice and civil systems so victims are safer.
3. Create programs in the school for the purpose of prevention.
4. Conduct outreach to Latino, gay, and underserved communities.
5. Establish cross-training.
6. Inform members of legal updates.
7. Study and improve each other's work with victims and abusers.
8. Streamline the court and law enforcement process.
9. Unify the batterer intervention work.
10. Gather data, and create a county-wide database.

*"The law enforcement community is both pleased and grateful to be a part of the Marin DVCC. Membership will help provide us with access to the latest information and research in the area of DV."*

*~Brian Brady, 1998  
Police Chiefs Association*

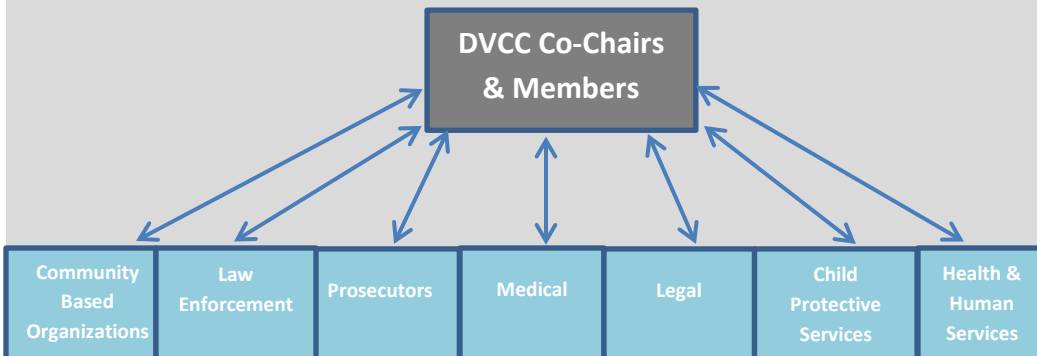
*"Doctors play an important role in the identification, treatment, and prevention of DV, and we are hopeful that this cooperative effort will increase our effectiveness."*

*~Dr. Edward DeMayo,  
1998  
Marin Medical Society*

***Accomplishments of Phase II***

1. Produced the Marin County Domestic Violence fact sheet.
2. Generated the application process for DVCC membership, which included a survey on the member organization's guidelines, policies, and intake procedures.
3. Created the DVCC's mission statement.
4. Created the DVCC's by-laws, which consisted of: a) criteria for membership; b) voting process; c) executive committee responsibilities; and d) process for setting the agenda.
5. Established procedures, which consisted of: a) membership approval; b) decision-making process; c) dismissal process; and d) member responsibilities (e.g., serve on the counsel, represent the counsel, present to the public or the media, etc.).

**Phase III: 2000 - 2003**  
*Creating Policies to Increase Victim Safety*



With governing rules and cohesion established, the DVCC evolved to Phase III, which included new subcommittees charged with developing major county policies for: law enforcement; prosecution; universal screening in hospital emergency rooms; employers; faith leaders; and emergency shelter intake.

***Accomplishments of Phase III***

1. Formation of active subcommittees - Public Relations, Coordination of Services, Community Outreach, Domestic Violence Prevention, and Batterer Intervention.
2. Drafted the Uniform Marin County Law Enforcement Protocol for the Handling of DV Cases, which Marin County police chiefs adopted.
3. Drafted the Marin County District Attorney's DV Prosecution Protocol, which the District Attorney adopted.
4. Participated in the Family Violence Prevention Law Enforcement Data Project, led by Health and Human Services. Members conducted careful analysis of all police reports coded as domestic violence to better focus prevention efforts.
5. Sponsored countywide training "Uniform Screening for Domestic Violence in Hospitals/Clinics" for approx. 60 practitioners from Marin's hospitals and emergency room departments, which led to universal screening in emergency rooms.
6. Sponsored countywide training "Employer Policies and the Rights of Victims in the Workplace" for approx. 80 attendees representing 30 employers.
7. Sponsored a domestic violence court round table discussion for judicial officers, "Other County's Approaches," which brought in judges from San Francisco and Berkeley to demonstrate domestic violence court options.
8. Sponsored Domestic Violence Awareness Month Activities.

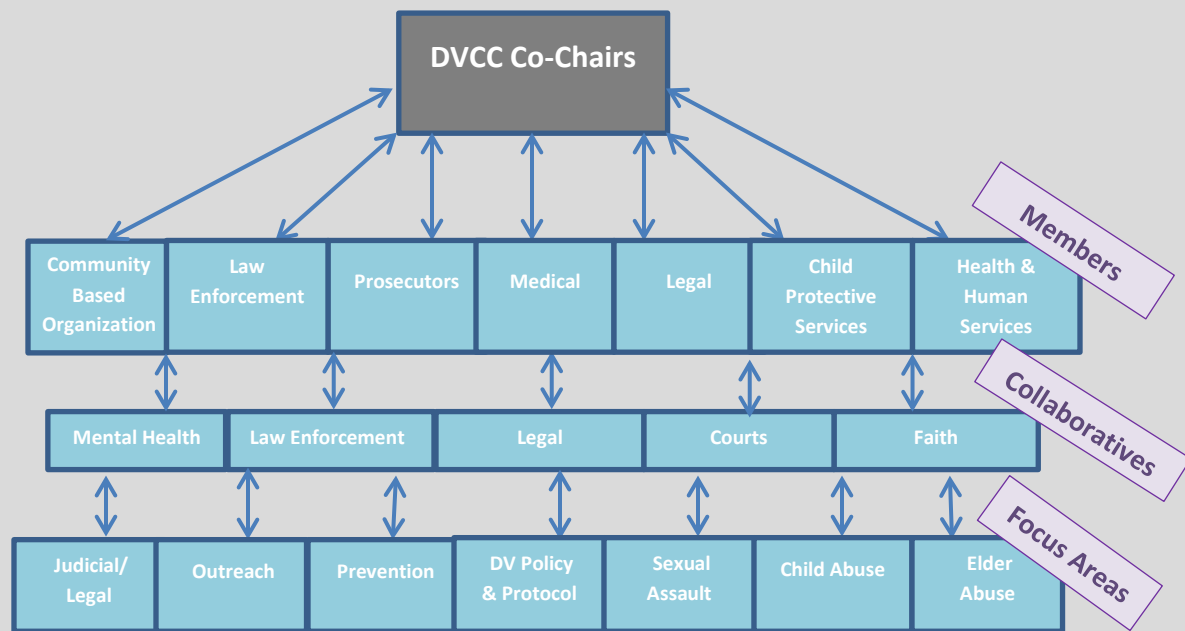
*"I worry tremendously about the misdemeanor cases prior to trial settings... For some months I have thought that a solution to this would be to have all non-custody DV misdemeanor cases set on one calendar... I can foresee nothing but good coming from such a calendar for the both the courts and the victims."*

*~Paula Kamena, 2000 District Attorney, Ret.*

*"Working together with other agencies, the council will reduce violence within our community."*

*~CCR Network Member*

**Phase IV: 2004 – 2010**  
*Developing Collaboratives that Promote a Unified Response*



During Phase IV the DVCC turned its attention toward:

1. Ensuring that the new policies were meeting the goal of increasing victim safety, and adding the goal of increasing abuser accountability. Meetings included mapping domestic violence cases to look for policy response effectiveness and gaps. For each interaction the victim had with the criminal justice system and related organizations, the question was asked, “Was the victim safer as a result of our intervention, and what message did our response send to the victim, abuser, and community?”
2. Obtaining regular report synopses from the Office of Violence Against Women’s national technical assistance providers in order to include innovative policies and best practices, along with research and data.
3. Expanding focus areas (listed above) by adding liaisons to other counsels such as elder abuse, child abuse, and sexual assault in order to increase linkages and unify the coordinated response and care of the victim. A new prevention focus area broadened the reach of the DVCC to include HIV, rape, child abuse, and hate crimes, due to the links to domestic violence brought forth by research.
4. The largest effort to deepen the involvement of member groups was to form separate collaboratives for select groups (law enforcement, mental health, legal, courts, and faith leaders). These groups held meetings with their own colleagues to further refine their work. The hope was that by engaging in critical thinking and problem solving within their own profession, members would transfer the work back to their own organization or entity.



### *Accomplishments of Phase IV*

1. Formed 5 collaboratives: *Mental Health and Parenting, Law Enforcement, Legal, Courts, and Faith.*
2. Established data collection system with the Marin County Courts for protection orders requested and granted.
3. Established a new Locate, Arrest, and Serve Team with the San Rafael Police Department and Marin County Sheriff's Office.
4. Completed a language line safety audit.
5. Developed a data-sharing protocol with the Marin County District Attorney's Office regarding: cases reported versus cases filed, case disposition, and misdemeanor versus felony.
6. Implemented a new strategy of voice recording at the crime scene starting in Novato.
7. Completed annual update of domestic violence laws and incorporated into Law Enforcement Protocol.
8. Sponsored faith leader trainings for approx. 25 faith leaders from 12 faith institutions to implement new protocols.
9. Participated in domestic violence court planning leadership team with the District Attorney's Office and Superior Court.
10. Superior Court launched Marin Family Violence Court.
11. Increased countywide education and prevention efforts for underserved victims in schools, community settings, health fairs, and spiritual centers. Distributed 9,500 Latino audio CDs and 3,600 English/Spanish booklets.
12. Trained approx. 11 member organizations on new lethality risk assessment tool and safety planning with victims.
13. Participated in evaluation of: data collection efforts; victim quality of life post intervention; locate, arrest, and serve pilot; and Latino outreach and prevention CD and booklet.
14. Sponsored Domestic Violence Awareness Month Activities.

*"The council is much needed. The purpose is extremely significant for the decrease and prevention of violence within Marin County to bring together the divergent law enforcement, mental health, criminal justice, and school prevention programs."*

*~CCR Member*

**Phase V: 2011 – Present**  
*Involving the Broader Community to Reduce Domestic Violence*



Continuing from Phase Four, the DVCC expanded to become the CCR Network, opening meetings to the public with no membership requirement. Seeking a broader participation, the Network invited the Marin County criminal justice system, government agencies, community-based organizations, institutions, practitioners, and any interested persons with the goals of: 1) reducing DV; 2) promoting evidence-based solutions that have been found to increase victim safety and batterer accountability by CA statute and the US Dept. of Justice; and 3) inspiring participants to learn about recent developments in addressing DV.

*Accomplishments of Phase V*

1. Completed new branding of the CCR and conducted assessment; prepared new structure and process. Sponsored intensive 3-day training for interested parties, with select training for law enforcement, prosecutors, probation officers, and interagency participants on CCR best practices.
2. Created a three-year plan, which included goals to:
  - a) Collect information, identify gaps in agencies and response systems, and recommend community-defined solutions.
  - b) Build victim safety and batterer accountability into case processing, treatment, and prevention while implementing evaluation to measure successes.
  - c) Create a plan to reduce future domestic violence.
3. Launched the Marin County Response Survey, an unprecedented effort that included 239 responders from 15 provider groups (e.g., law enforcement, mental health, courts, and medical) who analyzed 25 best practices along the dimensions of 6 different client groups: adult victims, adult abusers, teen victims, teen abusers, child witnesses of domestic violence, and prevention audiences. In-person focus groups were also conducted with a sampling of clients in English and Spanish.
4. Received specialized training from a data specialist and criminologist in how to analyze the immense data and create evaluation methods while tracking the new policies and protocols implemented as a result of the study.
5. Created a plan for gathering baseline data and identifying indicators of success.
6. Conducted specialized law enforcement trainings for approximately 150 officers on domestic violence laws and investigation practices.
7. Provided training for approx. 25 CCR partners representing 15 institutions on the new Rapid Risk Assessment Program and the new Coercive Control Inventory.
8. Received training from guest speakers (local Marin leaders) on “How Sectors Have Changed over the Last 30 Years: Law Enforcement, Prosecution, and Faith Leaders.”

## Part Two *Going Forward*

This report gives the CCR the opportunity to take further action. In the pursuit of filling gaps, evaluating, and measuring success per the Marin County Response Survey, CCR members are called upon to galvanize their sectors into action in order to promote an ever-evolving mechanism for change; this is Marin's CCR. The vision is for participants to become "Liaison Leaders" with the training they need to ensure that the policies, protocols, and procedures are distributed to their colleagues. This way, as each member attends meetings, they have a solid process for taking the recommended protocols back for implementation, tracking, and evaluation.

Further plans include a countywide training series for medical, mental health, social work and legal sectors, in order to improve coordination between providers, increase prevention efforts, and increase written guidelines and protocols in the area of screening, risk assessment, and safety planning.

### *Call to Action*

In closing, the CCR Network calls upon Marin County individuals, organizations, and institutions to:

1. Promote safety and mutual respect in relationships.
2. Respond to acts of domestic violence or bullying behaviors as they happen.
3. Get involved with the Coordinate Community Response Network in planning to reduce what is now Marin County's number one violent crime.

*[www.co.marin.ca.us/da/](http://www.co.marin.ca.us/da/)*

*[www.centerfordomesticpeace.org](http://www.centerfordomesticpeace.org)*

4. Engage personal and professional networks in promoting awareness, support, and prevention efforts to reduce incidents and the impact of domestic violence.
5. Make the "Personal Peace Agreement" at:

*<http://www.c4dp.org/its-not-ok>*

*"The CCR Network is a forum where best practices are generated, researched, and planned for, with the bonus of being a multi-disciplinary group.*

*But the real credit goes to the institutions that formally adopt and implement the practices day-to-day - in hospitals, police cars, courtrooms and classrooms. Cheers to those who assist individuals and families suffering and healing from DV in Marin County."*

*~Kate Kain, 2013  
Deputy Executive  
Director, C4DP*

## Announcements and Events

**Next CCR Meeting**  
December 18, 2013  
Time: 1:00-3:00pm  
Location: Wellness Campus



### Website

For a complete list of updates and resources from past trainings and meetings, please go to the host websites @:  
[www.c4dp.org/ccr-dv-network](http://www.c4dp.org/ccr-dv-network)  
[www.co.marin.ca.us/da/](http://www.co.marin.ca.us/da/)



|                                               |                                 |                                                 |                                   |
|-----------------------------------------------|---------------------------------|-------------------------------------------------|-----------------------------------|
| Adopt A Family                                | Community Violence Solutions    | Marin Head Start                                | Belvedere PD                      |
| Adult Protective Services                     | Dept. of Child Support Services | Marin Housing Authority                         | Fairfax PD                        |
| Apple Family Works                            | Family & Children's Law Center  | Marin Women's Commission                        | Mill Valley PD                    |
| Bay Area College Students                     | Family Service Agency           | National Association for<br>Mentally Ill (NAMI) | Novato PD                         |
| Bay Area Community<br>Resources               | Huckleberry Youth Programs      | Novato Human Needs                              | San Anselmo PD                    |
| Bay Area Legal Aid                            | Isoji                           | Private Practice Practitioners                  | San Rafael PD                     |
| HHS, CalWORKs                                 | Kaiser Permanente               | Probation Dept.                                 | Sausalito PD                      |
| Canal Alliance                                | Latino Council of Marin         | San Geronimo Valley<br>Community Center         | Sheriff's Dept.                   |
| Center for Domestic Peace,<br>Voces de Cambio | Legal Aid                       | Shoreline School Readiness                      | Tiburon PD                        |
| Center for Judicial<br>Excellence             | Marin Advocates for Children    | Traveling Postcards                             | Central Marin Police<br>Authority |
| HHS, Children & Family<br>Services            | Marin County District Attorney  | Voces de Cambio                                 | College of Marin PD               |

## COMMUNITY PARTNERS

(Not a complete List)