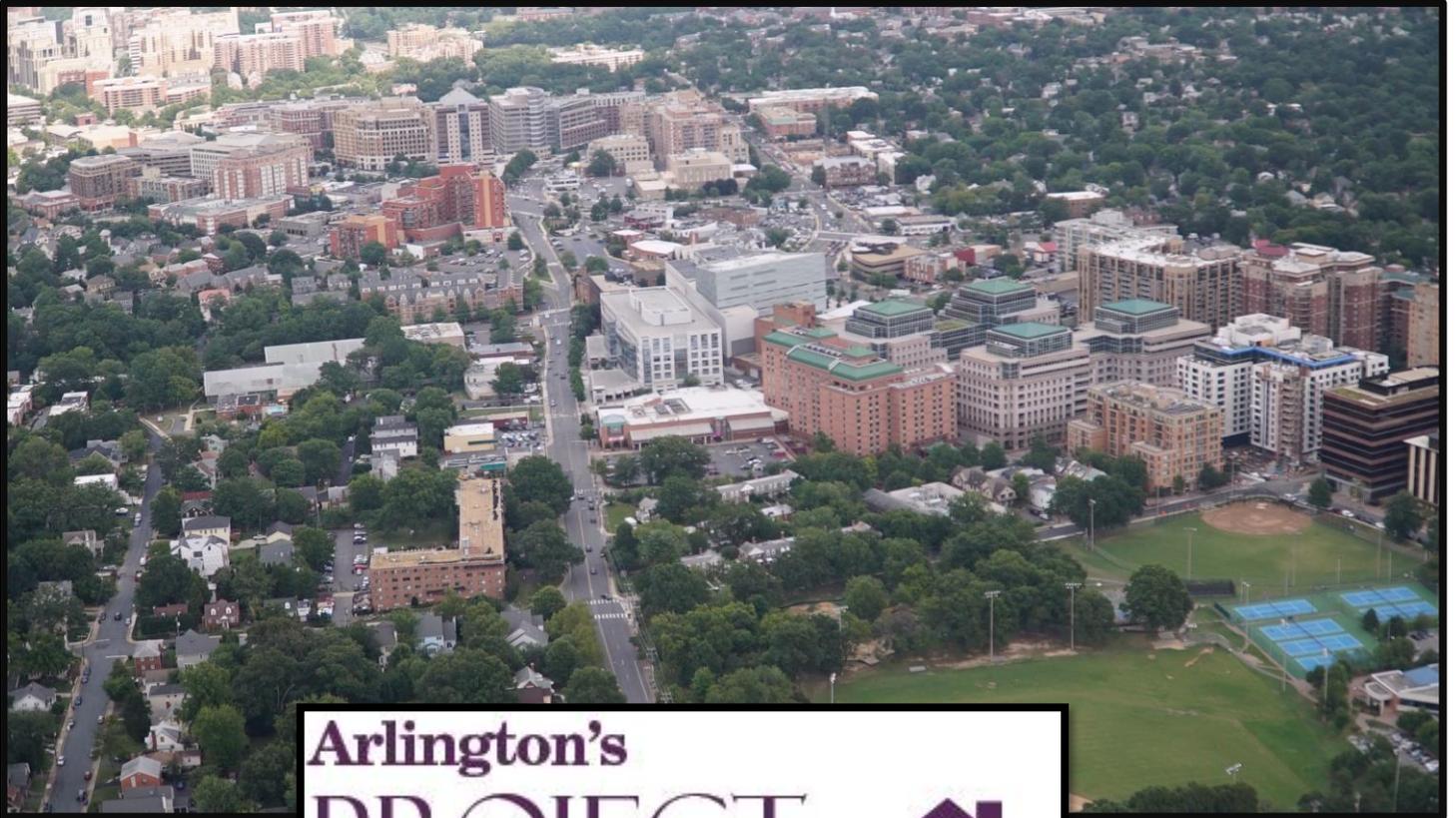


Governance Practices



Arlington's
PROJECT
PEACE



**Partnering to End Abuse in
the Community for Everyone**

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Executive Summary

The staff and partners of Project PEACE are pleased to present the Governance Practices for Project PEACE, Arlington's strategic plan for coordinated community response to domestic and sexual violence.

The Project PEACE Coordinator provided subject matter expertise and assistance in the development drafting, and ongoing support for the implementation of the Governance Practices. This guide represents the collaborative efforts of the full membership of Project PEACE, and provides a framework to promote effective and timely operations of the collaborative.

While this document is intended to guide the work of Arlington's Project PEACE, all members recognize that the collaboration must be able to respond to new challenges and opportunities as they arise. Therefore, the Implementation Task Force may recommend modifications as needed, and with the support and approval of the Leadership Roundtable, allow this collaboration to respond to unexpected changes and conditions that must be addressed promptly to keep victims safe and abusers accountable for their actions.



Introduction to Project PEACE

Introduction

Project PEACE (Partnering to End Abuse in the Community for Everyone) is a county-wide effort to prevent, identify and respond to domestic and sexual violence. The efforts of Project PEACE aim to enhance the safety of victims, hold abusers accountable for their actions, and improve the well-being of Arlington County citizens and visitors impacted by interpersonal violence. Project PEACE examines and enhances existing policies and practices across disciplines and identifies the optimum methods for public and private agencies to end violence in the lives of Arlingtonians. Project PEACE is hosted by Arlington County Department of Human Services and is managed in a culturally competent manner by a diverse membership. Representatives from Arlington local government, law enforcement, judiciary system, nonprofit organizations, the faith community, health care providers, and citizens come together to create a collaborative that is larger and more impactful than any one institution. All members of Project PEACE agree to adhere to the mission and guiding principles of the collaborative.

Project PEACE focuses on intimate partner and sexual violence. Other forms of family violence and child sexual abuse are outside scope of Project PEACE.

Background

Project PEACE was formed in 2006 by current state senator Barbara Favola. In 2008 Project PEACE was organized into a committee structure of public and private organizations to implement the coordinated community response to domestic violence. The coordinated community response (CCR) approach is recognized as a best practice across the United States. The CCR approach seeks to increase victim safety and abuser accountability by promoting consistent and complementary policies and practices across all entities involved in domestic violence. In 2014, Project PEACE expanded the mission and scope of the collaborative to focus on both domestic and sexual violence in an effort to apply best practices to the prevention of and response to sexual assault. In 2015, Project PEACE further expanded its scope to include services for youth victims of dating and sexual violence.

Mission Statement

Arlington County Project PEACE is a coordinated community response dedicated to advancing the most effective and efficient array of education, prevention, protection, and support services to end domestic and sexual violence in the community.

Vision Statement

Arlington County is a peaceful and respectful community where diversity is celebrated and violence is not tolerated and where all people are empowered to build healthy relationships and are free from the fear or threat of all forms of domestic and sexual violence.



Definitions

Sexual violence is any act of a sexual nature committed against someone without that person's freely given consent.

Domestic violence is a single act or pattern of abusive or coercive behaviors, used by an individual to gain and/or maintain power and control over another individual in the context of an intimate/dating/familial relationship. Forms of domestic violence may be criminal (e.g. physical assault or stalking) or not (e.g. verbal abuse or financial control).

Dating violence is the physical, sexual, psychological, or emotional violence within a dating relationship, including stalking. It can occur in person or electronically and might occur between a current or former dating partner.

Guiding Principals

- *Individual Rights & Responsibilities*
 - Everyone deserves respect regardless of age, cultural or ethnic background, ability, gender, immigration status, marital status, race, religion, sexual orientation, or socio-economic status.
 - Victims/survivors and abusive individuals have the right to access confidential services.
 - Victims/survivors have the right to determine their own response within the confines of the law and live without fear of retribution.
- *Accountability*
 - The abusive partner will be held legally accountable.
- *Community Response*
 - The first priority of all community responders is the safety of those impacted by domestic & sexual violence.
 - Community responders must provide immediate crisis intervention and linkage to support services.
 - All community responders share goals and objectives of Arlington's Project PEACE.
- *Prevention*
 - Age appropriate and culturally competent prevention initiatives that deter generational violence and promote positive relationships must be provided throughout the service delivery system.
- *Collaboration*
 - Our community is safer and served more effectively when individuals across systems and sectors work together to prevent, identify and respond to domestic and sexual violence.



Project PEACE Organization

Organizational Structure

Project PEACE members represent all facets of Arlington County with active participation from court and justice systems, police, multiple divisions of county government, public schools and colleges, healthcare systems, the faith community, nonprofit service providers, local service organizations, and citizens.

Project PEACE is governed by the Leadership Roundtable. The Implementation Task Force leads the goals and tasking of Project PEACE as set forth by the Leadership Roundtable. The activities of Project PEACE are organized among three goal group committees.

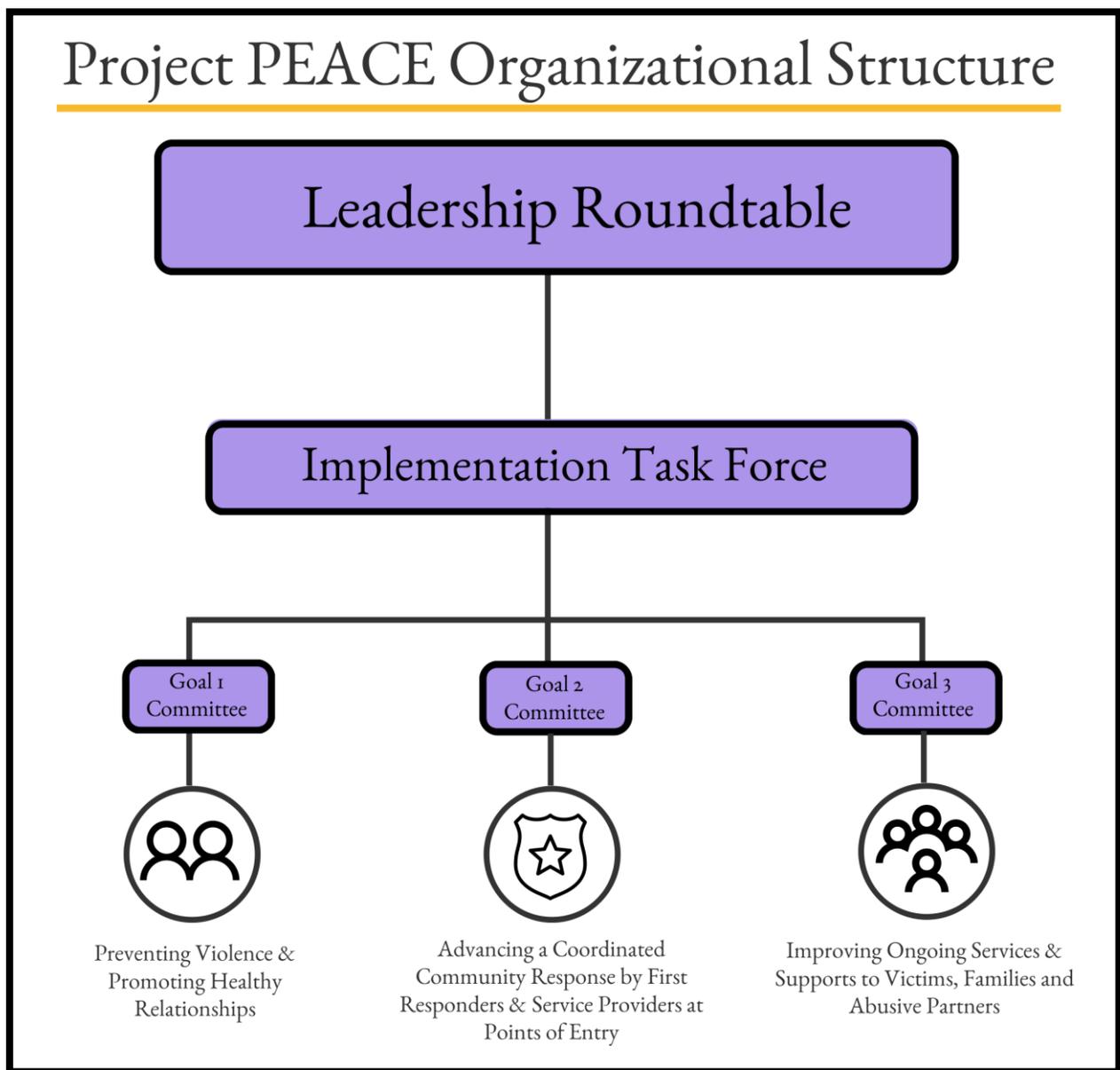


Figure 1. Project PEACE Organizational Structure

Leadership Roundtable

The Leadership Roundtable provides executive leadership and guidance on domestic and sexual violence policy, protocols, and programs in Arlington County. The Roundtable ensures that the Goals of Project PEACE are met in a manner consistent with a coordinated and collaborative community response to enhance victim safety and offender accountability

Implementation Task Force

The Implementation Task Force (or Task Force) provides management to carry out the Project PEACE Blueprint and policy decisions of the Leadership Roundtable. This body is also active in researching and proposing solutions to the Roundtable to address current issues and changing conditions that impact Arlington County's ability to prevent domestic and sexual violence and to ensure victim safety and abuser accountability.

Project PEACE Goal Groups

Project PEACE is strategically structured into three main goal group committees which implement the actions plans of the Blueprint. The objectives of each goal group are discussed in further detail in the most current Blueprint.



Governance

Authority

Project PEACE operates under the authority of and by consent of the member departments and organizations of the Leadership Roundtable.

Memorandums of Understanding

Members of the Leadership Roundtable sign a general Memorandum of Understanding (MOU) every three years. This MOU renews the members' commitment to the mission, vision, values and guiding principles of Project PEACE. To view a copy of this MOU please contact the Project PEACE Coordinator.

Membership

Leadership Roundtable

The goal of the Project PEACE Leadership Roundtable (Roundtable) is to bring together senior- and executive level public and community leaders; to provide guidance and oversight on the full spectrum of domestic and sexual violence policy, protocol, program and practice issues. Further, the Roundtable members guide the growth and efficacy of a coordinated and concerted community response to domestic and sexual violence in the county. The Leadership Roundtable is responsible to ensure that all Project PEACE activities are consistent with the stated mission, vision and guiding principles of the collaborative. Roundtable members includes executive and senior level representatives from:

- Arlington Bar Association
- Arlington Commission on the Status of Women
- Arlington County Board
- Arlington County Manager's Office
- Arlington County Police Department
- Arlington County Public Safety Communications and Emergency Management
- Arlington County Public Schools
- Arlington County Sheriff's Office
- Arlington Safe Havens Advisory Board
- Circuit Court of Arlington
- Commonwealth's Attorney Office
- Department of Human Services
- Doorways for Women and Families
- INOVA Fairfax Hospital
- Just Neighbors
- Juvenile & Domestic Relations Court
- Legal Services of Northern Virginia
- Magistrate's Office
- The Women's Center
- Virginia Hospital Center
- Zonta Club of Arlington

Note: One or more representatives from the Arlington community at large may be selected by the Chairperson annually. The Implementation Task Force is responsible to make recommendations to aid in identifying this community representative as requested by the Roundtable.

Leadership Roundtable Membership Selection

Individual Roundtable members are designated by the participating organization.



Leadership Roundtable Member Roles & Responsibilities

Members of the Roundtable oversee the growth and direction of Project PEACE. Roundtable members are expected to regularly participate in quarterly leadership roundtable meetings to achieve the following tasks and goals.

- Monitor overall Blueprint progress;
- Monitor and advise the work of the Implementation Task Force;
- Address obstacles that inhibit progress;
- Provide domestic and sexual violence data as requested;
- Appoint individuals to the Implementation Task Force and ad hoc committees;
- Recruit members as needed to maintain diversity at the Roundtable and Implementation Task Force;
- Approve the annual report summarizing the achievements of Project PEACE and status of domestic and sexual violence in Arlington County;
- Approve the Blueprint every three years to maintain the usefulness of the strategic plan;
- Attend no less than 75% of Roundtable meetings to ensure continuity and engagement.

Leadership Roundtable Chairpersons

The Roundtable is led by two Co- Chairs that include a County Board Member and a senior management County staff person with no less than three years of experience working in a field closely related to domestic and sexual violence; and working knowledge of Project PEACE. Roundtable Co-Chairs serve a four-year renewable term.

Leadership Roundtable Co-Chairs Selection

Nominations for Co-Chairs of Leadership Roundtable are received by the membership at large every four years or sooner if needed to fill a vacancy. The Co-Chairs are affirmed by consensus of the membership.

Leadership Roundtable Co-Chairs Roles & Responsibilities

The Roundtable Co-Chairs ensure that Project PEACE functions properly, that there is full participation, all relevant matters are discussed and that effective decisions are made and carried out. To this end, the Co-Chairs are expected to:

- Set the agenda for the quarterly Leadership Roundtable meetings;
- Lead the roundtable meetings;
- Appoint the Implementation Task Force Co-Chairs;
- Select a representative from the Arlington community to serve as the community representative on the Leadership Roundtable as needed;
- Serve as champions for the concerns for domestic and sexual violence victims in the community and at the executive levels of Arlington County government;
- Work in close collaboration and cooperation with the Project PEACE Coordinator;



Implementation Task Force

The Implementation Task Force (Task Force) manages the Project PEACE Blueprint as well as the policy directives of the Leadership Roundtable. Task Force members are critical to the success of Project PEACE. The collaborative thrives when its membership is diverse and each person assumes some responsibility for creating change. The Task Force Co-Chairs will engage the Roundtable in maintaining a balanced representation of Arlington reflecting public, nonprofit, civic and community groups and individuals within the Task Force.

Implementation Task Force Membership

Implementation Taskforce members shall include representatives from:

- Arlington County Police Department
- Arlington County Public Safety Communications and Emergency Management
- Arlington County Public Schools
- Arlington County Sheriff's Office
- Arlington Safe Havens Advisory Board
- Commonwealth's Attorney Office
- Department of Human Services
- Doorways for Women and Families
- INOVA Fairfax Hospital
- Just Neighbors
- Juvenile & Domestic Relations Court
- Legal Services of Northern Virginia
- Magistrate's Office

Implementation Task Force Membership Selection

Task Force members may be designated by Roundtable member organizations, or by the Task Force Co-Chairs. Members of the Task Force are affirmed by the Task Force membership at large.

Implementation Task Force Membership Roles & Responsibilities

Task Force members are expected to regularly participate in Task Force meetings to achieve the following tasks and goals:

- Research and propose solutions to the Leadership Roundtable to address current issues and changing conditions that impact Arlington County's ability to prevent domestic and sexual violence and to ensure victim safety and abuser accountability;
- Provide management, guidance, and support for Goal Group activities;
- Share information on resources or changes within respective agencies or systems;
- Take information back to respective organizations as needed;
- Serve and/or lead goal group committees as needed.

Implementation Task Force Chairs

The Task Force is led by two co-Chairs who serve three-year renewable terms.

Implementation Task Force Chair Selection

The Task Force Co-Chairs are appointed by the Leadership Roundtable. The Roundtable Co-Chairs are responsible to announce to the membership when there are vacancies in the Task Force Co-Chair positions and the deadline for receipt of nominations. Nominees for Task Force Co-Chair must include:



- (1) Senior Non-Profit Executive from an organization with a mission of serving victims of domestic and/or sexual violence
- (1) Senior management Arlington County staff person with no less than 3 years' experience in Arlington County, and working knowledge of Project PEACE as well as domestic and sexual violence issues and dynamics.

Implementation Task Force Chair Roles & Responsibilities

Task Force Co-Chairs are expected to convene no less than quarterly meetings on a schedule compatible with the goals and objectives of the Blueprint, as well as the schedule of the Leadership Roundtable. In addition, Task Force Co-Chairs are responsible to:

- Promote a coordinated community response within and across systems at an executive or senior management level;
- Oversee the implementation of the Blueprint;
- Maintain committee structure, membership and direction of their efforts;
- Prepare for and facilitate the Task Force meetings;
- Work with Roundtable Chair(s) to set the agendas for the Roundtable meetings;
- Work with the Roundtable Chair(s) to form ad hoc committees to meet specific needs and/or address issues;
- Work closely with the Project PEACE Coordinator.

Goal Group Committees

The Goal Groups of Project PEACE support the progress of a community-wide system of prevention and intervention services and activities to meet the needs of individuals and families impacted by domestic and sexual violence, dating violence, and stalking. Goal Group members educate the community, coordinate system responses, enhance the capacity of service and criminal justice response professionals, and engage in efforts to meet the ongoing needs of victims and survivors. Goal group committees execute the strategies presented in the Statements of Work included in the Blueprint as approved by the Leadership Roundtable, and as directed by the Implementation Task Force.

Goal Group Committee Membership

Membership in the Goal Group committees of Project PEACE are open to practitioners, human services professionals, criminal justice professionals, educators, health care providers, and the public at large.

Goal Group Committee Membership Selection

Members may be nominated by any current Project PEACE member or self-nominated. Members are affirmed by the Goal Group at large.



Goal Group Committee Membership Roles & Responsibilities

Members are expected to participate in monthly Goal Group committee meetings, and work outside of meetings to achieve the objectives of the Blueprint. In addition, goal group members are expected to:

- Attend and participate in no less than 75% of meetings;
- Represent the vantage point of their discipline, or profession, to the committee;
- Educate other committee members about the parameters of their department /organization;
- Share their expertise and training with the committee as needed;
- Take information and questions from meetings back to their agency;
- Work toward building consensus on the committee;
- Take responsibility for some of the tasks and work of the committee;
- Promote the safety of victims and accountability of offenders.

Goal Group Chairperson Selection

The Task Force Co-Chairs appoint the Goal Group Chair or Co-Chairs who may serve three-year, renewable terms.

Goal Group Chairperson Roles & Responsibilities

Chairs and co-chairs are expected to lead monthly goal group committee meetings to achieve the following tasks and goals.

- Implement the Blueprint for a specific Goal Group;
- Develop and maintain committee membership;
- Develop committee agendas and facilitate meetings;
- Engage committee members as active participants and opportunities to take part in actionable tasks ;
- Encourage open discussion that builds trust and respect among members;
- Facilitate communication with committee members and others between meetings as needed;
- Engage persons with specific expertise, interests or perspectives to attend committee meetings as needed;
- Attend Task Force meetings to coordinate efforts with other committees, report on achievements and request feedback from Task Force members as needed;
- Attend Roundtable meetings to present recommendations, report on achievements or obstacles, provide information and take directions and requests from the Roundtable back to Committees.

Project PEACE Coordinator

The Project PEACE Coordinator provides dedicated support and expertise across the breadth of the collaborative in order to facilitate execution of the Blueprint in a manner consistent with the mission and guiding principles of Project PEACE.



Coordinator Position

The coordinator is a full-time, permanent Arlington County employee dedicated to the work of Project PEACE.

Coordinator Roles & Responsibilities

The Project PEACE Coordinator supports the Leadership Roundtable, Task Force, and Goal Group Committees, to achieve the tasks and goals of the Blueprint and those outlined in this document.

- Assist members in creating a coordinated community response to achieve the vision, mission and strategic plan of Project PEACE.
- Monitor progress made in the implementation of the Blueprint. Identify and aid in the resolution of obstacles to achieving goals.
- Develop and disseminate an annual Project PEACE report.
- Gather and disseminate information on relevant research and innovative and evidence-based practices and policies.
- Facilitate communication between all entities.
- Promote collaboration among all members of Project PEACE.
- Identify and pursue needed resources.
- Support committees as needed to assist them in implementing the Blueprint.
- Act as Goal Group or Implementation Task Force Chair when the position is vacant or a chair is absent.
- Provide subject matter expertise for Arlington County staff and leadership on domestic and sexual violence, dating violence, and stalking.
- Serve as County staff to the Leadership Roundtable.
- Convene, or aid in convening, Ad Hoc committees.
- Represent Project PEACE in local, state and national meetings.
- Provide liaison support between Project PEACE and Arlington's Sexual Assault Response Team (SART).

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