

Solano Family Justice Center – Transition Plan and Progress

Transition of Staff

Recommendation #1 contained in the Snapshot report is **Leadership**. It was recommended that the County provide a comprehensive leadership training program for the current Director with training that includes topics such as: conflict resolution, dealing with change, problem-solving, building trust and respect, managing effective meetings, interpersonal relationships, self-awareness, effective communication skills, and the science of hope. The County Administrator's Office, Human Resources, and the District Attorney's Office are currently working on providing these opportunities to the current Director.

Also included in this recommendation is for the County to provide additional oversight to help guide the day-to-day operations of the Solano Family Justice Center as changes are made to the operation and a governance structure is chosen for the Center. In working with the Alliance, it is being recommended that during this period of transition the management and administration of personnel, fiscal duties, and day-to-day operations of the Office of Family Violence Prevention budget unit 5500 should be transferred to the authority of the County Administrator's Office. It was approved by the Board of Supervisors to authorize the "meet and confer" process and return to the Board to move the Office of Family Violence Prevention budget unit 5500 and the personnel under the authority of the County Administrator. In addition, the Oversight Committee will provide this additional guidance and advise on programmatic functions and operations, and it is the intention of the County Administrator, collaborating with the Alliance, to contract with a technical expert to help guide the day-to-day operations of the Family Justice Center.

The reporting structure will change, which is what triggered the "meet and confer" process. The Family Violence Prevention Officer currently reports to a Chief Deputy District Attorney; however, under the County Administrator's Office will report to the Executive Director of Children and Families Commission. The remaining staff in budget unit 5500 (Office of Family Violence Prevention) will continue to report to the Family Violence Prevention Officer. The Victim Witness Program will remain in the District Attorney's Office. The meet and confer process for this phase is completed and it is being recommended that the Board of Supervisors authorize the County Administrator and the Human Resources Director to approve necessary technical documents to finalize the transfer of the Office of Family Violence Prevention budget unit including the management and administration of personnel, fiscal duties, and day-to-day operations from the District Attorney's Office to the County Administrator's Office effective April 3, 2022.

Recommendation #2 contained in the Snapshot report is **Governance**. Based on the observations of the Alliance and that the current Solano Family Justice Center structure does not champion the mission and vision of a Dynamic Family Justice Center Framework, showing a lack of collaborative commitment, the Alliance Team has significant reservations about maintaining the leadership of the SFJC under the District Attorney's Office and therefore recommends an RFP process to select a new lead agency.

Recommendation #3 is **New Request for Proposals Process**. It is recommended that the County work with the Alliance to create a Request for Proposals (RFP) process to identify the most qualified lead agency for the Solano Family Justice Center. In the interim, we recommend Board of Supervisors establish a County Working Group to help provide support

for day-to-day operations (See Oversight Committee). The RFP process should not limit itself to local county agencies. A regional approach has precedent in other parts of the country and may be a viable model for Solano County. There could also be a benefit to having a multi-county approach or a Public-Private-Partnership given the history of challenges regarding collaborative work in Solano County. The original Consulting Planning and Technical Assistance Contract scope allows for the Alliance to assist the County through the RFP process; a contract amendment for \$10,000 for a total contract amount not to exceed \$55,845 and extension of the contact to December 31, 2022, was approved.

Proposed Oversight Committee/Advisory Board Structure

Recommendation #5 contained in the Snapshot report is **County Working Group**. Prior to the completion of the RFP Process, the Alliance recommends creating a committee that meets at least monthly, and more often as needed, to address Center operations and issues that arise in this period of transition. In most Centers, this Operations Committee/Working Group works together to identify solutions, as a team.

Alliance, in its October 2021 Report, recommended that an Oversight Committee structure be established as part of the initial Strategic Planning development and transition be created. The Oversight Committee structure includes eleven (11) individuals for the Oversight Committee and five (5) Technical Advisory Panel members as follows:

Oversight Committee Membership:

- Committee Chairperson
- County Administrator
- Chief Probation Officer
- Health and Human Services Director
- Public Defender
- District Attorney
- Sheriff,
- Solano County Court Appointed Special Advocates (CASA) Representative
- Three Chiefs of Police, two from large cities, one from small city

Technical Advisory Panel:

- Community Partner Representatives, up to five (i.e. Broken by Violence, ChildHaven, Empowered Aging, Napa Solano SANE/SART, SafeQuest Solano, or any other non-profit in the county that is dedicated to victims of violence or sexual assault)

The Oversight Committee will meet at least monthly, to address the Solano Family Justice Center operations and issues that arise during this period of transition. The Chairperson will be the contact liaison between the Center's Director and the Committee. Additionally, the Chairperson and County Administrator, along with the consultant, will coordinate briefings and updates to the Board. A selected group from the Oversight Committee will be involved in the RFP Process, the Strategic Planning Process, and responsible for programmatic reviews of the Family Justice Center during the transition period. A Resolution establishing this Oversight Committee along with an Exhibit A establishing members, duties, and meetings is included as Attachment A.

As the transition process ends and strategic planning process progresses this Oversight Committee will include a recommendation for a future Steering Committee or Advisory Board. The structure of that future Steering Committee will be determined during the Strategic Planning process.

Strategic Planning

Recommendation #4 in the Snapshot Report is Strategic Planning. After identifying a new lead agency for the Solano County Family Justice Center, it is recommended to work with the Alliance to host a Strategic Planning event in 2022 for both public and private agencies in Solano County. Many Centers across the country include Strategic Planning as part of their Snapshot process to re-engage their entire community in the re-visioning and re-imagining of their Center. This re-visioning and re-imagining is crucial in Solano County to establish a dynamic public-private partnership model for the Solano Family Justice Center framework.

Strategic Planning, when facilitated by the Alliance, includes a fast-paced process called “Dimensional Strategies,” which focuses on collaboration by having attendees participate in activities whereby they work together to create a unified vision for the Family Justice Center framework. It is generally a two-day event, facilitated by the Alliance, in collaboration with the lead agency and a wide variety of community partners, key stakeholders, law enforcement, city and county services, survivors, the faith-based community, and many others. It is generally recommended there is the creation of at least four Work Groups during this strategic planning process: Governance and Facilities, Operations and Service Delivery, Funding and Sustainability, and Community Outreach and Education. The Alliance’s planning processes will result in a Strategic Planning Roadmap document with a new vision for the Solano Family Justice Center and action items for each Work Group that are essential components to help address many of the recommendations listed in the Snapshot Report.

The Board of Supervisors granted the County Administrator the authority to execute a sole source Strategic Planning Contract with the Alliance in the amount of \$30,000 for the Alliance to facilitate and assist the County during this Strategic Planning Process.