



"Local Services, Global Reach"

Leadership/Governance/ Administration

The Options...

Examining Governance Structure Options for Family Justice Centers

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San Diego's Evolution

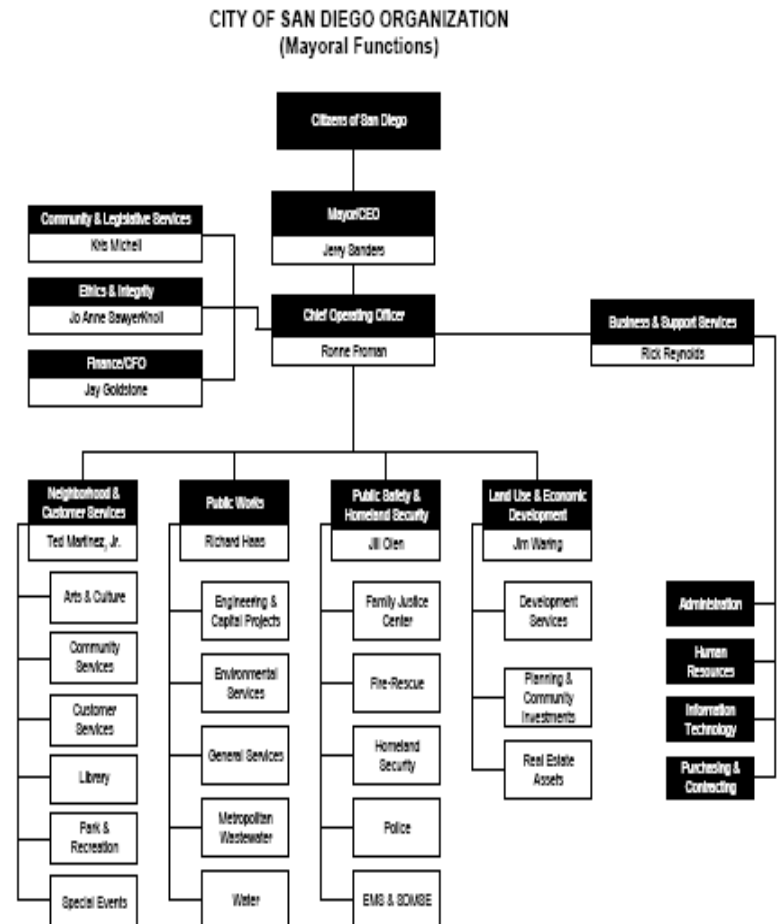
- Proposed idea in 1989 – rejected
- Started co-location within the City Attorney's Office in 1990 – one partner at a time
 - Shelter advocate
 - Civil Legal Services – TRO Clinic
 - Children's hospital - Court Watch, Screening & Referrals
 - Rotations by prosecutors & detectives

San Diego Evolution Process

- 1998 Casey Gwinn, City Prosecutor and Police Chief David Bejarano agreed to conduct a feasibility study.
- 2002 the FJC was launched as a community initiative led by City Attorney and the Police Chief
- No legal structure but City Council approval
- 2004, a new city ordinance was proposed by the City Attorney, Police Chief and Fire Chief for the FJC to become a City Department under public safety
- Passed unanimously but there was an objection by the in-coming City Attorney

Governance: FJC is a City Department under Public Safety

- In 2002, FJC started as a special project of the City Attorney and Police Department
- In 2004, FJC became a new city department through a city ordinance



Steering Committee

- Who's on it?
 - Chair of PS&NS
 - City Attorney
 - Police Chief
 - District Attorney
 - FJC Director
 - Fire Chief
- Meet quarterly
 - Feb 18, 2005
- What is the scope?
 - Advisory Committee
 - Recommendations to City Manager & Council
 - Long term planning
 - Programs
 - Priorities
 - Staffing/Budget
- What are we doing?

Worked on Long Term Governance Structure

- Working Group met 3-11-05
- Andrea Freshwater, City Attorney's Office
- Genaro Ramirez, District Attorney's Office
- Dan Coffey, Councilmember Jim Madder
- Lt. Kathy Healey, SDPD
- Gael Strack, FJC Director
- Judi Adams, FJC Facilitator

Analyzed Three Options

- City Department
 - Supporting 501(c) Foundation
- Nonprofit Corporation
 - e.g. DPC
- Joint Powers Authority
 - e.g. SANDAG

Recommendations

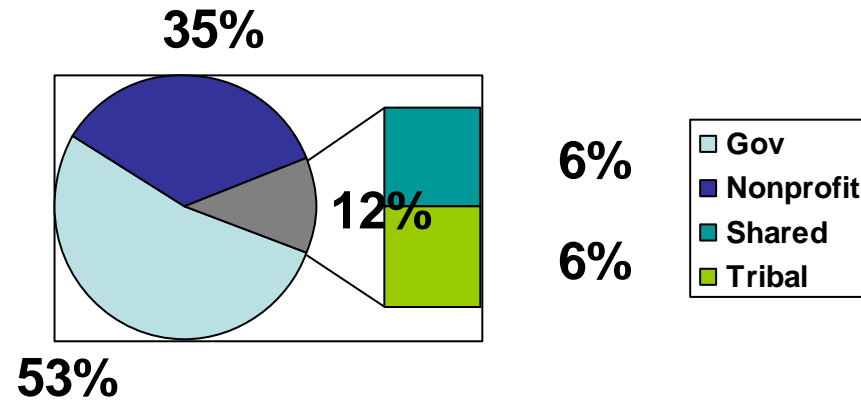
- Keep the City Department Structure with a supporting Foundation
- Eliminate the option of a non-profit corporation
- Consider JPA annually

What are the Options?

1. **Leadership by Existing DA/CA/Mayor**
 - No formal, new legal entity created
 - All employees work for government
 - Partnership Agreements with all community partners
 - May include Foundation 501c3 for Financial support/fundraising
 2. **Create New City or County Department**
 - Create new Dept./Organize as new entity in local government
 - All new employees work for City/County
 - Partnership Agreements with all community partners
 - May include Foundation for Financial support/fundraising
 3. **Independent City Agency/Non-profit – 501c3**
 - Existing or New
 - Used in some Child Advocacy Center approaches
 4. **Independent, Private 501c3**
 - Contractual Relationship with City/County
 - Community-based DV agency
 - Existing or New
- **EACH ALTERNATIVE ABOVE CAN HAVE MANY VARIATIONS**

Governance for 17 Sites

- Government
 - City or County
 - City Dept or JPA
 - Mayor, Police or DA
- Non-Profit
 - Existing DV Program
 - DV Council
 - New non-profit created
- Shared Leadership
 - Government & Nonprofit
- Tribal



1. Using Existing Leadership (DA, Police Chief, Sheriff, or Mayor)

Pros

- Builds on current support of policy maker or elected official
- Allows use of existing government infrastructure to run FJC operations
- Likely to facilitate law enforcement/prosecution alliance within FJC
- Increases government buy-in and likelihood of sustainability

Cons

- Depends on DV commitment, expertise of local official
- May lose some community partner buy-in
- May be viewed as competitor to local non-profit service providers
- May be impacted by change in policy makers in local government over time

2. City/County Department Approach

- Pros
 - Creates new entity with clean slate for coalition building
 - Connects FJC to other core city/county services
 - Access to City/County resources & expertise
 - Provides stability
 - Can attract community partners with resources/support of government
 - Ability to pursue federal and state grants
 - Can be supported by 501c3 Foundation
- Cons
 - Risk maintaining on-going buy-in and support from community partners
 - Some loss of community leadership
 - Depends on on-going City/County political support
 - May subject Center to political issues/election politics on a regular basis

3. Independent City/County Agency as Non-Profit Corporation

Pros

- Can be created as Joint Powers Authority or entity with government powers
- Can still be tied to government support, buy-in
- Can increase buy-in through community leadership on governing Board
- Can have powers of bonding, taxation, etc.

Cons

- Untested in FJC Context
- Major undertaking to create new legal structure with City/County collaboration

4. Independent Non-Profit Agency Model

Pros

- Can begin FJC with a clean slate with new 501c3
- With existing community-based DV agency – stays connected to DV movement
- Maximizes community participation
- Allows freedom and independence for evolution of FJC

Cons

- Removes FJC from government support structures
- May imperil law enforcement participation
- May be seen as competitor to other community non-profits
- Requires creation of all infrastructure for payroll, benefits, etc.
- Initial cash flow challenges are likely.

Overview: Potential dynamics of an FJC when government agencies take the lead?

Pros

- Increased government buy-in
- Greater law enforcement support
- Stronger likelihood of sustainability
- Clear leadership and accountability
- Amount of government control can be reduced over time

Cons

- Possible loss of community buy-in
- Tension with community driven non-profits
- Difficult to develop community-led, collaborative decision-making process
- May depend on one elected official or policy maker

Overview: Potential dynamics of an FJC when a non-profit agency takes the lead?

Pros

- May produce greater community buy-in
- Protects the FJC from changes in local government political leadership
- Greater flexibility for change/adaptation based on identified service needs
- Inherit existing infrastructure for fund raising and financial management

Cons

- May lose buy-in from law enforcement, prosecutors
- May lose long-term financial commitment of government to sustainability
- FJC needs may be subordinate of broader organizational priorities. (especially in times of growth or distress)
- May become greater competitor to other non-profits and/or inherit old interagency rivalries