



**PREVENTION
CONNECTION**
THE VIOLENCE AGAINST WOMEN
PREVENTION PARTNERSHIP

A Project of



Prevention Connection

Web Conference Transcription

Title: *The 'Why' and 'How' of Local Policy Change: Exploring Applications for Violence Against Women Prevention*

Host: David Lee, Prevention Connection Manager, CALCASA

Facilitators: Lisa Fujie-Parks & Rachel Davis of Prevention Institute

Date & Time: Friday, May 12, 2006 – 11:00am – 12:30pm

Guest Speakers: Donald Gault of Saint Paul – Ramsey County Department of Public Health

**** Article suggested for preparation:** The Initiative for Violence-Free Families and Communities in Ramsey County: Perspectives, Lessons and Products from the First Fifteen years of The Initiative
(PowerPoint - 6 slides per page)

Introduction by David Lee: THANK YOU VERY MUCH AND WELCOME, EVERYONE, TO PREVENTION CONNECTION'S WEB CONFERENCE TODAY. TODAY OUR TOPIC IS THE HOW AND WHY OF LOCAL POLICY CHANGE, EXPLORING APPLICATIONS FOR VIOLENCE AGAINST WOMEN PREVENTION. I'M REALLY PLEASED TO HAVE YOU HERE AND WE HAVE A LARGE GATHERING TODAY. THIS IS INFORMATION ON HOW TO BE ABLE TO REACH ME AT PREVENTION CONNECTION. THE PREVENTION CONNECTION IS A PROJECT OF THE CALIFORNIA COALITION AGAINST SEXUAL ASSAULT, AND WE ENCOURAGE YOU TO BE ABLE TO CONTACT ME IF YOU HAVE QUESTIONS. PREVENTION CONNECTION HAS A WIDE VARIETY OF EVENTS. WE WILL BE HAVING WEB DIALOGUES. WEB DIALOGUES ARE SMALLER WEB EVENTS THAT WE HAVE WHERE WE HAVE -- WHICH ARE RESTRICTED TO PEOPLE WHO HAVE PARTICIPATED ON PREVIOUS WEB CONFERENCES SUCH AS THIS TO HAVE A MORE IN-DEPTH CONVERSATION ABOUT TOPICS. OUR NEXT WEB CONFERENCE WILL BE A WEB DIALOGUE SCHEDULED TO BE HELD ON **FRIDAY, JUNE 23RD**. WE'LL BE SENDING INVITATIONS TO PEOPLE WHO HAVE PARTICIPATED IN PREVIOUS EVENTS. THAT WILL BE SENT ABOUT FOUR WEEKS PRIOR TO THE EVENT. AND THEN WE WILL BE HAVING OUR NEXT WEB CONFERENCE, WHICH IS A LARGE CONFERENCE LIKE THIS, **WEDNESDAY, JULY 19TH, 2006**, AND WE'LL BE TALKING ABOUT MEDIA ADVOCACY STRATEGIES TO ADDRESS ISSUES OF PREVENTION OF VIOLENCE AGAINST WOMEN AND INFORMATION WILL BE COMING OUT ABOUT FOUR WEEKS PRIOR TO THAT. I WANT IT ENCOURAGE EVERYONE TO SIGN UP FOR THE PREVENTION CONNECTION LIST SERVE. LOOK AT OUR WEB SITE WHERE YOU CAN REGISTER AT PREVENTCONNECT.ORG. THIS IS WHERE YOU CAN SIGN UP FOR THE WEB CONFERENCE DIALOGUES. AS YOU HEARD WE ARE RECORDING THIS SESSION. THIS SESSION WILL BE SAVED IN OUR ARCHIVES AS WELL AS ALL PREVIOUS SESSIONS, INCLUDING ALL MATERIALS, HANDOUTS AND SLIDES WHICH ARE LOCATED AT THE WEB SITE. WE'VE BEEN HAVING SOME TECHNICAL PROBLEMS ON THE RECORDINGS, BUT I'M HOPING TO CORRECT

THAT SOON. ALSO, TO SIGN UP FOR OUR PREVENT CONNECT LIST SERVE WHERE WE CONTINUE THE DISCUSSION ABOUT PREVENTION OF VIOLENCE AGAINST WOMEN. THE NEXT PIECE I WANT IT HIGHLIGHT IS CALLED OUR QUESTION AND ANSWER. THE FIRST QUESTION I'M GOING TO ASK PERTAINS TO YOUR FAMILIARITY WITH WEB CONFERENCES. ACTUALLY, I WILL GO AHEAD AND WRITE DOWN IF YOU HAVE ATTENDED A WEB CONFERENCE BEFORE. THE NEXT ITEM I WANT TO BE ABLE TO LOOK AT IS... DESCRIBE WHO YOU ARE. IF YOU COULD LIST IF YOU'RE A SEXUAL VIOLENCE PREVENTION ADVOCATE, IF YOU'RE INVOLVED WITH PUBLIC HEALTH AND RESEARCH, AND IF YOU'RE A PART OF LAW ENFORCEMENT PROBATION, ATTORNEYS, OR THE FINAL CATEGORY, OF COURSE, IS THE UBIQUITOUS OTHER. LET US KNOW WHO YOU ARE SO WE CAN UNDERSTAND WHO OUR AUDIENCE IS. GREAT. I'M GOING TO SHARE THE RESULTS OF WHO OUR AUDIENCE IS.

YOU CAN SEE THAT OUR AUDIENCE IS APPROXIMATELY A THIRD OF DOMESTIC VIOLENCE ADVOCATES, A THIRD SEXUAL ASSAULT PREVENTION ADVOCATES, AND APPROXIMATELY 20% OF PUBLIC HEALTH OR RESEARCH. SO WE'RE SEEING A RATHER DIVERSE GROUP OF PEOPLE. OUR COMMITTED NICHE IS DIRECTING VIOLENCE AGAINST WOMEN. THANK YOU FOR BEING ABLE TO GET INFORMATION AS WE LEARN MORE ABOUT WHO OUR AUDIENCE IS IN THE CAMPAIGN -- IN DOING THIS WORK. AND THE FINAL QUESTION I WANT TO ASK YOU IS TO UNDERSTAND HOW MANY OF YOU HAVE ATTENDED PREVENTION CONNECTION BEFORE. LET US KNOW YES OR NO IF YOU'VE ATTENDED PREVENTION CONNECTION CONFERENCES BEFORE. WE CAN SEE THAT THERE ARE 54% OF THE AUDIENCE IS HERE FOR THE FIRST TIME. THEY'VE COME TO A PREVENTION CONNECTION WEB CONFERENCE, AND 45% OF THE PEOPLE HAVE JOINED US BEFORE. WE WANT TO ENCOURAGE YOU TO BE PART OF THIS SERIES. THESE ARE DESIGNED TO BE ABLE TO BUILD UPON THE KNOWLEDGE THAT -- THE EXPERIENCE THAT WE'VE HAD BEFORE. SO I ENCOURAGE YOU TO LOOK AT MATERIALS FROM PREVIOUS SESSIONS AND JOIN US FOR FUTURE SESSIONS. THIS IS AN OPPORTUNITY TO BRING TOGETHER HUNDREDS OF PEOPLE. WE PROBABLY OVER ALL HAVE CLOSE TO 400 PARTICIPANTS TODAY. THE CHANCE TO HAVE THAT DISCUSSION WITH PEOPLE THROUGHOUT THE COUNTRY ABOUT HOW WE CAN ADDRESS PREVENTION AND VIOLENCE AGAINST WOMEN. WE WILL BE SHOWING POWER POINT SLIDES. THE SLIDES ARE AVAILABLE ON PREVENTCONNECT.ORG IF YOU WANT TO BE ABLE TO GET THAT INFORMATION.

WE ARE TALKING ABOUT VIOLENCE AGAINST WOMEN. OUR DEFINITION OF VIOLENCE AGAINST WOMEN IS INCLUSIVE OF DOMESTIC VIOLENCE OR PARTNER VIOLENCE, SEXUAL VIOLENCE INCLUDING CHILD SEXUAL ABUSE AND OTHER TYPES OF RAPE. WE ARE LOOKING AT VIOLENCE ACROSS THE LIFE-SPAN. THE GOAL OF WHAT WE'RE TRYING TO DO WITH PREVENTION CONNECTION IS PREVENT VIOLENCE AND BE ABLE TO MAKE CONNECTION IN OTHER FORMS OF VIOLENCE AND OTHER SOCIAL ISSUES, BE ABLE TO LEAD TO EFFECTIVE PREVENTION EFFORTS. SO WHETHER YOU ARE ADDRESSING THESE INTERESTS SPECIFICALLY OR OTHER RELATED ISSUES, WE BELIEVE THAT THE STRATEGIES DISCUSSED HERE WILL BE EFFECTIVE. I DO WANT TO HIGHLIGHT THAT PREVENTION CONNECTION IS PART OF A COLLABORATIVE OF NATIONAL RESOURCE CENTERS THAT HAVE BEEN FUNDED BY THE CENTERS FOR DISEASE CONTROL. AND WE ENCOURAGE YOU TO VISIT THESE SITES. THERE ARE EXCELLENT RESOURCES AVAILABLE FROM OUR COLLABORATIVE PARTNERS: THE NATIONAL SEXUAL VIOLENCE RESOURCE CENTER, NATIONAL YOUTH VIOLENCE PREVENTION RESOURCE CENTER, PREVENT, PREVENTING VIOLENCE THROUGH EDUCATION, NETWORKING AND TECHNICAL ASSISTANCE, PREVENTION CONNECTION, VAWNET, AND THE NATIONAL ONLINE RESOURCE CENTER ON VIOLENCE AGAINST WOMEN.

PREVENTION CONNECTION IS SPONSORED BY THE UNITED STATES CENTERS FOR DISEASE CONTROL AND PREVENTION. THE VIEWS AND INFORMATION PROVIDED IN THE LISTSERV AND WEB CONFERENCES DO NOT NECESSARILY REPRESENT THE OFFICIAL VIEWS OF THE U.S. GOVERNMENT, CDC, OR CALCASA. WE ARE GOING TO HAVE LISA FUJIE PARKS AND RACHEL DAVIS OF THE PREVENTION INSTITUTE WILL BE DOING THIS.

Rachel Davis: MY NAME IS RACHEL DAVIS AND WELCOME TO THE WHY AND HOW OF LOCAL POLICY CHANGE. WE'RE GOING TO BE TALKING ABOUT THOSE TWO ELEMENTS TODAY AND

REALLY TO LAY A FOUNDATION FOR YOU AND FOR US TO GATHER AND YOU TO GO ON AND EXPLORE APPLICATIONS FOR PREVENTING VIOLENCE AGAINST WOMEN.

Lisa Fujie Parks: I'M LISA FUJIE PARKS AND I'M VERY EXCITED TO BE HERE TODAY. ON THE NEXT SLIDE, SLIDE 10, YOU'LL SEE THE OBJECTIVES THAT WE'VE LAID OUT TODAY. WE WANT THIS TO BE AN INTERACTIVE FORUM AND WE'VE DESIGNED MANY OPPORTUNITIES FOR YOU TO PARTICIPATE. IT IS EXPLORATORY SO WE'RE REALLY COUNTING ON DRAWING FROM YOUR EXPERIENCE AND INSIGHTS AND THOUGHTS ABOUT THIS TOPIC OF LOCAL POLICY CHANGE. OUR OBJECTIVES ARE TO UNDERSTAND THE POWER OF LOCAL POLICY IN SHAPING THE COMMUNITY ENVIRONMENT IN WHICH VIOLENCE AGAINST WOMEN OCCURS. TO UNDERSTAND THE BASIC STEPS TO CHANGING LOCAL POLICY, EXPLORE THE OPPORTUNITIES AND BARRIERS FOR LOCAL POLICY CHANGE, AND AS ALWAYS, TO EXPERIMENT WITH THE USE OF TECHNOLOGY TO SUPPORT OUR LEARNING. WE ARE GOING TO START BY GIVING SOME CONTEXT AND REMIND US OF THE ROLE OF OUR ENVIRONMENT IN SHAPING BEHAVIOR. AND WE'LL TALK ABOUT WHY LOCAL POLICY IS IMPORTANT FOR PROMOTING HEALTH AND SAFETY AND PREVENTING VIOLENCE AGAINST WOMEN. WE ARE HONORED TO HAVE A GUEST TODAY, DONALD GAULT FROM THE RAMSEY COUNTY DEPARTMENT OF PUBLIC HEALTH IN MINNESOTA WHO IS GOING TO SHARE HIS EXPERIENCE AND INSIGHTS ON THE POLICY INSURETIVE THERE THAT HE'S BEEN WORKING ON. AND WE WILL GO THROUGH THE BASIC HOW OF LOCAL POLICY CHANGE. AS I MENTIONED, WE'LL HAVE INTERACTION THROUGHOUT THE FORUM WHICH IS ALWAYS FUN AND RESERVE TIME AT THE END FOR SOME GENERAL DISCUSSION.

SINCE WE'RE GOING TO BE TALKING ABOUT POLICY TODAY, WE REALLY WANT TO FIND OUT IF ANY OF YOU EVER WORKED ON ANY KIND OF POLICY CHANGE. IT LOOKS LIKE ABOUT 108 OUT OF 105 OF YOU -- OUT OF 145 WHO RESPONDED, HAVE WORKED ON POLICY CHANGE BEFORE, AND ABOUT 40, ALMOST 40 OF YOU HAVEN'T. SO WE HAVE A PRETTY EXPERIENCED AUDIENCE OUT THERE RIGHT NOW. AND WE'RE CURIOUS, OF THOSE OF YOU WHO ANSWERED YES, HAVE YOU PRIMARILY FOCUSED ON LOCAL, STATE OR NATIONAL POLICY, OR AT MULTIPLE LEVELS OR MORE THAN ONE LEVEL? A QUARTER OF THE PEOPLE WHO RESPONDED HAVE WORKED AT A LOCAL LEVEL. 20% OF YOU HAVE WORKED AT THE STATE LEVEL AND VERY, VERY FEW AT THE NATIONAL LEVEL. AND I THINK WHAT SURPRISES ME ABOUT THAT IS JUST THE NOTION OF THE VIOLENCE AGAINST WOMEN ACT, ABOUT THE NATIONAL POLICY. BUT OVER HALF OF YOU HAVE WORKED AT POLICY ON MORE THAN ONE LEVEL, AND MAYBE WE'RE ALSO SEEING A NUMBER OF PEOPLE WHO WORKED ON VIOLENCE AGAINST WOMEN ACT COMING UP IN THAT FOURTH CATEGORY.

WHICH IS, OF THOSE OF YOU WHO HAVE WORKED ON POLICY CHANGE, WAS IT FOCUSED ON PREVENTING VIOLENCE AGAINST WOMEN? WE'VE GOT ABOUT 44% OF YOU SAYING YES YOU'VE WORKED ON POLICY CHANGE RELATED TO PREVENTING VIOLENCE AGAINST WOMEN. 16% NO, THE OTHER POLICY WORK YOU'VE DONE IS FOCUSED ON OTHER THINGS. AND ALMOST 40% OF YOU, THE PART OF THE POLICY WORK YOU'VE DONE, HAVE BEEN RELATED TO PREVENTING VIOLENCE AGAINST WOMEN. SO I THINK THAT JUST GIVES US A SENSE OF WHO IS OUT THERE RIGHT NOW AND GIVES YOU ALL A SENSE OF WHO IS OUT THERE. AND WHAT KIND OF WISDOM WE HAVE OUT THERE RIGHT NOW. JUST QUICKLY REMIND US AGAIN AND GIVE CONTEXT TO THE FORUM, LET'S TALK ABOUT THE ROLE OF THE ENVIRONMENT ON SLIDE 12. IF YOU HAVEN'T SEEN THE MATERIAL, PLEASE VISIT ONE OF THE ARCHIVES ON PREVENTION CONNECTION.

IT IS ON THE ENVIRONMENT, BUT MOST PREVENTION EFFORTS FOCUS ON CHANGING THE BEHAVIOR OF INDIVIDUALS. WHAT WE KNOW IS THAT THE BEHAVIOR OF INDIVIDUALS IS SHAPED BY THE ENVIRONMENT IN WHICH THEY BEHAVE. SO IF OUR ENVIRONMENT FOR EXAMPLE IS SATURATED WITH MEDIA AND LINKING MALE SEXUALITY WITH ALCOHOL USE OFTEN TIMES THE RISK, DOMINATING WOMEN, WHAT CLUES DO MALES IN PARTICULAR RECEIVE, THEN, ABOUT HOW TO TREAT WOMEN? WHAT IS CONSIDERED NORMAL AND EXPECTED? AND THEN ON THE NEXT SLIDE, SLIDE 13, THIS IS ONE WAY TO THINK ABOUT HOW THE ENVIRONMENT AFFECTS BEHAVIOR, DEPICTED IN THIS TRAJECTORY. ROOT FACTORS SUCH AS RACISM, SEXISM, ET CETERA, AND OTHER FORMS OF OPPRESSION, PLAY OUT AT THE COMMUNITY LEVEL AND THEY'RE REFLECTED IN THINGS IN OUR ENVIRONMENT.

FOR EXAMPLE, THE MEDIA IMAGES WE SEE ON THE BILLBOARDS AND THE PRODUCTS THAT ARE SOLD. WHEN INDIVIDUALS IN OUR ENVIRONMENT OBJECTIFY WOMEN, WE CAN EXPECT VIOLENT BEHAVIOR AND VIOLENCE AGAINST WOMEN. NORMS ARE A WAY OF INFLUENCING ENVIRONMENTS. THEY SANCTION AND SHAPE BEHAVIOR. AND FOR THE MOST PART WE TAKE THEM FOR GRANTED. WE HAVE FIVE NORMS WE WANT TO SHARE WITH YOU THAT SEEM TO SHAPE, INFLUENCE VIOLENCE AGAINST WOMEN.

ON SLIDE 15, NORMS ABOUT THE GENERAL ACCEPTABILITY OF VIOLENCE. ON THE NEXT SLIDE, NORMS ABOUT MASCULINITY LINKED TO DOMINATION AND RISK TAKING. NORMS ABOUT WOMEN, THE OBJECTIFICATION, CLAIMING AND MAINTAINING POWER, MANIFESTED AS POWER OVER OTHERS. AND FINALLY, NORMS THAT REPRESENTED AS MONKEYS ABOUT PRIVACY, SILENCE, AND THAT VIOLENCE AGAINST WOMEN IS NOT MY CONCERN.

I THINK THE QUOTE ON THE NEXT SLIDE, SLIDE 20, SUMS IT UP REALLY WELL. THAT ALL OF THESE NORMS AND OTHER CONTRIBUTORS IN THE ENVIRONMENT ARE POWERFUL. AND GIVEN THIS, THE INSTITUTE OF MEDICINE SAYS THAT IT IS UNREASONABLE FOR US TO EXPECT THAT PEOPLE WILL CHANGE THEIR BEHAVIOR EASILY WHEN SO MANY FORCES IN THE SOCIAL, CULTURAL AND PHYSICAL ENVIRONMENT CONSPIRE AGAINST SUCH CHANGE. THE SPECTRUM IS A TOOL WHICH PUTS ENVIRONMENTAL STRATEGIES IN CONTEXT. THAT IS TO SAY, BEYOND INDIVIDUAL SKILL BUILDING AND EDUCATION. IT'S NO MISTAKE THAT IN THIS DIAGRAM, YOU CAN SEE SORT OF THE BIGGER LEVELS OF THE SPECTRUM ARE WHICH ARE AT THE TOP. THAT IN CHANGING ORGANIZATIONAL PRACTICES AND INFLUENCING POLICY AND LEGISLATION BECAUSE THAT IS REALLY HOW WE CAN START TO CHANGE THE ENVIRONMENT AND CHANGE NORMS.

AND TODAY WE'RE REALLY FOCUSING ON THAT TOP LEVEL OF INFLUENCING POLICY AND LEGISLATION. POLICY AFFECTS THE COMMUNITY'S PHYSICAL, SOCIAL AND ECONOMIC ENVIRONMENT AS WELL AS EVERYONE IN THE COMMUNITY IN SOME WAY. IT HAS TO DO WITH THE KINDS OF SERVICES THAT ARE AVAILABLE, THE KINDS OF DEVELOPMENT THAT WILL OCCUR. REALLY, IT DETERMINES WHAT IS ALLOWED, WHAT IS ENCOURAGED, WHAT IS DISCOURAGED AND WHAT IS PROHIBITED. SO THAT REALLY BRINGS US -- THAT IS KIND OF A BROAD NUTSHELL, LISA, OF WHY LOCAL POLICY. BUT WE WANT TO GET INTO SOME OF THE MORE NUTS AND BOLTS OF WHY LOCAL POLICY. LET ME FIRST DEFINE WHAT WE MEAN BY POLICY. POLICY ARE THE RULES THAT GUIDE THE ACTIVITIES OF GOVERNMENT OR QUASI-GOVERNMENTAL ORGANIZATIONS, AND THAT PROVIDE AUTHORITY FOR THE ALLOCATION OF RESOURCES. AND I THINK THAT'S WHAT DISTINGUISHES IT FROM ORGANIZATIONAL PRACTICES, IT'S THE RULES.

LET'S MOVE ON TO SLIDE 25.

OF COURSE, POLICY WORK IN VIOLENCE AGAINST WOMEN HAS BEEN REALLY CRITICAL. AND WHEN MOST PEOPLE WHO HAVE ENGAGED IN THIS WORK, THEY THINK OF FEDERAL POLICY AND THE VIOLENCE AGAINST WOMEN ACT, WHICH HAS OBVIOUSLY HAD A GREAT IMPACT. THE IMPACT IS NATIONAL AND COMING DOWN TO STATE AND LOCAL LEVELS. ONE KEY FACT AS WE SEE ON THE NEXT SLIDE, 28, IS THAT USEFUL POLICY IS OFTEN DEVELOPED LOCALLY. SUCCESSFUL POLICY CHANGE IN ISSUES LIKE TOBACCO CONTROL AND TRAFFIC SAFETY OFTEN BEGAN WITH INNOVATIVE LOCAL POLICY CHANGE.

AND ON SLIDE 27 WE HAVE AN EXAMPLE OF THAT.

CHICAGO CITY COUNCIL'S BAN ON SMOKING IN VIRTUALLY EVERY PUBLIC PLACE. AND, OF COURSE, IN CALIFORNIA WHERE WE'VE HAD SMOKING IN PUBLIC PLACES, WE'VE HAD BANS EVEN LONGER. WE'VE REALLY SEEN THAT TRANSLATE INTO A SHIFT OF NORMS HERE AND NOW A DECREASE IN TOBACCO USE HERE. AND CERTAINLY IN VIOLENCE AGAINST WOMEN AT THE STATE AND LOCAL LEVEL, A LOT OF POLICY CHANGE IS FOCUSED ON IMPROVING SYSTEMS IN RESPONSE, REALLY AFTER THE FACT, AFTER VIOLENCE HAS OCCURRED, AND CREATING FUNDING STREAMS FOR SERVICES. NOT AS MUCH POLICY CHANGES OCCURRED AT THE LOCAL

LEVEL, BUT THERE ARE SOME EXAMPLES. AND WE WANT IT HEAR FROM YOU NOW OF SOME EXAMPLES YOU'RE AWARE OF, OR MAYBE YOU WORKED ON THAT ARE LOCAL PREVENTION EXAMPLES. AND THANKS TO DAVID FOR WRITING THE QUESTION OUT THERE FOR US. SO, WE'RE GOING TO JUST STOP TALKING FOR A MINUTE TO GIVE YOU A CHANCE TO THINK OF LOCAL PREVENTION POLICIES OF VIOLENCE AGAINST WOMEN. I SEE THE DOMESTIC VIOLENCE FREE ZONE OF MASSACHUSETTS. IT'S ONE WE'RE FAMILIAR WITH AND FREQUENTLY HIGHLIGHTS. REQUIRING POLICE TO REPORT THE PRESENCE OF CHILDREN AT DOMESTIC VIOLENCE INCIDENCES IN SAN FRANCISCO, CALIFORNIA. SO I IMAGINE THERE IS A LINK, THEN, TO GET THE CHILDREN SERVICES, GIVEN THAT CHILDREN WHO ARE WITNESSES TO DOMESTIC VIOLENCE ARE AT A LIKELIHOOD OF FUTURE PERPETRATETION OF VIOLENT BEHAVIOR. I SEE D.C. HIGH SCHOOL, MAYBE THE SCHOOL POLICY RELATED TO ENGAGING YOUNG MEN IN VIOLENCE PREVENTION? THIS IS A GREAT LIST, AND I THINK IT'S SOMETHING WE WANT TO COME BACK TO. AS WE START TALKING ABOUT WHY LOCAL POLICY IS IMPORTANT, WE WANTED TO GET SOME CONCRETE EXAMPLES OUT THERE FOR YOU TO KEEP IN MIND. BUT, OF COURSE, OFTEN AFTER -- IT IS REQUIRED BECAUSE VIOLENCE OCCURS. I'M ALSO SEEING A LOT OF STUFF RELATED TO SCHOOLS. AND, OF COURSE, THAT'S REALLY ONE CONCRETE PLACE TO THINK ABOUT POLICY CHANGE. SO LISA, YOU HAD A QUESTION YOU WANTED TO ASK PEOPLE. YES, FOLKS WHO HAVE RAISED DIFFERENT POLICY EXAMPLES, WE'D LOVE TO HEAR MORE FROM YOU THROUGHOUT THE FORUM. WE'VE TALKED ABOUT THE ROLE OF THE ENVIRONMENT AND THE ROLE OF POLICY. SO LET'S DO A BRAINSTORM TO CAPTURE OUR THOUGHTS ON THE IMPORTANCE OF LOCAL POLICY FOR VIOLENCE AGAINST WOMEN PREVENTION. PLEASE LET US KNOW, WHY IS LOCAL POLICY CRITICAL IN ENDING VIOLENCE AGAINST WOMEN? WHY IS IT AN IMPORTANT AND UNIQUE OPPORTUNITY FOR ENDING VIOLENCE AGAINST WOMEN?

KEEPING EVERYBODY ON THE SAME PAGE, INCORPORATE ALL SYSTEMS TOGETHER.

ALL POLITICS IS LOCAL.

PEOPLE ARE TALKING ABOUT ACCOUNTABILITY.

CLEAR MESSAGES.

UNDERSTANDING OF LOCAL NEEDS.

LOOKING AT RAISING AWARENESS ABOUT THE PROBLEM.

WITHOUT POLICY CHANGE, WE WON'T CHANGE NORMS.

BUT LET'S JUST SHARE THESE WITH YOU QUICKLY. AND I THINK THEY REFLECT A LOT OF YOUR INPUT ALREADY. SO, MOVING ON TO SLIDE 28, LOCAL POLITICIANS ARE MORE RESPONSIVE. AND, OF COURSE, LOBBYISTS HAVE LESS INFLUENCE AT THE LOCAL LEVEL. WE DID A LITTLE ANALYSIS HERE AT PREVENTION INSTITUTE OF WHERE THE BIGGEST CITIES ARE AND HOW DOES THAT LINE UP WITH STATE CAPITALS. FOR THE MOST PART WE FOUND OUT THAT AT THE BIGGEST CITIES ARE NOT JUST STATE CAPITALS. THE LOBBYISTS THAT FOCUS THERE ARE NOT LIVING IN YOUR COMMUNITIES. YOUR POLITICIANS ARE GOING TO BE MORE RESPONSIVE TO YOU ON A LOCAL LEVEL. THE SECOND REASON IS SIMPLY PEOPLE POWER. AT THE LOCAL LEVEL YOU CAN MOBILIZE PEOPLE WHO CARE ABOUT THESE ISSUES AND COME TOGETHER IN A VERY PERSONAL WAY TO ADDRESS ISSUES THAT AFFECT THEM. AND, OF COURSE, IT'S MUCH CHEAPER TO DO THIS AT A LOCAL LEVEL THAN IT WOULD AT A STATEWIDE OR NATIONAL LEVEL. OUR FOURTH REASON IS IT CAN BE TAYLORED TO COMMUNITY NEEDS. YOU HAVE URBAN AREAS, RURAL AREAS; YOU HAVE AREAS WHERE YOUR POLICY WOULD NOT GET THE SUPPORT IT NEEDS. AND PROBABLY AREAS WHERE OUR POLICY IDEAS WOULD GET THE SUPPORT THAT IT NEEDS. SO LOCAL POLICY REALLY ALLOWS YOU TO CREATE POLICY CHANGE THAT MATCHES YOUR COMMUNITY. AND THE NOTION OF RAISING COMMUNITY AWARENESS ALSO CAME UP IN PEOPLE'S TEXT CHAT. CERTAINLY WHEN A POLICY IS DEBATED IN A PUBLIC ARENA, THERE'S MORE MEDIA COVERAGE, YOU SEE THAT IN THE NEWSPAPERS, THESE ARTICLES TEND TO COVER THE ISSUES THAT PEOPLE ARE TALKING ABOUT IT. THIS CAN CREATE MORE

AWARENESS OF THE ISSUE AS WELL AS MOMENTUM ON THE TOPIC. THE NEXT REASON, NOT BURDENED WITH BUREAUCRACY. SOME PEOPLE MIGHT NOT NECESSARILY AGREE WITH THIS, BUT IF YOU THINK ABOUT IT, WE'RE TALKING ABOUT LEVELS AND DEGREES OF BUREAUCRACY. IF YOU COMPARE STATE OR FEDERAL BUREAUCRACY TO LOCAL BUREAUCRACY, IT MIGHT BE, YOU KNOW, LESS OF A BURDEN. FOR EXAMPLE, IN CONVERSATION WITH THE LOS ANGELES COMMISSION ON ASSAULT AGAINST WOMEN, THEY REALLY RECOGNIZE THAT WHILE THEY WANTED TO PUSH FOR DISTRICT WIDE AND STATEWIDE POLICY CHANGE WITHIN THE SCHOOL SYSTEM. THEY ALSO REALIZED THAT IT WOULD BE EFFECTIVE IN SOME WAYS MORE ACHIEVABLE GIVEN THE POLITICAL CLIMATE TO IMPLEMENT PROGRAMS AND TRY TO GET POLICIES. AND, OF COURSE, LOCAL POLICY CHANGE CAN BE A LABORATORY FOR BROADER POLICY CHANGE. A KIND OF LOCAL, PROVIDE VALUABLE CLUES AND APPROPRIATE MODELS FOR WHAT MIGHT BE EFFECTIVE IN OTHER PLACES. AND RELATED TO THAT, LOCAL POLICY CAN ACT AS AN EMPHASIS AND SPREAD FROM COMMUNITY TO COMMUNITY, OFTENTIMES DOUBLING UP, SO TO SPEAK, AND LEADING TO STATEWIDE AND NATIONAL CHANGE. WE'VE SEEN THAT IN SO MANY ISSUES FROM TOBACCO, TRAFFIC SAFETY, AND AIR QUALITY AND SO ON. NUMBER 9, LOCAL POLICY IS MORE EASILY MONITORED.

I'VE BEEN WORKING HERE IN ALAMEDA COUNTY WHERE PREVENTION INSTITUTE IS BASED IN DEVELOPING THE COUNTY WIDE VIOLENCE PREVENTION BLUEPRINT. THAT WAS PASSED BY THE BOARD OF SUPERVISORS, SO IT HAS BECOME COUNTY POLICY. AND NOW THE PUBLIC SAFETY COMMITTEE OF THE BOARD IS CALLING IN AGENCY DIRECTORS TO ASK THEM WHAT THEY ARE DOING TO IMPLEMENT THE BLUEPRINT. AND THEY'RE REALLY HOLDING THEM ACCOUNTABLE AND MONITORING THE STEPS BEING TAKEN. THAT IS MUCH HARDER TO DO AT A BIGGER LEVEL. FINALLY, THE LAST REASON IS IT'S EASIER TO EVALUATE. EVALUATING PREVENTION IS CHALLENGING, BUT IT CAN BE EASIER TO DEMONSTRATE SUCCESS AND CHANGE AT THE LOCAL LEVEL. YOU KNOW, HAVE SALES OF CERTAIN PRODUCTS GONE DOWN? HAVE MORE RESOURCES BEEN DEVOTED TO VIOLENCE AGAINST WOMEN PREVENTION? HAVE MORE PROFESSIONALS BEEN TRAINED? HAVE CERTAIN MARKERS GONE UP OR DOWN AS WE ARE MOVING TO PREVENT VIOLENCE AGAINST WOMEN? THESE CAN BE EASIER TO MEASURE AT THE LOCAL LEVEL. I THINK THIS QUOTE SUMS IT UP NICELY. IT IS IMPORTANT TO RECOGNIZE THAT POLICY MAKING AT THE LOCAL LEVEL IS OFTEN UNDER VALUED AND MISUNDERSTOOD. YET IT IS THE CENTRAL ROLE OF THE CITY, TOWN AND COUNTY LEGISLATIVE BODIES. POLICY MAKING IS WHAT LOCAL ENTITIES DO. AND WE NEED TO BE AWARE OF THAT AND ENGAGE WITH IT. I THINK THAT SORT OF SUMS UP A LOT OF REASONS WHY LOCAL POLICY IS IMPORTANT. BUT, OF COURSE, WHEN WE DID THAT POLL, NOT EVERYBODY IS DOING IT. SO I THINK WHAT THAT BRINGS UP IS THAT THERE'S ANOTHER SIDE OF THE STORY. NOW WHAT WE WANT TO GET INTO NOW IS WHAT THE BARRIERS TO DOING LOCAL POLICY WORK ARE. WE WANT TO OPEN UP THE TEXT CHAT AGAIN AND HEAR FROM YOU ABOUT THE BARRIERS TO THIS WORK.

A LOT OF THINGS RELATED TO LACK OF TIME AND LACK OF MONEY.

THE GOOD OLD BOYS THAT CAN BE QUITE A BARRIER.

LACK OF SUPPORT.

AGAIN, LACK OF TIME AND MONEY COMING UP.

PEOPLE NOT ABLE TO GET FUNDING.

APATHY – THAT CAN BE A HARD ONE.

AND I THINK THESE ARE ALL JUST SO IMPORTANT AND REALLY GOOD. THEY REALLY CAN GET IN THE WAY OF DOING SOME OF THE WORK. AND AT THE SAME TIME I THINK SOME OF THE POLICY WORK CAN START TO HELP TO ADDRESS SOME OF THESE. SO IT'S KIND OF LIKE A CATCH 22 IN A WAY. WHERE THERE IS NOT ENOUGH FUNDING BECAUSE THEY HAVEN'T DONE THE POLICY WORK FUNDING, OR THERE IS NOT ENOUGH AWARENESS AND WE KNOW THAT THE POLICY WORK COULD BE AWARENESS. AND I THINK THAT THEY'RE THINGS WE ALL NEED TO BE

AWARE OF AND NEED TO GET BETTER AT. AND ONE THING I THINK IS HELPFUL IS LEARNING FROM OTHERS WHO HAVE DONE IT. AND REALLY HEARING SUCCESS STORIES. LET'S HEAR FROM SOMEONE WORKING ON A LOCAL POLICY INITIATIVE ABOUT 16 YEARS NOW OR MAYBE EXAGGERATING -- NO, ABOUT 16 YEARS. SO I WANT TO INTRODUCE DON GAULT. HE'S THE MANAGER OF THE HEALTHY COMMUNITY SECTION WITHIN THE ST. PAUL RAMSEY COUNTY DEPARTMENT OF PUBLIC HEALTH.

DONALD GAULT: THANKS VERY MUCH, LISA. SO THE INITIATIVE HERE IS DESCRIBED ON SLIDE 33. LISA FUJIE CAN YOU JUST TELL US, DESCRIBE TO US WHAT WAS THE POLICY THAT WAS ENACTED 16 YEARS AGO? IN 1990 OUR COUNTY BOARD HERE IN RAMSEY COUNTY CREATED A POLICY THAT SAID THAT THEY WANTED TO SEE OUR COUNTY FOCUS ON PRIMARY PREVENTION OF FAMILY VIOLENCE. WE WERE LOOKING BOTH AT CHILD ABUSE AS WELL AS DOMESTIC VIOLENCE AND CONTINUE TO. AND THEY WANTED TO SEE US DO THAT REALLY THROUGH A COMMUNITY-WIDE PARTNERSHIP THAT WOULD ENGAGE PEOPLE ACROSS OUR COMMUNITY IN BOTH CREATING AND IMPLEMENTING AND SUB STATECTIONVING SUSTAINED PREVENTION WORK IN OUR COMMUNITY. THEY DID NOT WANT TO SEE US PUT UP A COUPLE OF BILLBOARDS. THEY REALLY WANTED TO SEE LONG-TERM COMMUNITY CHANGE. AND SO THE SLIDE THAT YOU SEE UP RIGHT NOW REALLY REPRESENTS A KIND OF OUR ORGANIZATIONAL CHART. ORGANIZING PEOPLE AND ACTION TEAMS AROUND BOTH PARTS OF THE COMMUNITY SUCH AS FAITH COMMUNITIES, WORKPLACES, MEDIA, AND ALSO LOOKING AT SPECIFIC TOPIC AREAS LIKE GUN VIOLENCE PREVENTION, CHILD ABUSE PREVENTION, TALKING AND WORKING WITH MEN, ET CETERA. SO THIS IS AN INITIATIVE THAT WAS FUNDED THROUGH YOUR GENERAL BUDGET?

LISA FUJIE-PARKS: YES, WE ALLOCATED AT THE TIME ACTUALLY A NEW POSITION WAS CREATED IN OUR COUNTY MANAGER'S OFFICE IN 1990. AND THEN IN ADDITION, MY POSITION IN THE PUBLIC HEALTH DEPARTMENT WAS ALLOCATED TO WORK ON THE INITIATIVE. SO WE HAVE ALWAYS DONE THIS. ON THE LOCAL POLICY, WE HAVE DONE THIS THROUGH TAX FUNDING MONEY INSTEAD OF FINDING GRANTS TO FUND POSITIONS. IT'S ALWAYS BEEN INTERNALLY FUNDED SO IT'S MORE STABLE. THAT'S REALLY IMPORTANT AND SOUNDS LIKE AN INTERESTING ASPECT OF THE POLICY. IN THE NEXT ITEM WE SUMMARIZE SOME OF THE BACKGROUND AND HISTORY OF THE INITIATIVE. WE WANTED TO HAVE THAT CAPTURED FOR THE PARTICIPANTS TO BE ABLE TO REFERENCE LATER. BUT I'D JUST LOVE TO HEAR FROM YOUR PERSONAL EXPERIENCE. CAN YOU TELL US, HOW WAS THIS POLICY CHANGE WAS BROUGHT ABOUT?

WELL, YOU KNOW, IT'S INTERESTING ABOUT HOW YOU TALK ABOUT SO OFTEN LOCAL POLICY IS FOCUSING ON INTERVENTION SERVICES AND FAMILY VIOLENCE. ACTUALLY WHERE THIS STARTED, IN THE 1980s, WE IN RAMSEY COUNTY HAD FOR ABOUT FIVE OR SIX YEARS HAD PEOPLE MEETING IN WHAT WE CALLED ABUSE COUNCILS. THESE WERE PEOPLE WHO WORKED IN COUNTY WIDE INTERVENTION SERVICE SYSTEMS AROUND FAMILY VIOLENCE. AND THEY DID A LOT OF WORK IN THE AREA OF INTERVENTION IMPROVEMENT. AND THE TWO MAIN THINGS, FIRST OF ALL REALLY CONNECTING THE DOTS BETWEEN SERVICES AND PROGRAMS THAT DIDN'T OFTEN NECESSARILY EVEN KNOW EACH OTHER LET ALONE WORK TOGETHER VERY WELL.. WE DID A LOT OF IMPROVEMENT IN THAT AREA. THE SECOND THING THAT WE DID THAT WAS VERY IMPORTANT WAS WE CREATED A COUNTY- WIDE FAMILY VIOLENCE BUDGET. WHICH REALLY KIND OF PUT ON THE TABLE FOR THE FIRST TIME, THE TOTAL COST, FINANCIALLY TO OUR COUNTY. OF ALL OF THE DIFFERENT SERVICES THAT ARE PROVIDED ACROSS SCORES OF DIFFERENT OFFICES THROUGHOUT THE COUNTY. SO WE WERE ABLE TO REALLY SEE THE IMPACTS. AND WHAT HAPPENED AND REALLY LED TO THE POLICY CHANGE TOWARDS PREVENTION WAS THAT RIGHT ABOUT THE TIME THAT WE HAD DONE THAT IMPROVEMENT WORK TOWARD THE END OF THE '80s. WE HAD IMPROVED OUR SERVICES AND WERE FEELING PRETTY GOOD ABOUT THAT. AND DOING A BETTER JOB OF CONNECTING WITH COMMUNITY-BASED AGENCY ALSO PROVIDING INTERVENTION SERVICES, WE HAD A TRAGEDY IN OUR COMMUNITY.

A FIVE-YEAR OLD BOY WHOSE FAMILIAR WITH BEING INTERVENED BY EVERYBODY IN OUR SYSTEMS AND IN THE COMMUNITY, EVERYBODY DID THEIR JOBS EXACTLY RIGHT. THERE WERE NO MISTAKES OR ERRORS MADE. AND UNDER OUR WATCH, SO TO SPEAK, ON THAT LITTLE BOY,

THIS FIVE-YEAR OLD BOY WAS KILLED IN HIS HOME BY HIS MOTHER'S BOYFRIEND. THE WORK WE DID TO IMPROVE OUR INTERVENTION SYSTEM, IN ADDITION TO ALWAYS DOING INTERVENTION WORK, WE REALLY HAD TO TRY TO SORT OUT WHAT THIS PRIMARY PREVENTION THING THAT COULD WE PREVENT VIOLENCE FROM OCCURRING BEFORE IT HAPPENED IN THE FIRST PLACE. AND IT REALLY LED TO A VERY DEEP COMMITMENT FOR DOING THAT.

LISA FUJIE-PARKS: THANK YOU FOR GIVING US THAT BACKGROUND AND CONTEXT AND SHARING THAT PERSPECTIVE WITH US. SO, OBVIOUSLY THERE WAS A LOT GOING ON THAT REALLY SET THE STAGE FOR THIS KIND OF CHANGE TO COME ABOUT. BUT I UNDERSTAND THAT, YOU KNOW, THERE WERE ALSO BARRIERS AND CHALLENGES TO GETTING TO THE PLACE WHERE THE POLICY WAS PASSED. CAN YOU TALK ABOUT THAT? AND MAYBE IF YOU CAN, YOU KNOW, THERE'S ANY SIMILARITIES WITH THE VARIOUS PARTICIPANTS THAT CHATTED IN, TOO?

WE FACED ALL OF AND CONTINUE TO FACE THE SAME CHALLENGES. THESE DAYS, MONEY ISN'T EXACTLY FLOWING INTO THE LOCAL GOVERNMENT, LET ALONE ANYWHERE ELSE. SO IT WAS ALWAYS A CHALLENGE TO TRY TO FIGURE OUT HOW WE COULD ALLOCATE RESOURCES TO DOING THIS. I WOULD SAY ANOTHER CHALLENGE EARLY ON, AND YOU ALLUDED TO IT WHEN YOU TALKED ABOUT EVALUATIONS WAS HOW DO WE DEMONSTRATE THAT WE'RE ACTUALLY GETTING SOMETHING DONE. AND THE REALITY AND THE KIND OF WORK THAT WE'RE DOING IS THAT THIS IS NOT SOMETHING THAT IS GOING TO CHANGE OVERNIGHT. AND THERE IS ALWAYS A BALANCE BETWEEN NOT WANTING TO SEEM EVASIVE ABOUT IT. BUT AT THE SAME TIME LETTING PEOPLE KNOW WE ARE NOT GOING TO BE ABLE TO SHOW A CHANGE IN THE INCIDENCE OF FAMILY VIOLENCE IN OUR COMMUNITY. AS A RESULT OF GETTING PEOPLE TOGETHER AND HAVING MEETINGS FOR THE FIRST YEAR WHICH IS BASICALLY WHAT WE DID FOR THE FIRST YEAR. WE JUST SPENT THE TIME IN THE PROCESS SIDE OF IT TO GET PEOPLE TOGETHER.

SO THERE WERE SOME INTERNAL CHALLENGES LIKE THAT.

I THINK THERE WAS ALSO A LOT OF VERY STRONG CHALLENGES. BECAUSE OUR MODEL AGAIN IS TO BRING PEOPLE TOGETHER FROM ACROSS THE COMMUNITY AND ALLOW THEM TO COME IN, BRING THEIR ENERGY, THEIR WISDOM, AND THEIR RESOURCES AND CREATE TOOLS THAT WE WILL EMBED THROUGHOUT OUR COMMUNITY. THERE WERE A LOT OF CHALLENGES TO THAT THAT WE CAN TALK ABOUT IN A FEW MINUTES. WHAT'S INTERESTING IS THAT THIS POLICY HAS BEEN AROUND FOR 16 YEARS NOW.

HAS IT BEEN CHALLENGING TO KEEP IT IN PLACE SINCE IT WAS INITIALLY PASSED?

SURE, THAT'S WHY IT'S FUN TO DO THIS WORK. I THINK, YOU KNOW, IN THE TIME THAT OUR -- SINCE 1990, WE'VE HAD 100% TURN OVER ON OUR COUNTY BOARD. NONE OF THE COUNTY COMMISSIONERS WHO WERE HERE AT THAT TIME ARE STILL ON OUR BOARD. SO AS WE HAVE BEEN DOING THIS WORK OVER TIME, ONE OF THE STRATEGIES THAT WE'VE USED -- AND IT IS NOT AT ALL TO MANIPULATING PEOPLE, BUT JUST TO KEEP PEOPLE ON TRACK, WE HAVE WORKED INTENTIONALLY TO INVOLVE AND ENGAGE OUR COUNTY COMMISSIONERS IN BEING A PART OF THE WORK. AND THE SAME THING WITH COUNTY MANAGEMENT STAFF, WITH PEOPLE WHO MAKE DECISIONS IN THE COUNTY. WE'VE REALLY WORKED TO ENGAGE THEM TO THE EXTENT THAT WE CAN. AND THEN ALSO TO REALLY KEEP THEM VERY INFORMED OF THE THINGS THAT WE ARE ACCOMPLISHING.

YOU KNOW, YOU TALKED EARLIER ABOUT THE DIFFICULTY OF EVALUATING PREVENTION.

ON THE ONE HAND, I DON'T THINK WE'LL EVER BE ABLE TO SAY, WE PREVENTED THIS ACT OF VIOLENCE FROM HAPPENING BECAUSE OF WHAT WE DID. THAT'S NEVER GOING TO BE THE CASE. AT THE SAME TIME, WE'VE REALLY COME A LONG WAY IN BEING ABLE TO DEMONSTRATE VERY SPECIFIC OUTCOMES FROM THE KIND OF WORK THAT WE'RE DOING. IT'S REALLY IMPORTANT TO KEEP PEOPLE FOCUSED ON THAT.

ON THE COMMUNITY SIDE, I THINK THERE ARE A NUMBER OF HUGE CHALLENGES, AND I THINK A NUMBER OF THEM WERE POINTED OUT BY PEOPLE WHEN THEY WERE RESPONDING EARLIER. FIRST OF ALL, THERE IS AN OVER ALL CHALLENGE OF BALANCING PROCESS WITH PRODUCT. IT'S TERRIBLY IMPORTANT IN A COMMUNITY INITIATIVE TO HAVE PEOPLE ENGAGED AND HAVE COMMUNITY WIDE OWNERSHIP AND SPEND THE TIME TO ALLOW PEOPLE TO BE A PART OF IT. AT THE SAME TIME THERE IS A DANGER IN GETTING SO CAUGHT UP IN THE PROCESS THAT NOTHING GETS DONE. AND THAT'S A CHALLENGE THAT WE CONTINUE TO FEEL AND IT IS AN INTERESTING CHALLENGE TO TRY TO BALANCE. THE LAST THING I'D SAY ON THAT IS WE HAVE IN OUR INITIATIVE -- WE'VE COME UP WITH FOUR -- WE PUT THIS IN QUOTES, FOUR RULES THAT KIND OF GOVERN HOW WE DO OUR WORK FROM THE COMMUNITY SIDE. AND I THINK THEY WERE KIND OF AFFECTED IN THE NUMBER OF COMMENTS PEOPLE MADE. -- REFLECTED IN THE COMMENTS PEOPLE MADE.

FIRST RULE IS: DON'T START OUT BY FINDING MONEY, WHICH MAY SOUND A LITTLE ODD. BUT WHAT WE'RE SAYING IS IN OUR WORK, WE FIND THAT IF YOU START OUT WITH A BIG GRANT, THAT GRANT THAT IS GOING TO LARGELY GOVERN WHAT YOU'RE GOING TO DO. WHAT WE DO IS WE TRY TO GET PEOPLE TOGETHER TO TRY TO COME UP WITH THEIR IDEAS, THEIR DREAMS, THEIR ENERGY AND THEIR RESOURCES THEY CAN PUT INTO SOMETHING. AND THEN IF WE NEED IT, THEN WE FIND MONEY LATER. WHAT I CAN TELL YOU IS IN 16 YEARS OF WORKING THAT WAY. WE HAVE NEVER ATTEMPTED TO DO SOMETHING THAT WE WERE UNABLE TO DO BECAUSE WE COULDN'T GET THE MONEY. IT'S NEVER HAPPENED. SO YOU ARE RAISING SUCH REALLY INTERESTING, I THINK REALLY RELEVANT IMPORTANT POINTS. BUT HOW TO DO WE SUSTAIN THIS WORK? SO, YOU'VE TALKED ABOUT THE COMMUNITY WORK AND ALL THAT YOU'VE BEEN ABLE TO ACCOMPLISH.

I WANT TO MOVE TO THE SLIDE 35 WHICH KIND OF GIVES A VISUAL REPRESENTATION OF SOME OF IT. BUT CAN YOU JUST MENTION BRIEFLY, YOU KNOW, WHAT CAME OUT OF THIS POLICY CHANGE? MORE IMPORTANTLY, WHAT WAS SIGNIFICANT ABOUT THE FACT THAT IT WAS A POLICY CHANGE?

WELL, I WOULD SAY, YOU KNOW, FIRST OF ALL, THIS WORK HAVE REALLY SIGNIFICANTLY IMPACTED RAMSEY COUNTY AS A UNIT OF GOVERNMENT. WE NOW HAVE KIND OF AS ONE OF OUR ABSOLUTE CORE VALUES AS AN EMPLOYER TO BE A RESPECTFUL NONVIOLENT WORK ENVIRONMENT. SO THE WORK THAT WE'VE BEEN DOING IN THE COMMUNITY HAS REALLY DEEPLY IMPACTED INSIDE OF THE ORGANIZATION. THAT IS A RESULT OF THE FACT THAT IT WAS, AS YOU WERE SAYING, A POLICY CHANGE AS OPPOSED TO JUST, WE'LL HAVE A PROGRAM OUT IN THE COMMUNITY. THIS IS REALLY OWNED INTERNALLY. ON THE SIDE THAT PEOPLE ARE HOPEFULLY TAKING A LOOK AT NOW REPRESENTS JUST A FEW EXAMPLES OF A KIND OF WORK THAT WE HAVE BEEN DOING IN OUR COMMUNITY AND ARE INVOLVED IN THE COMMUNITY. THE LAST FEW YEARS RANGING FROM A PARTNERSHIP WITH OUR KIND OF PARTNER PROGRAM. THE INITIATIVE OVER IN THE MINNEAPOLIS SIDE OF THE TWIN CITIES SIDE OF THE AREA, A SERVICE CALLED THE MEN'S LINE, 24-HOUR 7 DAY A WEEK LINE FOR MEN TO CALL TO TALK ABOUT ANY ISSUES THEY CHOOSE TO. OBVIOUSLY, OUR PURPOSE IS TO PREVENT FAMILY VIOLENCE. ACROSS THE SCREEN WE HAVE TRAINING TOOLS WE BRING INTO WORKPLACES THAT ARE EFFECTIVE IN GETTING PEOPLE TO SEE AND UNDERSTAND HOW TO IDENTIFY AND ADDRESS APPROPRIATELY THE ISSUES OF DOMESTIC VIOLENCE IN THE WORKPLACE. WE HAVE ON THE LEFT SIDE IN MANY WAYS SOMETHING CALLED LA PANGA, BUILT AROUND THE DAKOTA WORD FOR CHILD, SACRED BEING. IT IS BEING INSTITUTIONALIZED ON A POLICY LEVEL. AGAIN, IN PLACES SUCH AS THE MINNESOTA CHILDREN'S MUSEUMS, LIBRARIES, FAITH COMMUNITIES, AND CLINICS THROUGHOUT OUR COMMUNITY. THEY ALLOW PEOPLE TO KNOW HOW TO APPROPRIATELY RESPOND TO AND HELP PARENTS AT TIMES OF STRESS TO PREVENT THEM FROM BECOMING HARSH AND VIOLENT TO THEIR CHILDREN IN PUBLIC. WHAT IS THRILLING ABOUT THAT AND MANY OF THESE THINGS IS THAT THEY WORK. IT'S SO CLEAR THAT, YOU KNOW, YOU ALL HAVE BEEN -- AND I'M SURE THERE HAVE BEEN SO MANY PEOPLE INVOLVED, COLLECTIVELY BEEN ABLE TO DO SO MUCH. THAT THE POLICY CHANGE REALLY WAS CRITICAL IN CREATING THE FUNDING STREAM AND SUSTAINS ABILITY WHICH I THINK IS REALLY IMPORTANT THAT IT TAKES TIME TO DO THIS STUFF.

AND YOU'VE BEEN WORKING AT IT FOR A LONG TIME NOW.

I WAS TAKEN BY HOW IMPORTANT THE RULE WAS AROUND FUNDING. I'LL QUICKLY GO THROUGH THE OTHER THREE.

WOULD YOU LIKE TO GO THROUGH THE OTHER THREE NOW?

REAL QUICKLY, THE SECOND RULE WE CAME UP WITH FOR OUR WORK IS TO RECOGNIZE THE FACT THAT YOU WILL NEVER GET ALL THE RIGHT PEOPLE AROUND THE TABLE AT ONCE. TO THIS DAY WE STILL AREN'T SURE WHO ALL THE RIGHT PEOPLE ARE. WE'LL CERTAINLY NEVER BE ABLE TO GET THEM ALL TOGETHER. THAT DOESN'T MEAN WE DON'T ALWAYS HAVE TO CONTINUE TO WORK TO ENGAGE PEOPLE THROUGHOUT OUR COMMUNITY. IT IS SOMETHING WE WORK VERY HARD AT. BUT WE RECOGNIZE WE CAN'T WAIT FOR EVERYONE TO BE TOGETHER TO MAKE DECISIONS BECAUSE IT JUST WILL STOP THINGS FROM HAPPENING. THE THIRD ONE IS REALLY CRUCIAL, DON'T WORK FOR -- AND IF YOU COULD KIND OF LIKE UNDERLINE AND PUT IN BOLD LETTERS "THE THING" TO DO. WHAT WE MEAN BY THAT IS THERE IS NOT A SINGLE THING THAT WE CAN DO TO COME UP WITH THAT'S GOING TO PREVENT FAMILY VIOLENCE. WHAT WE BELIEVE IS WHAT WE NEED TO LOOK FOR ARE THINGS THAT WE ARE ABLE TO DO RIGHT NOW. WE HAVE BASED ON RESEARCH AND EVERYTHING ELSE WE HAVE BEFORE US, GOOD REASON TO BELIEVE, DOES HAVE A GOOD CHANCE OF HAVING IMPACT. IN THE COMMUNITY AND THEN WORK TO CONTINUE TO EMBED AND SUSTAIN AND CHANGE IT TO MAKE IT SOMETHING THAT IS EFFECTIVE. AND THOSE PIECES YOU SEE ON THE SCREEN THERE REALLY REPRESENT WORK THAT TOOK YEARS AND YEARS AND YEARS TO DEVELOP. WE DIDN'T NECESSARILY START BY SAYING THIS IS WHAT WE'RE GOING TO DO. THE FINAL QUOTE RULE IS TO PROCEED WITH AUTHORITY. YOU CAN AND MUST DO THIS.

SO OFTEN WE JUST KIND OF FEEL LIKE, YEAH, AND IF WE DON'T HAVE THE RIGHT PEOPLE AROUND THE TABLE, THE RESOURCES, WE DON'T HAVE THIS PERSON TO BACK US UP, WE'RE TALKING ABOUT SOMETHING -- OBVIOUSLY ALL OF US ON THIS CALL HAVE A PASSION FOR SEEING FAMILY VIOLENCE END NOW. AND THE ONLY WAY THAT'S GOING TO HAPPEN IS FOR US TO TAKE THE INITIATIVE AND DO IT AND WE CAN'T WAIT. WE HAVE TO TAKE THOSE CHANCES AND GET OUT THERE AND DO IT RIGHT NOW. THOSE ARE REALLY GOOD "RULES." THERE IS YOUR E-MAIL THERE ON THE BOTTOM OF THE SLIDE. WE HAVE SOMETHING THAT OUTLINE THE CREATION, DEVELOPMENT AND PRETTY MUCH EVERYTHING YOU'D WANT TO KNOW ABOUT OUR INITIATIVE. WE'RE HAPPY TO SHARE ANYTHING. BOTH IDEAS AND ALSO THE TOOLS AND RESOURCES THAT WE HAVE FOR PEOPLE WHO ARE INTERESTED. AND MAYBE WE CAN GET IT POSTED ON THE PREVENT CONNECT WEB SITE IF YOU'RE COMFORTABLE. IT'S IN RESPONSE TO YOUR FIRST RULE, WHICH I THINK IS A REALLY IMPORTANT THING TO THINK ABOUT.

BUT GIVEN FOLKS' GENERAL SENSE OF LACK OF FUNDS FOR THIS TYPE OF EXTRA EFFORT AND LACK OF TIME, HOW DO YOU GET OVER THE PARADOX OF NEEDING MONEY, I.E., THE BIG GRANT, IN ORDER TO TRULY ENGAGE IN THIS TYPE OF EFFORT?

THAT'S AN EXCELLENT QUESTION. WE'VE HAD THE PRIVILEGE AND I THINK ALSO IT'S REALLY GIVEN US AN INCENTIVE TO HAVE TO PERFORM, OF HAVING LOCAL TAX DOLLARS ALLOCATED SO WE WERE NOT LOOKING FOR MONEY FOR STAFF TIME. AND THAT IS SOMETHING THAT WE'RE INCREDIBLY THANKFUL FOR AND MAKES IT EASIER FOR US TO SAY SOMETHING LIKE DON'T START BY FINDING MONEY. THE WAY I WOULD SAY THAT -- AGAIN, OUR RULES -- WE PUT THEM IN QUOTES, WE'RE REAL CLEAR. IT WORKED IN OUR COMMUNITY, IT MAY NOT WORK ELSEWHERE. I THINK THE THING I WOULD SAY IS IF WE COULD GENERALIZE AROUND COMMUNITIES REGARDLESS OF RESOURCES IS THAT YOU WILL TEND TO HAVE A LOT MORE KIND OF OPEN BRAINSTORMING AND IDEAS ABOUT WHAT COULD WE ACCOMPLISH IF YOU JUST START OUT BY BRINGING PEOPLE TOGETHER AND ASK THE QUESTION, WHAT COULD WE ACCOMPLISH. ALL OF THOSE THINGS THAT YOU SEE ON YOUR SCREEN THERE ARE IDEAS THAT WERE GENERATED BY PEOPLE WITH JUST DREAMS OF, BOY, THIS IS SOMETHING I THINK WE COULD DO. AND ONCE WE HAD THOSE DREAMS AND THAT ENERGY, WE WENT OUT AND

FOUND THE MONEY TO PRODUCE THEM, WHICH RANGES FROM, YOU KNOW, GETTING \$500 TO PRINT SOMETHING TO PRODUCING VERY COMPLICATED VIDEO-BASED TRAINING TOOLS THAT COST TENS OF THOUSANDS OF DOLLARS. AND SO WHAT I'M SAYING IS, WE HAVE BEEN VERY SUCCESSFUL. AND WHEN WE HAVE, THERE IS A GENTLEMAN, DAVE MATTHEWS, NOT WITH THE DAVE MATTHEWS BAND, BUT DAVE MATTHEWS LOCALLY HERE WHO SAYS BUILD IT AND THEY WILL FUND IT. AND THAT HAS REALLY WORKED WITH US. AND WHAT IS IMPORTANT ABOUT THAT, AGAIN, IS AT THAT OPENING STAGE -- IT DOESN'T MEAN DON'T EVER FIND MONEY. IT MEANS DON'T START BY FINDING MONEY. BECAUSE AT THAT OPENING STAGE, IF YOU'RE SITTING THERE AND SAYING, NOW WE'VE GOT THIS GRANT AND HERE'S WHAT IT SAYS WE HAVE TO DO AND WE HAVE TO REPORT ON DATE X AND FULFILL THESE OBLIGATIONS, IT'S KIND OF HARD TO REALLY COME UP WITH YOUR DREAMS.

I THINK THAT CLARIFIES A LITTLE BIT. VERY QUICKLY HERE IN CAMBRIDGE, MASS, I AGREE WITH THE THING ABOUT CREATING THE WHOLE THING NOT AROUND MONEY. WE CREATED PROGRAM FIRST AND SAID WE'LL TAKE PUBLIC MONEY, WE'LL GO FOR GRANTS, WE'LL DO WHAT WE HAVE TO DO. MY QUESTION IS HOW DO YOU KEEP PUBLIC OFFICIALS INVESTED OVER THE LONG HAUL? HOW DO YOU KEEP THEM AWARE, INVESTED AND ENGAGED WITH YOU IN THIS WORK? BECAUSE OURS GET FATIGUED OR BORED AND THEY FALL OFF. SO ANY ADVICE ON THAT WOULD BE GREAT.

DO YOU WORK IN LOCAL GOVERNMENT THERE OR DO YOU WORK IN AN OUTSIDE AGENCY?

I'M THE DIRECTOR OF THE WOMEN'S COMMISSION FOR THE CITY OF CAMBRIDGE.

SO IT IS NOT WITHIN GOVERNMENT?

IT IS WITHIN GOVERNMENT.

THAT'S LIKE A QUESTION WE ASK OURSELVES EVERY COUPLE WEEKS HERE. I GUESS THE THING I WOULD CONTINUE TO SAY IS, YOU KNOW, THERE IS THE TENDENCY IN GOVERNMENT -- AND IT IS CERTAINLY NOT ONLY LOCAL GOVERNMENT. COMMUNITY IN GENERAL, THE FLAVOR OF THE MONTH MENTALITY. OKAY, THE BIG THING ONE DAY MAY BE VIOLENCE. TODAY I'LL TELL YOU, WORKING IN PUBLIC HEALTH, THE ABSOLUTE LIKE OVERWHELMING ISSUE IN PUBLIC HEALTH THESE DAYS IS EMERGENCY PREPAREDNESS. AND WE ARE BEING INUNDATED WITH SOME FUNDING, BUT MORE SO WITH REQUESTS TO REALLY SHIFT OUR RESOURCES TO DEAL WITH EMERGENCY PREPAREDNESS, WHICH IS CERTAINLY A CHALLENGE WE ALL NEED TO DEAL WITH. THE BEST ANSWER I CAN GIVE YOU IS ONE OF OUR COLLEAGUES HERE WHO IS ONE OF THE LEADERS IN OUR INITIATIVE, HAS A SAYING WHICH IS IT'S ALL ABOUT RELATIONSHIPS. AND I WOULD SAY YOU CAN'T SPEND TOO MUCH TIME BUILDING RELATIONSHIPS WITH LOCAL OFFICIALS ATTEMPTING TO ENGAGE THEM IN THE WORK THAT YOU'RE DOING. AGAIN, REALLY DEMONSTRATING TO THEM THE IMPACTS THAT YOU'RE HAVING, INVITING THEM TO BE INVOLVED IN THE WORK. I MEAN, ALL OF THOSE THINGS AND JUST KEEP ON DOING IT. AND THEN YOU KIND OF KEEP YOUR FINGERS CROSSED. I DON'T THINK THAT THIS IS MORE OF AN ART THAN A SCIENCE. WE'VE BEEN VERY FORTUNATE HERE TO HAVE OFFICIALS WHO HAVE BEEN QUITE ENGAGED. IT'S GONE UP AND DOWN OVER TIME. AND TO BE HONEST, A NUMBER OF TIMES WE'VE HAD SOME OF OUR BIGGEST CONFLICTS WITH ELECTED OFFICIALS WHO HAD MORE INTEREST IN THIS THAN OTHERS. SO IN OTHER WORDS, THE PEOPLE WHO REALLY HAD STRONG FEELINGS ABOUT THE WAY TO DO THIS HAVE SOMETIMES BEEN BIGGER BARRIERS THAN ELECTED OFFICIALS WHO JUST SAID, OH, YEAH, THAT'S FINE, I GUESS IT'S OKAY THEY'RE DOING IT. IT'S A CONTINUED THING OF RELATIONSHIPS, OF TRYING TO DEMONSTRATE YOUR IMPACT WITHOUT RECEIVING TOO OBVIOUS ABOUT THAT. AGAIN, I REALLY THINK THIS NOTION OF ENGAGING PEOPLE TO COME OUT WITH YOU AND ACTUALLY DO THE WORK AND SEE THE IMPACTS OF IT, YOU KNOW, IS HUGE.

WHO HAVE BEEN YOUR BEST PARTNERS, WHAT DIVISIONS OF GOVERNMENT HAVE BEEN YOUR BEST PARTNERSHIPS?

ACTUALLY, I HOPE NO ONE FROM GOVERNMENT IS LISTENING. I WOULD SAY ACTUALLY OUR BEST PARTNERS HAVE NOT REALLY BEEN UNITS OF GOVERNMENT. OUR BEST PARTNERS HAVE BEEN MEMBERS OF OUR COMMUNITY.

WE HAVE ENGAGED IN OUR INITIATIVE, AND IF YOU GO BACK TO THAT, CIRCLE DIAGRAM WITH ALL OF THE CIRCLES THERE, THE WAY WE DO OUR WORK IN OUR INITIATIVE IS BY WORKING WITHIN FAITH COMMUNITIES, CLERGY AND LAY LEADERS, SCHOOLS, EDUCATORS, AND WORKPLACES, WITH BUSINESS LEADERS. JUST AS AN EXAMPLE, ON YOUR SCREEN THERE, WE SEE CHANGE, ABOUT GROWING AND HEALING RELATIONSHIPS. THAT ACTUALLY IS A MUSICAL, EXACTLY WHAT IT SAYS, A MUSICAL ABOUT HEALTHY RELATIONSHIPS THAT WAS DEVELOPED FOR US BY THREE PEOPLE WHO JUST SAID, YOU KNOW, WE WANT TO GO OUT AND CREATE MUSIC TO BRING INTO PEOPLE'S LIVES SO THEY'LL UNDERSTAND WHAT THIS IS ABOUT. MOST ALL OF THIS IS STUFF THAT PEOPLE ARE NOT GETTING PAID FOR. THEY'RE NOT BEING CONTRACTED FOR. THEY SAY THIS IS WHAT I WANT TO DO. AND WHEN YOU HAVE SOMEBODY COME TO YOU AND SAY, I HAVE THIS PASSION, THIS IS WHAT I WANT TO DO, FRANKLY YOU CAN JUST SORT OF STEP BACK AND WATCH THEM DO SOME INCREDIBLE THINGS. SO I REALLY CAN'T ANSWER THAT QUESTION BECAUSE THERE ARE JUST SO MANY HUNDREDS AND HUNDREDS OF PEOPLE, ORGANIZATIONS WHO -- I THINK THE THING FRANKLY THAT WE HAVE GOING FOR US IN THIS WORK IS IT IS VERY HARD TO GET PEOPLE PASSIONATE ABOUT WANTING TO PREVENT FAMILY VIOLENCE. SO WE HAVE NEVER HAD A PROBLEM WITH FINDING PEOPLE WHO WOULD GIVE -- TRY TO GIVE THEIR TIME. NOW, THAT BEING SAID, OVER TIME, PEOPLE COME AND GO. AND YOU HAVE TO MANAGE THAT AND ALLOW FOR THAT.

YOU TALKED A LOT ABOUT 'THE WHY' AND 'THE HOW', AND NOT SORT OF THE BRIDGE.

THE NEXT THING WE'RE GOING TO TALK ABOUT IS 'THE HOW'. WE'RE GOING TO RUN THROUGH THIS PRETTY QUICKLY. WE DO THINK IT'S IMPORTANT, KIND OF FOUNDATION FOR EVERYBODY TO HAVE TO BE ON THE SAME PAGE. PEOPLE OFTEN ASK US, IS IT HARDER TO DO LOCAL POLICY CHANGE FOR PRIMARY PREVENTION OF VIOLENCE AGAINST WOMEN COMPARED TO TOBACCO OR NUTRITION, AND THE ANSWER TO THAT IS YES, AND NO. THE ANSWER IS YES BECAUSE THE DYNAMICS ARE SPECIFIC AND UNIQUE TO VIOLENCE AGAINST WOMEN. IN MANY WAYS IT IS UNCHARTERED TERRITORY.

DON HAS REALLY LAID A LOT OF CHARTED TERRITORY FOR US TO LEARN FROM.

THE ANSWER IS NO IN A SENSE THAT THE STEPS TO POLICY CHANGE ARE RATHER GENERIC. NO MATTER WHAT THE ISSUE. AND UNDERSTANDING THESE KINDS OF STEPS OR NUTS AND BOLTS CAN PROVIDE A FOUNDATION FOR THE WORK. SO THERE'S REALLY FOUR STEPS TO HOW TO DO LOCAL POLICY. AND THIS IS TO DEVELOP A STRONG LOCAL POLICY, DEVELOP KEY PARTNERS WHICH WE JUST TALKED ABOUT, BACK UP YOUR CASE, AND PLAN FOR IMPLEMENTATION AND EVALUATION. SO, LETS START WITH THE FIRST WHICH IS DEVELOP A STRONG LOCAL POLICY.

ON SLIDE 39, LET'S TALK ABOUT DEVELOPING POLICY GOALS. YOU HAVE TO THINK REALLY CLEARLY ABOUT WHAT IS GOING TO HAVE AN IMPACT. AND I THINK YOU NEED TO BE REALLY REALISTIC ABOUT THE ENVIRONMENT YOU'RE WORKING IN BECAUSE THAT'S GOING TO LOOK DIFFERENT IN DIFFERENT PLACES. THE IMAGE HERE POINTS TO ONE POSSIBLE POLICY EXAMPLE, WHICH IS REGULATING -- HOW ABOUT REGULATING BILLBOARDS AND ADVERTISING TO CHANGE THE PUBLIC ENVIRONMENT? WE'RE GOING TO CONTINUE TO MOVE THROUGH THINGS, BUT WE WILL KEEP THIS AS A RECORD IN AN ARCHIVE AND IT WILL BE AVAILABLE. SO LET ME MOVE ON TO PART B. CONSIDER JURISDICTIONS OF GOVERNMENT. WHAT JURISDICTION ARE YOU GOING TO WORK IN? THERE'S NO EASY ANSWER OR RIGHT OR WRONG ANSWER TO THIS. BUT THERE ARE REASONS WHY YOU MIGHT PICK ONE AS OPPOSED TO ANOTHER, AND THAT DEPENDS A LITTLE BIT ON WHAT YOU WANT TO DO. STATE, CITY AND COUNTY POLICY MAKERS CAST A BROAD NET. THEY CAN, FOR EXAMPLE, ESTABLISH REQUIREMENTS FOR CONTRACTORS AND VENDORS THAT MIGHT BE RELATED TO WHAT YOU WANT TO IMPLEMENT. HEALTH JURISDICTIONS REGULATE THE HEALTH SECTOR. THEY CAN

FOR EXAMPLE INSTITUTE TRAINING PROTOCOLS FOR FACILITIES. WHY NOT USE TRANSPORTATION IF YOU'RE WORKING ON PREVENTING VIOLENCE AGAINST WOMEN? THERE ARE PROBABLY A LOT OF REASONS, BUT ONE OF THEM, I'LL JUST GIVE YOU A HINT BECAUSE THIS HAS COME UP A LOT ALREADY IN OUR TEXT CHAT, IS THEY HAVE A LOT OF MONEY. THERE IS A LOT MUCH MONEY IN FEDERAL AND STATE AND LOCAL TRANSPORTATION AND THERE ARE WAYS TO RELATE VIOLENCE PREVENTION TO TRANSPORTATION. FOR EXAMPLE, ARE WOMEN SAFE USING PUBLIC TRANSPORTATION? YOU MIGHT LOOK AT PLANNING AND ZONING POWER IF YOU'RE CONCERNED ABOUT THE CHARACTERISTIC OF THE NEIGHBORHOOD. SCHOOL DISTRICTS CAN PASS POLICIES MANDATING ENVIRONMENTAL CHANGE TO PREVENT SEXUAL HARASSMENT, SEXUAL ASSAULT, AND DATING VIOLENCE SUCH AS THE THINGS WE'VE SEEN IN NEW YORK, MASSACHUSETTS, TEXAS AND KANSAS. SO THE POINT OF THIS IS TO REALLY THINK ABOUT YOUR JURISDICTION. IF YOU'RE DEALING WITH YOUTH, YOU MIGHT GO TO A SCHOOL FIRST. BUT MAYBE EVERYBODY IS GOING TO A SCHOOL, SO YOU MIGHT ASK YOURSELF, WHAT CAN I DO FOR YOUTH OUTSIDE OF THE SCHOOL ENVIRONMENT.

ON SLIDE 41, CONSIDER THE FUNCTIONS OF GOVERNMENT. SO, UNDERSTANDING THE BRANCHES AND THEIR ROLES CAN HELP YOU MAKE YOUR POLICY MORE PRECISE. EVERY COMMUNITY FUNCTIONS A LITTLE BIT DIFFERENTLY, BUT IN THE UNITED STATES THE FEDERAL STRUCTURE AND DIVISIONS OF POWERS THAT WERE LAID DOWN IN THE CONSTITUTION IS REPLICATED BY MOST STATES AND LOCALES. SO THERE IS A LITTLE BIT OF VARIATION IN THAT, BUT IT'S HELPFUL TO THINK ABOUT THESE THREE BRANCHES AND THEIR ROLES. AND IT'S IMPORTANT TO BE REALLY PRECISE BECAUSE POLICY MAKING HAS TO DO WITH RULES. SO IF YOU CAN BE PRECISE ABOUT WHAT YOU HAVE IN MIND, YOU'RE GOING TO BE A LOT MORE SUCCESSFUL. AND WE'RE GOING TO COVER TWO OUT OF THREE OF THESE NOW. SO ON SLIDE 42 IS THE LEGISLATIVE BRANCH. IN THE CONSTITUTION, CONGRESS LAID OUT SIX ROLES OF THE LEGISLATIVE BRANCH. TWO OF THEM ARE MISSING FROM HERE BECAUSE THEY'RE NOT RELEVANT FOR LOCAL POLICY AND THAT IS DECLARING WAR AND IMPEACHING THE PRESIDENT. THOSE ARE THE FOUR AVENUES THAT ARE HELPFUL TO THINK ABOUT. WHEN I SAY THE LEGISLATIVE BRANCH THAT IS OF COURSE CONGRESS. BUT IT COULD ALSO BE YOUR STATE LEGISLATURE, YOUR CITY COUNCIL OR YOUR BOARD OF SUPERVISORS. AND THEY HAVE THESE AUTHORITIES THAT ARE LISTED ON THE SLIDE. SO AUTHORIZING AN AGENCY TO ACT IS VERY DIFFERENT THAN APPROPRIATING MONEY OR OVERSEEING SOMETHING, OR CREATING A NEW STRUCTURE, PERHAPS A NEW LAW. AND WHEN WE TALK ABOUT THE EXECUTIVE BRANCH, WHO COMES TO MIND FOR YOU WHERE YOU LIVE AND WHERE YOU WORK? MAYBE YOUR MAYOR, MAYBE A COUNTY EXECUTIVE, MAYBE A CITY MANAGER. THESE FOLKS TEND TO DEAL WITH REGULATION AND STANDARD SETTING, LAW ENFORCEMENT, EDUCATION AND TRAINING, DATA COLLECTION AND EVALUATION. SO THESE ARE THE KINDS OF THINGS TO KEEP IN MIND AS YOU'RE SHAPING YOUR POLICIES AND DECIDING WHERE TO TAKE THEM. SO THAT BRINGS US TO THIS SECOND STEP, DEVELOPING KEY PARTNERS. NOW, OBVIOUSLY, THIS STUFF IS -- WE CAN'T DO IT ALONE. YOU MIGHT HAVE A POLICY IDEA, BUT YOU MAY NEED HELP TO PROVIDE THE DATA THAT IS REALLY GOING TO MAKE THE CASE, OR SOMEONE WHO HAS EXPERIENCE IN GETTING POLICY CHANGE ENACTED. SO YOU NEED TO DEVELOP LOCAL PARTNERS.

SO LET'S MOVE TO THE NEXT SLIDE, DEVELOP LOCAL PARTNERS AND SUPPORTERS TO INCREASE YOUR POWER. AND THERE WERE SOME INTERESTING COMMENTS ABOUT THE ROLE OF COMMUNITY MEMBERS IN THIS. ANOTHER WAY TO THINK ABOUT IT IS TO ASK YOURSELF WHO DO I WANT TO BE [SPEAKER NOT UNDERSTOOD] IN SUPPORT OF MY POLICY? IS IT HEALTH CARE PRACTITIONERS, MAYBE LAW ENFORCEMENT WOULD BE GOOD. YOU KNOW, AGAIN, JUST THINK ABOUT WHO DO YOU WANT OUT THERE SUPPORTING YOUR POLICY AND PARTNERING WITH YOU? THE NEXT, UNDER DEVELOPING PARTNERS IS CONSIDERING YOUR OPPONENTS AND UNDERSTANDING THEIR INTEREST IN VALUES. SO WHEN YOU'RE THINKING ABOUT IT, ABOUT YOUR PARTNERS, YOU ALSO NEED TO UNDERSTAND WHO IS GOING TO OPPOSE YOU. SO IN THINKING ABOUT POLICY FOR PREVENTING VIOLENCE AGAINST WOMEN, YOU MIGHT ASK WHO IS GOING TO BE AN ACTIVE VOCAL OPPOSITION ON THIS. SO, THE NEXT ASPECT OF DEVELOPING PARTNERS IS TO LOOK TO YOUR STATE-WIDE NETWORKS BECAUSE THEY CAN

PROVIDE A LOT OF LEVERAGE FOR YOU. AND I THINK IN VIOLENCE AGAINST WOMEN WE'RE IN A REALLY GOOD POSITION HERE BECAUSE THERE'S ALREADY THE STATEWIDE INFRASTRUCTURE MADE UP OF LOCAL GROUPS IN PLACE ACROSS THE COUNTRY. FINALLY, ACCEPT THE POTENTIAL ADVOCATE ACTIVITIES ON YOUR ORGANIZATION AND ON YOUR PARTNERS. NOW, ONE THING THAT I JUST WANT TO POINT OUT IS THAT FREQUENTLY NONPROFITS FEEL THAT THEY CAN'T BE INVOLVED IN POLICY CHANGE WORK AT ALL, AND THAT IS NOT THE CASE. THERE IS A REALLY GOOD ARTICLE WRITTEN BY JON S. VERNICK OF JOHNS HOPKINS, THE INFORMATION IS POSTED ON THE [PREVENTION CONNECTION WEB SITE](#). WE ENCOURAGE YOU TO LOOK AT THAT ARTICLE AS WELL AS OTHER RESOURCES TO ASSESS THE POTENTIAL IMPACT. BUT GENERALLY SPEAKING, THERE MAY BE RESTRICTIONS ON LOBBYING, BUT EDUCATING YOUR POLICY MAKERS ABOUT ISSUES IS SOMETHING DIFFERENT. SO WE ENCOURAGE YOU TO ASSESS THE IMPACT OF YOUR ACTIVITY ON YOUR ORGANIZATION AND YOUR PARTNERS.

THE THIRD STEP IS TO BACK UP YOUR CASE. THE FIRST PART OF THIS IS FRAMING THE NEED FOR CHANGE. HOW DO YOU RAISE THE ISSUE? THERE'S REALLY A LOT OF INTEREST IN THIS NOTION OF FRAMING AND KIND OF BECOME A BUZZ WORD. BUT PART OF FRAMING IS REALLY ABOUT PRESENTING AN AVAILABLE SOLUTION TO A PROBLEM. YOU REALLY NEED TO DESCRIBE NOT ONLY THE PROBLEM, BUT I THINK ALSO PRESENT AN AVAILABLE SOLUTION. THE NEXT PART OF MAKING YOUR CASE IS TO BACK UP YOUR IDEAS WITH RESEARCH. YOU CAN BACK – THIS CAN REALLY SHOW THAT WHAT YOU'RE PROPOSING TO DO MAKES SENSE. ANOTHER VALUABLE WAY TO MAKE YOUR CASE IS TO CALCULATE MONETARY COSTS AND SAVINGS. ADDRESSING THE FINANCIAL COST IS VALUABLE. AND OTHER COSTS MIGHT INCLUDE PRODUCTIVITY COSTS. IN SOME CASES YOU MIGHT FIND PEOPLE ARE OPPOSED TO YOUR IDEA BECAUSE OF THE COST OF THE ACTUAL POLICY CHANGE ITSELF. SO I THINK IT'S REALLY IMPORTANT THAT WE'RE PREPARED TO TALK ABOUT THE COST OF INACTION. THAT IS, OF NOT CREATING THAT POLICY CHANGE. IF WE DON'T DO IT, WHAT IS – WHAT DOES THIS COST US IN SICK TIME OR LOST PRODUCTIVITY? WHAT DOES IT COST US IN MEDICAL CARE OR MENTAL HEALTH CARE? AND WHAT ARE THE COSTS TO THE JUSTICE SYSTEM? RAISING THESE ISSUES OF COST CAN HELP CHANGE THE MIND-SET OF POLICY MAKERS AND REALLY ADDRESS THEM AND THE SKEPTICISM WE FACE ABOUT PRIMARY PREVENTION. FOR EXAMPLE, ADVOCATES IN MASSACHUSETTS RIGHT NOW ARE CONSIDERING WORKING ON A COST-EFFECTIVENESS REPORT ON SEXUAL AND DOMESTIC VIOLENCE PREVENTION FOR THE STATE. AND, OF COURSE, YOU CAN USE THE MEDIA TO EDUCATE THE PUBLIC AND DECISION-MAKERS TO MAKE YOUR CASE. THIS EXAMPLE FROM NEW YORK CITY, LATINAS AGAINST DOMESTIC VIOLENCE IS SOMETHING THE MEDIA HAS TO PAY ATTENTION TO. THE DECISION-MAKERS PAY ATTENTION TO WHAT THE MEDIA SAYS. FINALLY, PLAN FOR IMPLEMENTATION AND EVALUATION. THAT IS OUR LAST STEP.

AND ON THE NEXT SLIDE, THE FIRST COMPONENT OF THAT IS TO ENSURE IMPLEMENTATION IS PLANNED AND ACHIEVABLE. NOW, NONE OF US WANT TO WORK ON A POLICY THAT IS GOING TO BE PASSED, BUT NEVER GETS PUT INTO PLACE. SO WE HAD TO THINK ABOUT HOW WILL THE POLICY BE MADE REAL? WHO IS GOING TO DO IT? HOW WILL IT BE FUNDED? AND HOW WILL THOSE EFFORTS BE SUSTAINED? AND WE HAVE TO THINK ABOUT THAT AHEAD OF TIME. LASTLY, EVALUATIONS HAVE COME UP AGAIN AND AGAIN. WE HAVE TO PLAN HOW ARE WE GOING TO EVALUATE THE IMPACT OF THE POLICY AND DISSEMINATE THE RESULTS. EVALUATIONS CAN PROVIDE POWERFUL ARGUMENTS FOR EXPANDING AND SUSTAINING YOUR POLICY AND NOT ONLY DO WE NEED TO MAKE SURE THAT WE HAVE THE RIGHT KIND OF DATA. BUT WE ALSO HAVE TO HAVE THAT PLAN IN PLACE AS HAS BEEN BROUGHT UP AGAIN AND AGAIN TO MAKE SURE THE KEY PEOPLE GET THIS INFORMATION. AND THAT CONCLUDES OUR BRIEF OVERVIEW OF THE BASIC STEPS, 'THE HOW' OF LOCAL POLICY CHANGE. AND WE WANT TO CONCLUDE THIS SECTION ON THE HOW OF LOCAL POLICY CHANGE WITH THIS QUOTE WHICH KIND OF SUMS UP WHAT WE'RE TRYING TO DO HERE. DON'T EXPECT POLITICIANS, EVEN GOOD ONES, TO DO YOUR JOB FOR YOU. POLITICIANS ARE LIKE WEATHER VANES, AND OUR JOB IS TO MAKE THE WIND BLOW. SO, YOU KNOW, I THINK IN JUST A COUPLE MINUTES WE HAVE LEFT, I THINK WE JUST MADE UP FOR A LOT OF TIME. WE HAVE MORE TIME THAN WE THOUGHT.

WE CAN TALK ABOUT OPPORTUNITIES REALLY TO MAKE THE WIND BLOW, TO EXPLORE HOW WE CAN APPLY THIS BALANCE AGAINST WOMEN. THIS IS UNCHARTED TERRITORY.

DON WENT PRETTY DEEP INTO A 16-YEAR HISTORY OF SOME LOCAL POLICY CHANGE. I'VE SEEN SOME COMMENTS COME THROUGH ON THE TEXT CHAT. THE EMPHASIS HAS BEEN MORE ON DOMESTIC VIOLENCE THAN SEXUAL VIOLENCE PREVENTION. THAT MIGHT BE WHERE WE HAVE MORE UNCHARTED TERRITORY. IT MAY BE YOU ALREADY HAVE AN IDEA AND YOU WANT TO LET OTHERS KNOW ABOUT IT, OR YOU'RE THINKING ABOUT REPLICATING AN IDEA IN YOUR LOCALE, OR DID SOMETHING SPARK IN YOUR MIND AS WE'VE BEEN TALKING THAT YOU WANT TO SHARE WITH THE GROUP AND GET THEIR REACTION.

I WAS SITTING HERE TALKING ABOUT THIS EVALUATION OF POLICY PIECE AND WONDERING IF SOMEBODY COULD SPEAK A LITTLE BIT MORE TO WHAT TYPES OF EVALUATIONS MIGHT BE EFFECTIVE. HOW EXACTLY TO MEASURE THE IMPACT OF POLICIES, PARTICULARLY AROUND SEXUAL ASSAULT?

EVALUATIONS REGARDING SEXUAL ASSAULT.

NOW, DID YOU WANT TO DIRECT THAT TO ONE OF US OR TO DON OR GENERALLY TO ANYONE IN THE GROUP?

ANYONE IN THE GROUP WHO MAY BE ABLE TO SPEAK TO SOME IDEAS, MAYBE IF THEY'VE BEEN INVOLVED IN EVALUATION OF POLICY AND HAVE SOME THOUGHTS ABOUT THIS.

THE QUESTION IS ABOUT HOW DO YOU EVALUATE PREVENTION EFFORTS, PARTICULARLY AROUND SEXUAL ASSAULT PREVENTION.

I'M GUESSING THIS IS IN RESPONSE TO THE EVALUATION QUESTION AND WE WILL GET BACK TO THE OTHER TWO WHO HAD QUESTIONS AS WELL. I FEEL THAT ONE OF THE WAYS OF DETERMINING -- EVALUATING HOW WELL SOMETHING IS GOING IS TO LOOK AT THE EDUCATIONAL LEVEL OF THE PEOPLE. IF YOU'VE HAD A TRAINING SESSION, FIND OUT WHAT PEOPLE THOUGHT IN GOING IN, AND THEN DO AN ASSESSMENT.

GO BACK AND ASK PEOPLE, WHAT IS YOUR AWARENESS, BECAUSE A LOT OF PEOPLE ARE WEARING BLINDERS AND THEY DON'T FEEL THAT THERE REALLY IS AN ISSUE -- THERE IS A NEED FOR POLICY CHANGE. AND SO I THINK EVEN WITH THE COUNCILMEMBERS OR THE PEOPLE IN GOVERNMENT TO FIND OUT WHERE THEY ARE, BECAUSE A LOT OF TIMES PEOPLE JUST DON'T KNOW. SO THEY HAVE THE BLINDERS ON. AND AS YOU MAKE THEM MORE AWARE, THEN THEY TEND TO SUPPORT.

AND I WANTED TO RESPOND TO THAT QUESTION A LITTLE BIT. THE FIRST STEP WAS SET A CLEAR POLICY GOAL. AND I THINK BEING CLEAR ABOUT WHAT YOUR GOAL IS AND WHAT IT IS YOU'RE TRYING TO ACHIEVE REALLY LAYS OUT THE STANDARDS FOR EVALUATION. WHEN WE WROTE THE ALAMEDA COUNTY VIOLENCE PREVENTION BLUEPRINT, WE SET IN THERE INDICATORS. LONG TERM WE WANT TO SEE VIOLENCE GO DOWN ON ALL ISSUES. OUR THEORY OF CHANGE IS WE HAVE TO REDUCE THE RISK FACTORS AND BOLSTER THE RESILIENCE FACTORS. AND EVEN SOME OF THOSE THINGS ARE LONG TERM. WE SET SOME INTERMEDIARY INDICATORS TO KNOW IF WE'RE HEADED IN THE RIGHT DIRECTION. AND THAT WAY IF THOSE THINGS AREN'T CHANGING OR MOVING OVER TIME, THEN WE KNOW THAT.

YOU KNOW, WE DON'T HAVE THE RIGHT STRATEGIES IN PLACE.

SO IT'S REALLY BEING CLEAR ABOUT YOUR GOAL. AND I THINK THE PRIMARY PREVENTION REALLY SETTING SOME CLEAR INTERMEDIARY INDICATORS OR BENCHMARKS AND REALLY PAYING ATTENTION TO TRACKING THOSE.

THAT'S KIND OF BEEN MY EXPERIENCE IN TERMS OF IMPLEMENTING IT. BUT IT REALLY GOES BACK TO WHAT IS IT THAT YOU'RE TRYING TO ACHIEVE.

I HAD A QUESTION ON DON'S MEN'S LINE AND HOW DID HE GET THAT WORKING AND HOW THEY DECIDED WHO WOULD BE ON THAT LINE.

JULY 1ST WILL BE THE NINTH AND ONE OF THE LINES STARTING. IN THE TWIN CITIES AREA HERE, MINNEAPOLIS AND ST. PAUL ARE THE TWO MAJOR CITIES AND SO WE HAVE AN INDEPENDENT OF RAMSEY INITIATIVE THAT COVERED BOEING OF THOSE CITIES. AND WE STARTED THE LINE TOGETHER. WE ACTUALLY WENT OUT. AND THE IMPETUS FOR IT WAS THERE WERE TWO THINGS. ONCE WAS THERE WAS ACTUALLY A LOCAL PHYSICIAN WHO WAS STARTING BACK THEN, THIS WAS NINE YEARS AGO. SHE WAS GETTING STARTED AND DOING SCREENINGS, TO FIND OUT WHETHER WOMEN WERE EXPERIENCING DOMESTIC VIOLENCE. THIS PHYSICIAN, SHE WAS VERY FRUSTRATED BECAUSE SHE FELT THAT ALL SHE WAS DOING WAS IDENTIFYING PEOPLE WHO WERE ALREADY HURT, AND SHE ALSO SAID WHAT SHOULD SHE SAY TO MEN. SHE WASN'T SURE WHAT TO SAY TO MEN. THAT AND A COUPLE OTHER THINGS LED US TO CREATE THE LINE. IT IS A 24-HOUR 7 DAY A WEEK PHONE LINE THAT'S OPERATED LOCALLY HERE BY AN ORGANIZATION CALLED CRISIS CONNECTION WHICH IS OUR PROFESSIONAL 24-HOUR 7 DAY A WEEK CRISIS LINE. BUT IT'S A DEDICATED LINE FOR MEN, SO IT'S SPECIFICALLY IDENTIFIED AND MARKETED FOR MEN TO CALL. IN THE ALMOST NINE YEARS THAT IT'S BEEN OPERATING, WE JUST HAD OUR -- COUPLE MONTHS AGO HAD OUR 6,000TH PHONE CALL. AND THEN OUR CALLS -- THE CALLS RANGE FROM A WHOLE VARIETY OF THINGS, RANGING FROM MEN WHO ARE CONCERNED BECAUSE THEY'VE HURT PEOPLE IN THE PAST AND THEY DON'T WANT TO DO IT AGAIN, TO MEN WHO ARE SAYING, THEY ARE BEING HURT IN THEIR RELATIONSHIPS. BUT REALLY, IF YOU KIND OF BOIL ALL OF THE CALLS DOWN AND WANT TO KIND OF UNDERSTAND WHAT MOST ALL OF THEM ARE ABOUT, THEY'RE REALLY MOSTLY ABOUT BREAKING ISOLATION AND GIVING MEN SOMEWHERE TO CALL AND TALK THROUGH THINGS THAT THEY NEED TO TALK THROUGH. THEY ARE ALSO GIVEN REFERRALS AS APPROPRIATE TO COMMUNITY RESOURCES THAT THEY CAN ACCESS. THE LINE IS ANSWERED -- CRISIS CONNECTION, AGAIN, IS OUR 24-HOUR 7 DAY A WEEK CRISIS LINE HERE IN THE TWIN CITIES. THEY ARE BASICALLY STAFFED BY FULL AND PART-TIME TRAINED PHONE COUNSELORS WHO ARE EMPLOYEES OF CRISIS CONNECTION. AND THEN THEY ALSO, TO FILL IN THE 24-HOUR PART, THEY ALSO USE SOCIAL WORK AND PSYCHOLOGY STUDENTS WHO HAVE AGAIN GONE TO, I THINK, ABOUT 40 OR 60 HOURS OF TRAINING IN DOING THE CRISIS COUNSELING ON THE LINE.

SO PRIMARILY, MEN ARE ANSWERING THE LINE OR DO WOMEN ALWAYS?

IT IS PRIMARILY MEN. THEY ALWAYS TRY TO HAVE A MAN ANSWER IT. IT IS NOT ALL OF THE TIME, BUT IT'S MOST OF THE TIME ANSWERED BY MEN.

MY QUESTION WAS BACK TO THE POLICY. I THINK WE HAVE TO BE CAREFUL ABOUT LOOKING AT THE POLICIES. OR SOMEBODY ELSE WITH GOOD INTENTIONS MAY HAVE A NEGATIVE IMPACT AND PARTICULARLY WITH PREVENTION. I'M CONCERNED ABOUT A LOT OF SAFETY KIND OF MEASURES THAT ARE PUT IN PLACE THAT MIGHT ACTUALLY HAVE A QUITE NEGATIVE EFFECT ON [SPEAKER NOT UNDERSTOOD] AND ON PREVENTION. AND AS WE ARE EVALUATING, THAT WE NOT ONLY MAKE SURE WE LOOK AT OUR INTENDED OUTCOMES. THAT OUR UNINTENDED OUTCOMES THAT ARE NEGATIVE, AND OUR UNINTENDED OUTCOMES THAT MIGHT BE QUITE POSITIVE, THAT WE JUST HADN'T THOUGHT ABOUT EITHER.

YOU KNOW, I THINK THAT IS SUCH AN IMPORTANT POINT. WE TALK ABOUT THIS A LOT IN THE WORK WE DO. ON REDUCING DISPARITIES AND HOW COMMUNITIES, THE NOTION IS THAT WE WORK REALLY HARD TO IMPROVE COMMUNITIES FOR HEALTH AND SAFETY. AND THEN, YOU KNOW, WHAT DO WE DO ABOUT GENTRIFICATION WHICH IS ONE OF THOSE UNINTENDED CONSEQUENCES. SO I THINK IT IS TREMENDOUSLY IMPORTANT TO THINK ABOUT UNINTENDED CONSEQUENCES. I THINK THAT'S WHY STRATEGY IS REALLY IMPORTANT IN TERMS OF BEING CLEAR ABOUT WHY YOU'RE PUTTING POLICIES FORTH. WE WORKED ON POLICY STUFF THAT

WE'RE PRETTY SURE ISN'T GOING TO FLY THIS YEAR, BUT WE'VE GOT A FIVE-YEAR PLAN IN PLACE THAT WE'RE STARTING TO JUST GET IDEAS OUT THERE, GET THEM OUT THERE, BUILD SUPPORT OVER THE LONG-TERM. AND YOU KNOW IN YEAR FIVE WE EXPECT TO HAVE A POLICY. BUT I REALLY APPRECIATE YOUR COMMENT ABOUT THINKING THROUGH UNINTENDED CONSEQUENCES. AND I THINK IN TERMS OF THE EVALUATION THAT CAME UP, QUESTION THAT CAME UP EARLIER, IS TO EVALUATE AND TRACK WHERE WE'RE HAVING GOOD UNINTENDED CONSEQUENCES SO WE CAN ALL LEARN FROM THAT. WHAT I'D LIKE TO DO RIGHT NOW IS JUST REALLY THANK EVERYBODY FOR YOUR PARTICIPATION, FOR YOUR QUESTIONS, FOR YOUR THOUGHTFUL COMMENTS. THAT WAS TREMENDOUSLY VALUABLE. WHAT I'D LIKE TO DO NOW IS TURN IT OVER TO DAVID BECAUSE WE REALLY DO NEED TO WRAP UP. SO THANK YOU, EVERYONE, AND WE ENCOURAGE YOU TO MENTION ANY IDEAS YOU HAVE THAT WILL BE HELPFUL TO FOLLOW-UP FROM THIS IN YOUR EVALUATIONS.

CLOSING BY DAVID LEE: THIS WAS A GREAT DISCUSSION TO LOOK AT POLICY. ONCE AGAIN, I FEEL WE'VE ONLY JUST TOUCHED THE SURFACE. I WANT TO ENCOURAGE YOU AND CONTINUE THESE DISCUSSIONS ON THE PREVENT CONNECT LIST SERVE. JOIN THE LIST SERVE BY GOING TO THE PREVENT CONNECT WEB SITE. I AM PUTTING ON THE SCREEN AND YOUR EVALUATION SHOULD APPEAR. SO PLEASE FILL OUT YOUR EVALUATION. THIS IS SOMETHING WE DO USE AND WE FORM TO BE ABLE TO MAKE CHANGES TO OUR PREVENTION CONNECTION CONFERENCES. WE WILL BE POSTING THE TEXT CHAT ON THE PREVENT CONNECT WEB SITE. WE ALSO HAVE A Q& A TEXT TRANSCRIPT OF THIS SESSION AND THE SLIDES ARE AVAILABLE ON THE WEB SITE. WE RECEIVED DON'S '*FOUR RULES*' WHICH IS POSTED ON THE WEB SITE. THANK YOU ALL OF YOU FOR PARTICIPATING AND I ENCOURAGE YOU TO JOIN OUR FUTURE WEB CONFERENCES. THE NEXT CONFERENCE WILL BE A WEB DIALOGUE ON FRIDAY, JUNE 23RD. THANK YOU LISA, RACHEL AND DON FOR YOUR PARTICIPATION. THANK YOU ALL FOR JOINING US TODAY AND WE LOOK FORWARD TO SEEING YOU ON THE WEB IN THE FUTURE. THIS CONCLUDES OUR CALL FOR TODAY.