

**8<sup>th</sup> Annual Domestic Violence Symposium: Deepening the Dialogue**  
**WORKSHOPS – Session 4**  
9/9/2016

4A	<a href="#"><u>Court Order Violations, Harassment and Stalking via Social Media</u></a> – Speaker: Brie Hopkins
4B	<a href="#"><u>The Neurobiology of Domestic Violence, Part II: The Workshop</u></a> – Speaker: Christopher Wilson
4C	<a href="#"><u>Intimate Partner Violence, Sexual Assault and Pushout Among Girls</u></a> – Speaker: Monique Morris
4D	<a href="#"><u>Looking Ahead: The Future of Domestic Violence Courts</u></a> – Speaker: Liberty Aldrich
4E	<a href="#"><u>Organizational Trauma and Healing – Part I</u></a> – Speaker: Shana Hormann

# Violations of NCO, Harassment & Stalking via Social Media

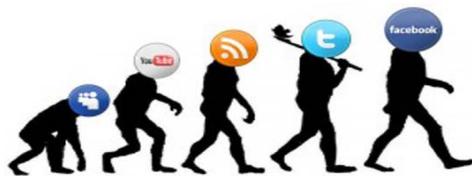
BY: BRIE HOPKINS, DOMESTIC VIOLENCE PROSECUTOR, CITY OF BELLEVUE

\*DISCLAIMER: This presentation is not representative of the opinions or views of the City of Bellevue.

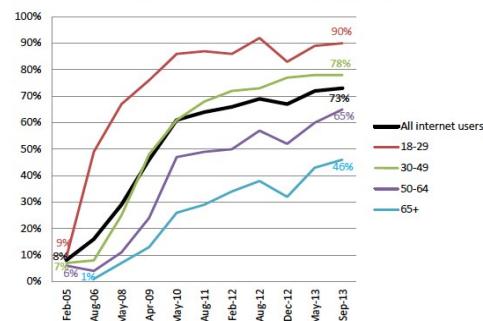
## Social Media and Technology Play Roles in Domestic Violence

## Social Networking over the Internet

- ▶ As of September 2014:
  - ▶ 71% of online adults use Facebook
  - ▶ 23% of online adults use Twitter
  - ▶ 26% use Instagram
  - ▶ 28% use Pinterest
  - ▶ 28% use LinkedIn



Social networking site use by age group, 2005-2013  
% of internet users in each age group who use social networking sites, over time



Source: Latest data from Pew Research Center's Internet Project Library Survey, July 18 – September 30, 2013. N=5,112 internet users ages 18+. Interviews were conducted in English and Spanish and on landline and cell phones. The margin of error for results based on internet users is +/- 1.6 percentage points.

## Pros vs. Cons Social Media and DV



### Pro

- Outreach – Social Media Sites
- Education – Chat rooms, Instant messages
- Services – Photo sharing, Daily Status, Skype, Webcams

### Con

- Monitoring Email - Spyware
- Disrupting Emails - Virus
- GPS/ Cell phone Location monitoring
- Photo postings



## What are we covering today?

- ▶ How to Prove these Various DV Crimes
  - ▶ VNCOs (Order Violations)
  - ▶ Harassment (Telephone Harassment)
  - ▶ Stalking (Cyberstalking)
- ▶ Types of Evidence and Evidence Dance
- ▶ How Social Media Intersects with Evidence of the Crime



## What is a VNCO?

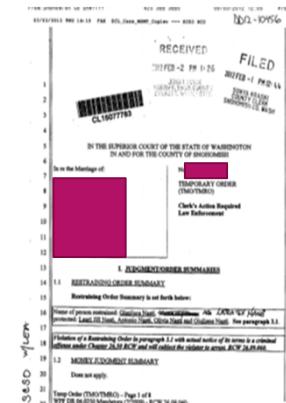


- ▶ To convict the defendant of Violation of Court Order must prove:
  - ▶ That on **X date there existed an Order** applicable to Defendant;
  - ▶ Defendant **knew** of Order;
  - ▶ Defendant **violated a restraint provision** of the order;
  - ▶ That Defendant's **act occurred** in City/County.

RCW 26.50.110; WPIC 36.51

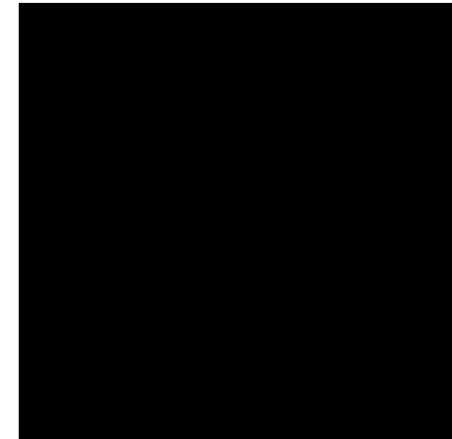
## Prosecuting Order Violation

- ▶ Police follow-up on **measurements** (i.e., LIDAR device to measure) and photos when distance is an issue
- ▶ Order violence **exceptions** (i.e., subject to parenting plan) get certified copy of parenting plan
- ▶ Order violations are **mandatory arrest** situations – police need due diligence in investigations. There is **no 4-hour rule**. RCW 10.31.100, RCW 26.50.110



## How do we prove this VNCO case?

- ▶ Certified Copy of NCO
  - ▶ ER 902(d) (self-authentication) Certified Court Document
  - ▶ ER 803:32 (public records are exception to hearsay rule)
  - ▶ RCW 5.44.040 (certified copies of public records)
- ▶ Evidence Dance
  - ▶ Victim:
    - ▶ Did Judge issue protection order?
    - ▶ Did you receive a copy?
    - ▶ Was defendant present when ordered issued?
    - ▶ Did you witness the defendant sign the order?
    - ▶ Can you identify it? How do you recognize?
    - ▶ Same order you received in court?
  - ▶ Officer:
    - ▶ Familiar with seal of WA? Are you able to recognize certification?
    - ▶ How? Resemble other certified docs you have seen in the past?



## Objections to NCO

- ▶ Any challenges to NCO by the defense should go to the **weight and not admissibility** of evidence.



## Return of Service

- ▶ Return of Service
  - ▶ State v. Phillips, 94 Wn. App. 829 (1999)
  - ▶ A process server's "return of service" is a certified public record
- ▶ Remember you **do not need to prove service ONLY knowledge**



## DOL Photo



- ▶ Certified Copy of Driver's License of Protected Party
  - ▶ RCW 5.44.040 certified copies of public records certified are admissible (including automobile license records and prison records/booking photos).
  - ▶ ER 902(d) self-authentication. A copy of an official record or document filed in a public office, certified by custodian of record.
  - ▶ ER 803:32 public records are an exception to the hearsay rule
- ▶ Remember you do not need the protected party if the officer or a witness observed the contact
- ▶ **Bonus tips:** DOL photos are also good to use as before and after photos of victim.
- ▶ **Prove DV r'ship w/o victim:** marriage certificate (ER 803:39) -> DOL photo -> crime seen photos of victim



## Jail Phone Calls



- ▶ Jail Records Custodian
  - ▶ Defendant's location (cell) inside the jail facility
  - ▶ Defendant's access to telephone calls (i.e., pin code, rules)
  - ▶ If Defendant uses someone else's pin code, testimony re: cell-mates
  - ▶ Authentic telephone call recordings
    - ▶ Job title? Assigned duties? Request for jail calls for an inmate?
    - ▶ Required to maintain these records? How are they maintained? Who has access to system? How long maintained?
    - ▶ Did you or someone under your supervision prepare a copy of jail calls? (Must have personal knowledge or supervisor)
    - ▶ How is the copy prepared? Records maintained under care, custody, and control?
    - ▶ Records made in the regular court of business? Records made at or near the time the act or event occurred?
- ▶ **Jail booking records and photographs.** *State v. Iverson*, 126 Wn. App. 329 (2005). Records were computer-based; police officers allowed to testify as to content of records. ER 803:27. Booking photos not hearsay.
- ▶ Witness could testify with personal knowledge **voice of protected party** (not for the truth of the matter asserted but for identity ER 901) and defendant's voice (admissions by party-opponent)

## Invited Contact not a Defense

- ▶ It is **not a defense** to a charge of violation of a court order that a person protected by the order **invited or consented** to the contact.

WPIC 36.53.01



## Prior Statements in Another Proceeding

- ▶ Certified Copy of Court Proceeding (transcript or video)
  - ▶ Prior testimony in another trial or family court proceeding
  - ▶ Used to **show knowledge** of defendant
  - ▶ Used to **show identity** of the protected party
- ▶ Example:
  - ▶ Victim testified under oath in Assault re: telephone number and she is the only one who uses phone
  - ▶ Testimony used in violation wherein defendant called her from the jail. Link between jail records + prior testimony of protected party. The key is whether there was an ability to cross examine in prior trial.



## Photo Montage



- ▶ Photo montage (eye-witness to VNCOs)

- ▶ 2-step test:
  - ▶ (1) Defense must show that the ID procedure was suggestive. A suggestive ID procedure is "one that directs undue attention to a particular photo."
  - ▶ (2) If the Defense shows the ID was suggestive, then Court must then decide whether the "suggestiveness created a substantial likelihood of irreparable misidentification." Factors:
    - ▶ Opt of wit to view the criminal
    - ▶ Degree of attention
    - ▶ Accuracy of description
    - ▶ Level of certainty
    - ▶ And the time between the crime and confrontation

State v. Kinard, 109 Wn. App. 428 (2001)

## Social Media Violations of NCO



- ▶ ER 901
  - ▶ Testimony of a Witness with Knowledge
  - ▶ Records Custodian from Social Networking Site
  - ▶ Low standard for authenticity
- ▶ Dockery v. Dockery, Tenn. Ct. App. 2009
  - ▶ Def third party contact violation of protected party on MySpace
  - ▶ Witness testified re: printout of conversations between parties – defendants initial statements and responses
  - ▶ Ct rule witnesses testimony + copies of printouts of MySpace conversations (with witnesses testimony) satisfied the foundation requirement
  - ▶ Testimony of records custodian not necessary



## What is Harassment?

- ▶ To convict the defendant of the crime of **Harassment**, must prove:
  - ▶ That Defendant **knowingly threatened**:
    - ▶ **To cause bodily injury** immediately or in the future to Vic; or
    - ▶ **To cause physical damage** to property of Vic; or
    - ▶ To subject Vic to **physical confinement** or restraint; or
    - ▶ **Maliciously to do any act** which was intended to **substantially harm** Vic w/ respect to **physical health or safety**;
  - ▶ That the **words or conduct** of the Defendant placed Vic in **r'ble fear** that the threat would be carried out;
  - ▶ That Defendant acted **without lawful authority**;
  - ▶ That the threat was **made or received in the County/City**.

RCW 9A.46.020, WPIC 36.07



## What is Telephone Harassment?

- ▶ To convict the defendant of the crime of **Telephone Harassment**, must prove:
  - ▶ That on **X date** defendant **made** a telephone call to another person;
  - ▶ That Defendant **intended to harass, intimidate, torment, or embarrass**;
  - ▶ That Defendant:
    - ▶ Use **lewd or obscene words or language**; or
    - ▶ **Suggested lewd act**; or
    - ▶ **Anonymously or repeatedly** or at an extremely inconvenient hour whether or not a conversation occurred; or
    - ▶ **Threatened to inflict injury on person or property or family of person**; and
  - ▶ That phone call was **made or received in City/County**.

RCW 9.61.230, WPIC 36.72



## Tips for Prosecuting Harassment/ Telephone Harassment

- ▶ Get telephone messages transcribed
- ▶ Demeanor of the victim
- ▶ DV history in Harassment cases allowed to explain r'ble fear of victim

Voicemail #3 (received 8-18-12 at 0024 hours): "Regardless of your situation is girl, you better straighten this shit out, because if I catch your motherfucking bitch ass with a fuckin white boy or catch you mother fucking ass with that motherfucker Eddy, I'm gonna put my motherfucking foot in your bitch ass bitch". "I'm telling you straight up bitch, you my motherfucking wife bitch and I'll fuck you up bitch, if you don't get it right; you understand what I'm saying". "Disrespect me bitch and I'm gonna fuck you, so you better make sure you not with that white boy and Eddy, bitch". "On my motherfucking mama, you better get it right. Respect your motherfucking husband". "Understand, I'm not playing with you anymore".

Add Harassment if threats are made + fear of victim to get in prior DV history



## Voice Mails

- ▶ Voice Mail Recordings Foundation
  - ▶ ER 901 – Voice Identification and Testimony of a witness with knowledge
  - ▶ Authenticating witness with personal knowledge of the original conversation and/or message
    - ▶ On X date, did you receive a call from X number?
    - ▶ How do you recognize this telephone number?
    - ▶ Do know anyone else who would have that phone number?
    - ▶ Do you recognize this voice? How?
    - ▶ True and accurate depiction of the phone call you received?



## Location



- ▶ A crime may be committed in more than one location. A crime is committed in **any city in which the defendant commits any act that constitutes part of the crime.**
- ▶ A person who sends a letter, electronic message, telegram or fax is considered to have performed the act both **where it originates** and where it is **received**.
- ▶ A person who **telephones** another person is considered to have performed the act both where the call is **placed or dialed** and where the call is **received or the message is retrieved**.
- ▶ CrR 5.1(b) and CrRLJ 5.1(c) when there is reasonable doubt whether an offense was committed in one jurisdiction or another, **venue exists in either jurisdiction**.
- ▶ **Bonus tip:** This is an important tip that police often forget to establish. **Where were you when you got the telephone call?**

WPIC 4.27



© Can Stock Photo

## Victim's Existing Mental, Emotional or Physical Condition

- ▶ ER 803(a)(3) - Then-Existing Mental, Emotional or Physical Condition
  - ▶ DV Victim's may post their feelings of fear or concern about their abuser's conduct → relevant if self-defense or r'ble belief of fear (i.e., Harassment)
  - ▶ DV Defendant's may post their anger or illustrate their intent to harm their victim → relevant to issue of guilt
  - ▶ DV Victim's then-existing pain, bodily condition or health
- ▶ Admissible when it is "made at or near the time" of the events by a person with knowledge provided the information is regularly kept
  - ▶ Records from Internet service providers and social networking sites would meet this exception
- ▶ Print out copies satisfy the Best Evidence rules (ER 1000 – 1003)



## Selfie Posts of Injuries

- ▶ Sometimes victims will post pictures that police don't get
- ▶ Document injuries – progression of bruises



EMMA Murphy's thousands of followers are used to seeing the mummy blogger post smiling selfies, pictures of her two happy children, and positive inspirational quotes on her popular Facebook page.

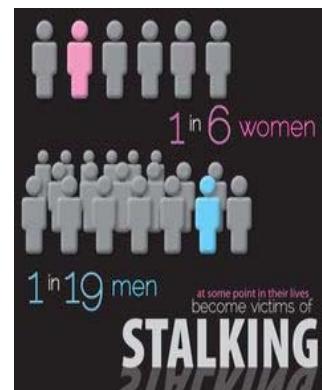
"Does this look like LOVE TO ANYONE OF YOU?" she wrote.



## What is Stalking?

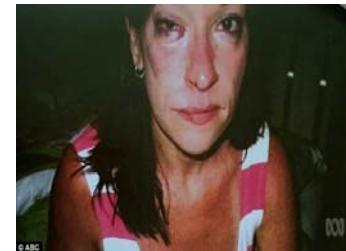


- ▶ To convict the defendant of **Stalking** must prove:
- ▶ That on **X date** Defendant intentionally and repeatedly harassed or repeatedly followed;
- ▶ That **person was place in reasonable fear** that the defendant intended to injure person or property;
- ▶ That a **r'ble person in same situation** would feel fear;
- ▶ That Defendant:
  - ▶ **Intended to** frighten, intimidate or harass; or
  - ▶ **Knew or r'ble should have known** that person was afraid, intimidated or harassed even if defendant did not intend;
- ▶ Defendant acted **without lawful authority**
- ▶ That Defendant's **act occurred in City/ County.**



RCW 9A.46.110, WPIC 36.21

## How do we prove Stalking?



Home Cameras

## Connecting the Dots for Stalking

Prior Police Reports

Rely on Advocates to Identify Patterns

Prior Order History

DVPO Petitions – Victim's may attach text messages/ emails

Identifying Stalking

Cyber (electronic)

Threats

Property Destruction

Showing Up Outside Home

Stalking is NOT always obvious  
Pattern crime and context matters

## Facebook Stalking



- ▶ State v. Craig, 167 N.H. 361 (2015)
  - ▶ Victim received several letters, police responded for defendant to cease contact and then victim got protection order
  - ▶ Def then Facebook posted directed to the victim although on his public page
  - ▶ Ct found communication in a public form is "contact" and can be indirectly conveyed
  - ▶ Ct found "there is no logical reason" for the defendant to post statements directed to the victim on Facebook other than to "communicate them."
- ▶ In contrast, People v. Welte, 31 Misc.3d 867 (2011)
  - ▶ Def contact victim's "Friends List" on Facebook
  - ▶ Victim had a protection order
  - ▶ Ct found (1) defendant not ordered to stay away from friends and actions do not violate the law and (2) no third party contact (message passing)
- ▶ Also, Commonwealth v. Walters, Massachusetts Supreme Ct (2015)
  - ▶ Ct found Facebook profile picture w/ defendant holding a gun with quote "I will bring you 2 idiots to justice" insufficient threats – no link between victim and defendant

No,  
we haven't "met"  
but I've been  
stalking you on  
**facebook**  
for years.

## What is Cyberstalking?



- ▶ To convict the defendant of Cyberstalking must prove:
  - ▶ That on **X date Defendant made an electronic communication** to another person;
  - ▶ That the **Defendant intended** to harass, intimidate, torment, or embarrass any other person;
  - ▶ That the Defendant:
    - ▶ Use **lewd images or language**; or
    - ▶ **Suggested lewd act**; or
    - ▶ **Anonymously or repeatedly**; or
    - ▶ **Threatened injury** on person or property or family of threatened person
  - ▶ That Defendant's **act occurred in City/ County**.



RCW 9.61.260, WPIC 36.82

## Felony Cyberstalking

RCW 9.61.260 (See also WPIC 36.07.01)

- ▶ (3) Cyberstalking is a class C felony if either of the following applies:
  - ▶ (a) The perpetrator has previously **been convicted** of the crime of harassment, as defined in RCW 9A.46.060, with the same victim or a member of the victim's family or household or any person specifically named in a no-contact order or no-harassment order in this or any other state; OR
  - ▶ (b) The perpetrator engages in the behavior prohibited under subsection (1)(c) of this section by **threatening to kill** the person threatened or any other person.

Felony Cyberstalking =  
Threat to kill sent  
electronically

Do not need a pattern like  
physical stalking

## "Sexual" Harassment

## What is an electronic communication?

- ▶ “**Electronic communication**” means the transmission of information by wire, radio, optical cable, electromagnetic, or other similar means.
- ▶ Electronic communication includes, but is not limited to, electronic mail, internet-based communications, pager service, and electronic text messaging.

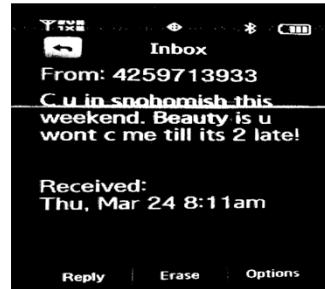
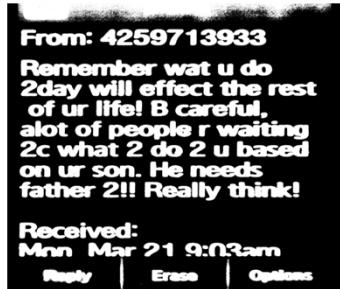
RCW 9.61.260, WPIC 36.86



## Cyberstalking

On March 17, 2011 Taylor started getting text messages from 425-971-3933. She received ten messages from March 17 to 25<sup>th</sup>. Taylor showed me the messages saved on her cell phone. She also provided copies of the messages that are attached. The most disturbing message is the one on March 21, “remember wat u do 2day will effect the rest of ur life! B careful, a lot of people r waiting 2c what 2 do 2 u based on ur son. He needs father 2!! Really think!” Based on the messages Taylor knows Lagervall was the person responsible for the messages because of the reference to their son.

Taylor does not recognize the phone number. The last cell phone he had belonged to her and it has been shut off. I have called the number four times and it goes straight to voice mail. I was not able to find any record on the number.



## Prosecuting Cyberstalking

- ▶ How do we prove it? Victim didn't recognize telephone number?
  - ▶ Context:
    - ▶ Defendant and Victim have child together
    - ▶ Only Defendant would send
    - ▶ Currently in custody dispute w/ hearing the day before texts received
  - ▶ Motive and Opportunity:
    - ▶ Recognized language used (i.e., slut, horrible mom)
    - ▶ Recognized slang and punctuation (i.e., "wink, wink" and "!"')
- ▶ Bonus tip: Have police get other texts associated w/ defendant to show common scheme or purpose (ER 803(a)(3)).



## Examples of Cyberstalking

- ▶ Threatening or obscene email
- ▶ Spamming
- ▶ Leaving improper messages on message boards or guest books
- ▶ Sending electronic viruses
- ▶ Sending unsolicited email
- ▶ Electronic identity theft



## Email or Text Messages



- ▶ ER 901(10) Testimony by a person w/ knowledge that:
  - ▶ Email purports to be authored or created by the particular sender
  - ▶ Email sent from an email address associated w/ particular sender
  - ▶ Appearance, contents, substances, internal patterns or other distinctive characteristics of the email, taken in conjunction w/ the circumstances are sufficient to support a finding that the email in question is what it claims to be
- ▶ Need only a prima facie showing of authenticity
- ▶ Challenges only go to weight and not admissibility
- ▶ Copy satisfies the best evidence rule ER 1003 (State v. Andrews, 172 Wn. App. 703 (2013)).
- ▶ Get copies of text messages and emails of protected party that proceeded or followed it – duty to provide all relevant material including exculpatory materials.

From: [REDACTED]  
 Date: November 30, 2015 at 4:05:20 PM PST  
 To: [REDACTED]  
 Subject: Re: Important

so sad. ill never write you again. i thought you were a decent person who could be reasonable but you want to act like i'm crazy and you had no role in all this. I've suffered more than you could in several lifetimes, we are all victims here. have it your way, just remember you wanted it to be this way. bye steph, i'm sorry you didn't tell me you no longer loved me in NH and just strung me along to get childcare until you no longer needed me. I didn't know, sorry i overreacted, I thought we would end up happy in the end. I could never do this, even to my worst enemy. I thought at least we could end up friends and raise our kid. I was wrong, you can play that victim line to the cops or your lawyer but we know the truth, don't we. the dog was my property too, wtf. Leave the cops out of this time, for fucks sake. stop being a spineless person. you are better than that. if i really wanted to "kill" you i wouldn't be talking to you, get real. you protected your rapist all this time and knowing I don't want to hurt you you hurt me more and more and more. you made this happen too, not me alone, but still i am sorry, sorry a family died, sorry another boy grows up without his father... you will reap the consequences later and I'm sorry for that too. if you knew now what you will learn you would surely not act this way. trust me i know.

## Jurisdiction Issues



- ▶ Rios v. Ferguson, 978 A.2d 592 (Conn. Super. Ct. 2008).
  - ▶ Def posted rap video showed him waiving a gun and threatening to harm and rape his baby mama. She got a protection order.
  - ▶ Ct found had jurisdiction b/c "tortious act" within the state.
  - ▶ Ct found "an internet posting is not sent anywhere in particular, but rather can be accessed from anywhere in the world..."
  - ▶ Ct also observed that defendant's YouTube video was more than the mere posting of a message on an open Internet form because he specifically targets his message at the victim by threatening her life and safety.
- ▶ In contrast, Huggins v. Boyd, 304 Ga. App. 563 (2010).
  - ▶ Ct found no personal jurisdiction over out of state resident who was stalking victim over the internet.

## "True Threat"



- ▶ Elonis v. United States, 2015 WL 2464051, U.S. Supreme Court, 7-2, 6/1/15
  - ▶ The defendant posted apparent threats against his estranged wife and others on Facebook in the guise of rap lyrics, poems and skits.
  - ▶ The Court held that the federal statute that prohibits transmitting **threats** through interstate commerce is violated when the defendant **intentionally or knowingly** communicates a threat. The federal statute sets forth no mental state, but the Court **holds that negligently communicating a threat is not sufficient for criminal liability under the statute**. Thus, a true threats instruction allowing conviction based upon proof that a "reasonable person would foresee" a statement as a threat, with no other mental state required, was insufficient to uphold the conviction. The Court did not reach the First Amendment issue of whether the constitutional definition of "true threat" requires an intent to threaten.
- ▶ *Note: Washington's statutes defining harassment, telephone harassment, threats to bomb, malicious harassment and intimidating a witness all explicitly require that the defendant act knowingly or intentionally in communicating a threat to the victim. Because the Court did not reach the First Amendment issue, WPIC 2.24, based on State v. Kilburn, 151 Wn.2d 36 (2004), is still a valid definition of "true threat."*

## Search Warrants Social Media Sites

- ▶ Contact Social Networking Site
  - ▶ FriendID (MySpace), Facebook ID (embedded in the URL)
  - ▶ Name, Networks, Contact Info, Websites, IP addresses
  - ▶ Records request will show IP address including a date stamp when login occurred
  - ▶ When and where site was access
- ▶ Subpoena Internet Service Provider or Search Warrant
  - ▶ Katz v. US, 389 U.S. 347 (1967) 4<sup>th</sup> Amendment protection against warrantless searches **does not apply** to information that a person knowingly exposes to the public. Only information an individual attempts to preserve as private. However, Facebook, Twitter, and Instagram – all require that law enforcement provide a subpoena or valid warrant in order to access a user's information in connection with an investigation.
- ▶ Facebook Subpoena Guide Information for Law Enforcement



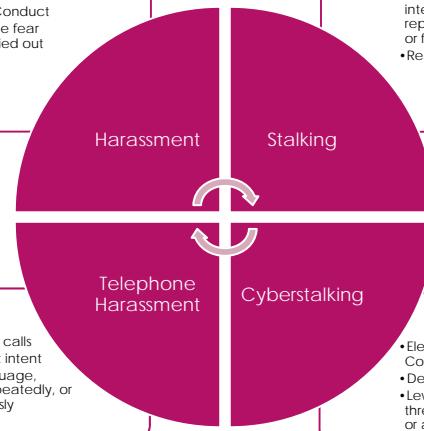
## Differences between the Crimes



- Direct Threats
- Words or Conduct
- Reasonable fear threat carried out



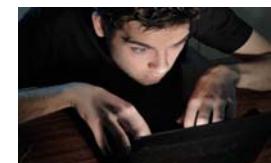
- Telephone calls
- Defendant intent
- Lewd language, threats, repeatedly, or anonymously



- Defendant intentionally and repeatedly harassed or followed
- Reasonable fear



- Electronic Communication
- Defendant intent
- Lewd language, threats, repeatedly, or anonymously



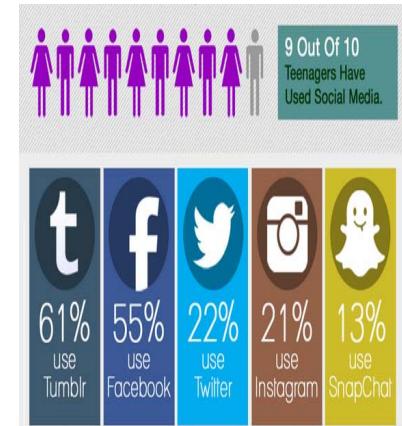
## Domestic Violence Victims Tracked via Social Media



## Tips for Victims



- ▶ Remember given kids these days social media is how they connect – education is key
- ▶ Check “privacy settings” to allow only those people who are “approved”
- ▶ Protection orders with provisions to remove previously posted pictures or videos and/or provisions prohibiting electronic harassment
- ▶ Balancing falling “off the grid” and changing telephone numbers, email addresses and maintaining account for police to monitor ongoing criminal behavior (blocking emails could escalate the contact into physical stalking)



## Prosecuting DV

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**20% SAVINGS DURING**

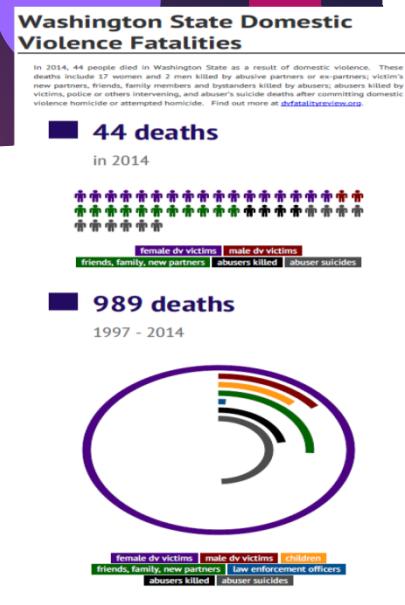
**Minnesota man charged with murder in death of pregnant wife**

Updated 4:50 pm, Tuesday May 11, 2016



Victim had protection order pending DV charges

- ▶ Remember these are important cases
- ▶ Be creative with evidence
- ▶ Advances in technology can create new ways of abuse and new ways of proving your case
- ▶ Always be ethical –if you don’t have it, you don’t have it and no bad person is worth risking your ethics
- ▶ Do your job and work these cases even when the victim is uncooperative!



## 100 Reasons Why We Stayed



Questions? Thank you!



BE PART OF **the** Equation

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Materials were not provided for this session by the publication deadline. If materials are provided later, they will be posted individually by the Session Number, on the materials webpage at  
<http://law.seattleu.edu/x20576.xml>.

## Session 4B

### **The Neurobiology of Domestic Violence, Part II: The Workshop**



## **“They say I’m disrespectful...‘cause I always got something to say”**

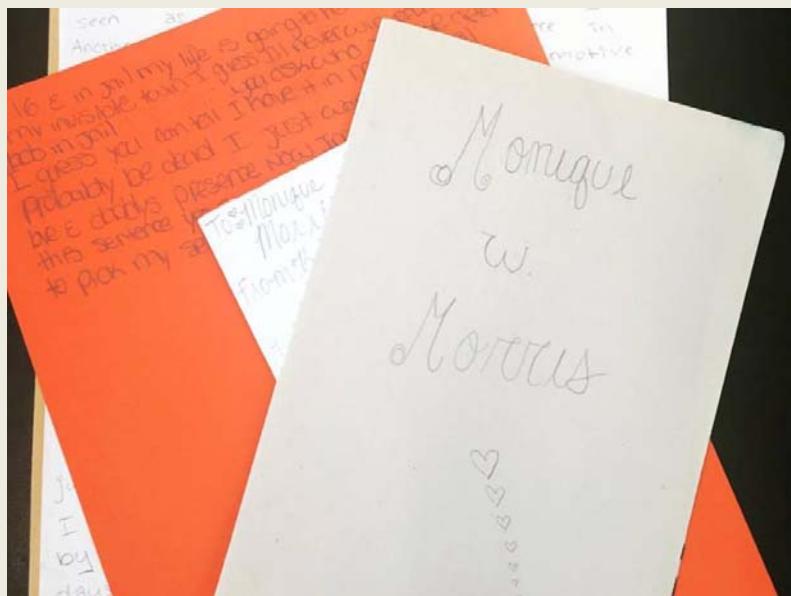
Mapping and Responding to the Criminalization of  
Black Girls in Schools

Monique W. Morris, Ed.D.  
King County Domestic Violence Symposium  
September 8-9, 2016

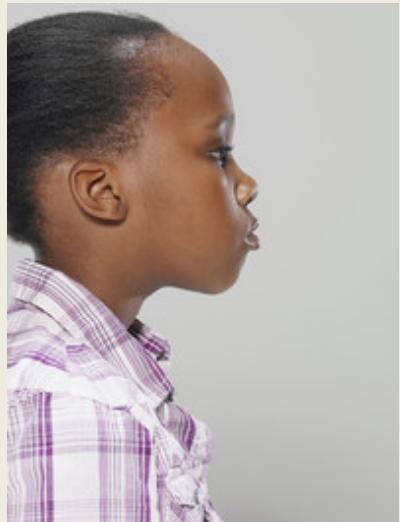
@MoniqueWMorris  
END SCHOOL #PUSHOUT

## **Faith: “They call me disrespectful...”**





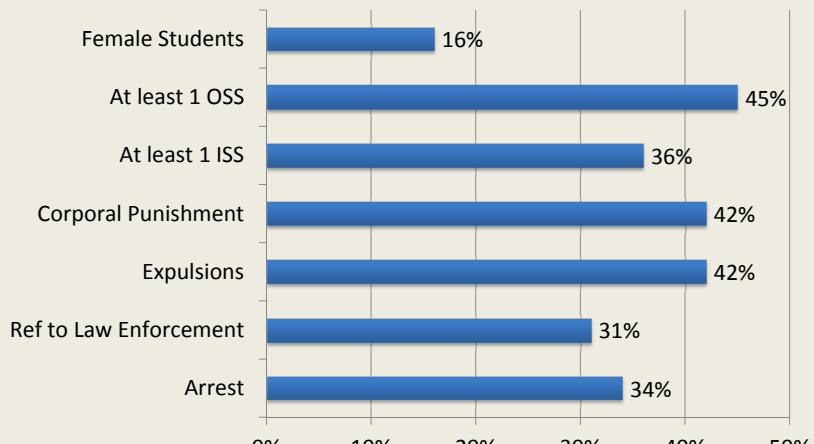
Letters from the Girls



The collection of policies, practices, conditions, and prevailing consciousness that facilitate criminalization within educational environments and the processes by which this criminalization results in the incarceration of youth and young adults.

## School-to-Confinement Pathways

## Black Girls and School Discipline, 2011-12



U.S. Department of Education, OCR, 2014

## Black Girls and School Discipline, 2013-14 (First Look)

- Black girls represent **20%** of female preschool enrollment, but **54%** of female preschool children receiving one or more out-of-school suspensions.
- Black girls are **8%** of enrolled students, but **14%** of students receiving one or more out-of-school suspensions. Girls of other races did not disproportionately receive one or more out-of-school suspensions.
- Black girls are **8%** of all students, but **9%** of students expelled without educational services.

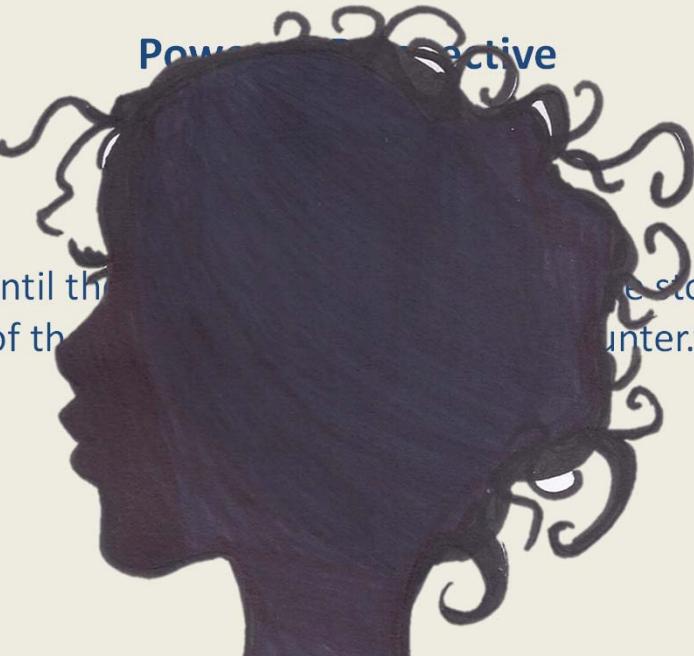
U.S. Department of Education, OCR, 2016

**Diabetic, asthmatic Ashlynn Avery sues after being beaten and arrested for classroom nap**

**North Carolina students threatened with suspension for wearing African headwraps**

**Kiera Wilmot, 16, Arrested And Expelled For Explosive 'Science Experiment'**

**Salecia Johnson, 6, handcuffed after tantrum:  
What's wrong with this picture?**



Power perspective  
"Until the story is over."  
"Until the story is over."

A large black silhouette of a person's head and shoulders, facing left. The person has curly hair. Above the silhouette, the words "Power perspective" are written in blue. Below the silhouette, the quote "Until the story is over." is repeated twice in blue.

## Mia: “We’re going to tell you...”

“Us Black girls, like, if we don’t get it, we’re going to tell you. If we don’t feel that it’s right, we’re going to tell you. Where everybody else want to be quiet, it’s like, no...we’re going to speak up, we’re going to speak what’s on our mind.”



Copyright Monique W. Morris

## Deja: “Why do I have to get sent home...”

“Why do I have to get sent home for wearing shorts and she just had shorts on and she way thicker than me?”



Copyright Monique W. Morris

## Paris

### "I had to defend myself"

"I had to defend myself...I never did went looking for it, but God, did it come knocking at my front door!..."

[Educators] called me a distraction."



Copyright Monique W. Morris and Ebony Morris

## Diamond:

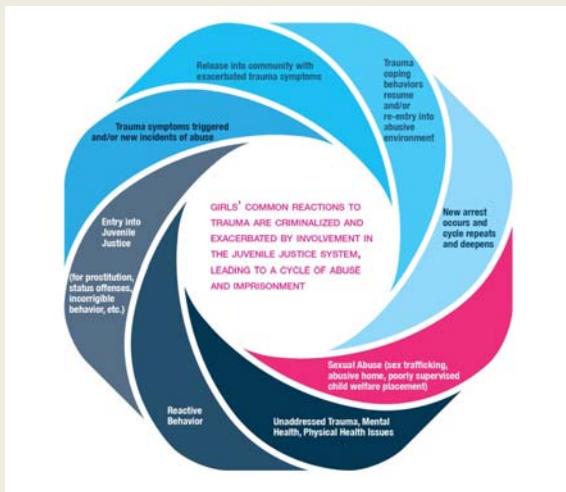
### "When you're a prostitute..."

"When you're a prostitute, 'cause I have been one for a couple of months now, like, when you're a prostitute, you gotta stop going to school because [prostituting] is something that you have to do all day...[but] you could still go to school for like, a couple of months. You could still get your education...that's if he lets you."



Copyright Monique W. Morris

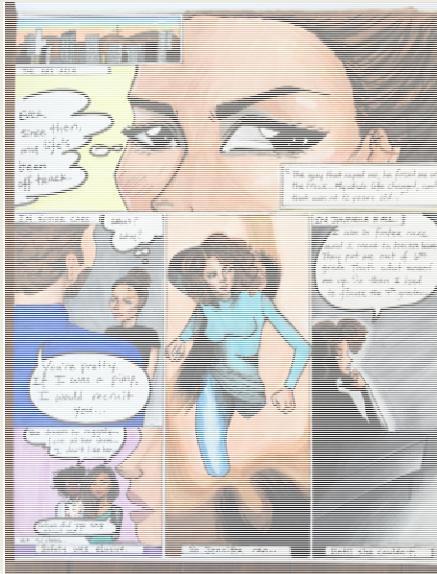
## “Sexual Abuse to Prison Pipeline”



Human Rights for Girls, Georgetown Law Center on Poverty and Inequality & the Ms. Foundation for Women, 2015.



“There can be no hierarchy of oppressions” – Audre Lorde

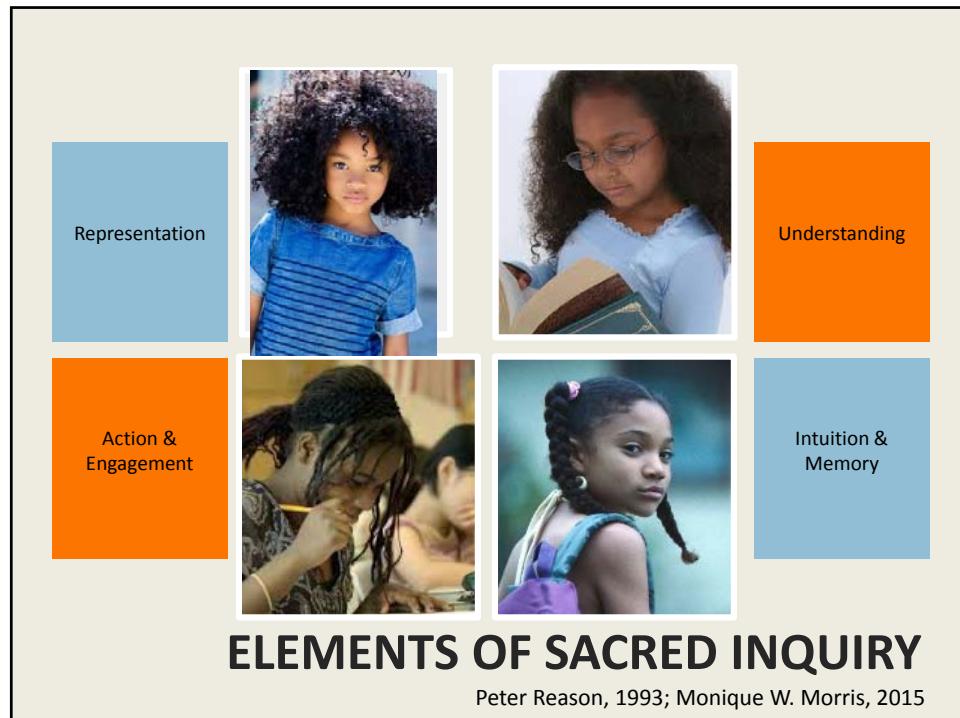


"We're inmates, but we're still kids." - Jennifer

Copyright Monique W. Morris; Ebony Morris

## Key Considerations

- Poverty
- Victimization and Trauma
- Bias at the intersections of race, ethnicity, gender, sexuality, age, nationality, and ability
- Addiction
- Parental engagement
- Differential enforcement of school policies
- Absence of an advocacy network in and out of schools to respond to the needs of Black girls and other Girls of Color in crisis



## Safety in Community

- Develop a race-conscious gender analysis
- Have “the talk” about race and gender with children along the gender continuum
- Center a response to victimization & trauma
- Engage in community practices that facilitate healing opportunities for girls
- Champion economic development and leadership opportunities for girls of color

Copyright Monique W. Morris

## Safety in Schools

- Prevent and disallow “permission to fail”
- Replace “respectability politics” with actual “respect”: Understand and examine the impact of dress codes
- Center a response to victimization & trauma
- Engage in practices that facilitate healing & leadership opportunities for girls
- Develop/implement empathic vs. punitive discipline practices

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## Empathic Discipline (Stanford University)

- Reduces suspension & increases student respect for teachers
- Most effective among Black and Latina girls (~75% reduction in suspension rates)

Table 1. Teacher responses to minor student misbehavior as a function of condition (experiment 1) ( $n = 39$ )

Response or theme	Punitive-mindset condition	Empathic-mindset condition
Discipline response	"He would be given one warning. Once he left his seat the second time, he would be sent to the hall. If he continues to disrupt from the hall, he would be sent to the office."	"I would give the class some work to do and then I would talk to [the student] privately. He has a need that is not being met. I would try to understand the need and try to meet it."
Coded theme(s)	Threaten student; involve administrator	Talk with student
Discipline response	"Sit down with the disruptive student and the assistant principal to discuss why the behavior is disruptive. ... If the behavior continued, then another meeting with the Assistant Principal and the parents/guardians would take place."	"I would establish or re-affirm a policy and procedure regarding appropriate times to get up. I would see if rearranging desks ... would help. I would discuss the issue with the student to work together on an equitable solution."
Coded theme(s)	Involve administrator	Rearrange classroom; talk with student

Okonofua, Paunesku, & Walton, 2015

## Safety Along the Justice Continuum

- Protection from violence and victimization in correctional facilities
- Consistent school credit recovery processes between alternative schools and traditional districts
- Develop criteria for inclusion in diversion/intervention programming that intentionally includes girls with history of trauma (incl. historical trauma)
- Assess role of implicit bias in assessment of threat (training)

## CONTACT



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<http://nbwji.org>

## Looking ahead: the future of Domestic Violence Courts

Liberty Aldrich, Esq.

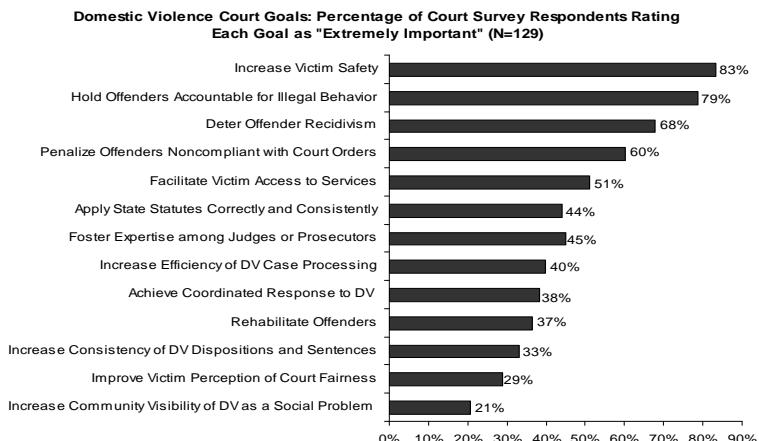
CENTER  
FOR  
COURT  
INNOVATION

## Learning Objectives

- ▶ What is the point of a DV Court?
- ▶ Current Practices and Mission
- ▶ National Innovations: What is next?

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## What are Domestic Violence Court Goals?



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## Mission

- ▶ To enhance defendant accountability and victim safety by improving collaboration between community partners and reduce fractured and inconsistent responses to domestic violence and sexual assault



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## Key Elements of Model

- ▶ Informed Decision-Making (Not one size fits all response)
- ▶ Offender Accountability
- ▶ Victim Safety
- ▶ Community Collaboration



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*"Legal advice finger-pointing."*

## Informed Decision-Making

- ▶ Single Judge from arraignment through sentencing and compliance reviews
- ▶ Dedicated personnel
- ▶ Judicial training
- ▶ Coordination with other courts

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## Accountability: National Survey

### Groundwork for an Accountability Model:

- ▶ Reporting Protocols: Reports routinely submitted to court by virtually all batterer programs (at least 94% according to both program and court respondents nationwide)
- ▶ Judicial Monitoring: 62% of responding courts employ post-disposition compliance monitoring

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Source: Labriola, Rempel, O'Sullivan, Frank, et al. (2007).

## Accountability: National Survey

### Problems of Accountability Implementation

- ▶ Intensity of Judicial Monitoring: Although 62% of courts employ judicial monitoring, only 32% hold a first compliance date within 4 weeks of disposition
- ▶ Re-calendaring: Only 26% of courts report re-calendaring the case within two weeks of a report of noncompliance; 63% report doing so within one month
- ▶ Written Protocol for Responding: Only 12% of courts report having a written protocol defining what actions to take in response to noncompliance

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Source: Labriola, Rempel, O'Sullivan, Frank, et al. (2007).

## Enforcement: California Audit

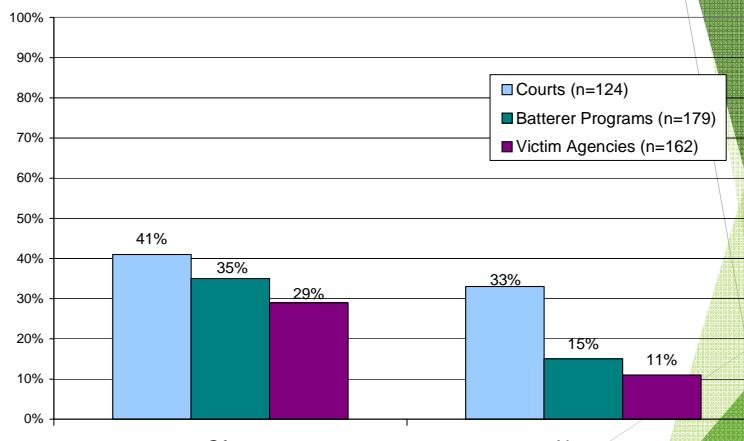
- ▶ California Law
  - ▶ Mandatory 52-week batterer program
  - ▶ Strict probation and court reporting requirements
- ▶ Audit Results (sample of 125 DV offenders)
  - ▶ Only half completed the program
  - ▶ > ¼ of completers had significant noncompliance
  - ▶ Some probation departments routinely re-referred noncompliant offenders back to programs without imposing sanctions or notifying the court:
  - ▶ *[This]...unintentionally sends the message that program violations are not serious and therefore will be tolerated.*

Source: Howle (2006).

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## Enforcement: National Survey

**How Often Does the Court Impose Sanctions?**

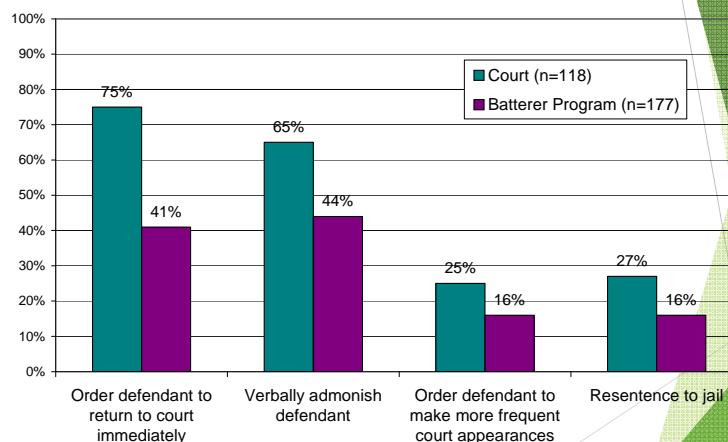


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Source: Labriola, Rempel, O'Sullivan, Frank, et al. (2007).

## National Survey (*Cont.*)

**Severity of the Court Response to Noncompliance:**  
Percent of Courts that Use "Often" or "Always"



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Source: Labriola, Rempel, O'Sullivan, Frank, et al. (2007).

## Model Practice Video

<http://www.courtinnovation.org/research/promoting-compliance-domestic-violence-cases-morning-judge-jerry-bowles?url=research%2F7%2Fvideo&mode=7&type=video>



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## Connection to Deterrence

### Evidence-Based Deterrence Principles

1. Certainty (consequence for every infraction)
2. Celerity (imposed soon after the infraction)
3. Severity (serious enough to be undesirable)
  - ▶ Most severe need not be the first sanction used
  - ▶ Sanctions should have credible deterrent effect
  - ▶ Escalating to truly severe sanctions should be credible

→ **Implication:** Mixed/weak use of accountability  
also undermines reducing recidivism via deterrence

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## Focus on Victim Safety

- ▶ Legal services/advocacy
- ▶ Coordinate with Victim Services
- ▶ Focus on Sexual Assault
- ▶ Evidence collection
- ▶ GPS
- ▶ Child/Spousal Support

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## Victim Safety: Responding to Intimidation

- ▶ Provide a safe waiting area for complainants to minimize contact with defendants
- ▶ Monitor defendants for any intimidating behavior in the courtroom (inc. nonverbal) → put on the record
- ▶ Encourage DV training for ALL staff, including security personnel
- ▶ Seek sanctions for violations of OPs, including stalking, phone calls & sending messages through children

## Responding to Minimization, Denial & Victim Blaming

- ▶ Address alcohol/drug abuse as a co-existing problem
- ▶ Emphasize defendants' responsibility for their criminal behavior even if victim disengages
- ▶ Ask for a detailed allocution
  - ▶ Review the charges & ask the defendant to give specifics of crimes committed
- ▶ Establish a reporting system with mandated programs & Probation
- ▶ Risk Assessment

## Responding to Abuse of Children

- ▶ Know whether the victim has children with the complainant
- ▶ Family Court's should examine context, nature and implications violence in cases for custody and/or access
- ▶ Include supervised visitation providers in discussions
- ▶ Include child-related relief on OPs as needed

## Responding to Economic Abuse

- ▶ Connect victim to child support order
- ▶ Order restitution for property damage, counseling or medical costs of the victim
- ▶ Consider implications of court orders on:
  - ▶ housing & shelter
  - ▶ public benefits
  - ▶ financial support
  - ▶ Immigration

## Responding to Coercion & Threats

- ▶ Ask about & seek removal of weapons
- ▶ Monitor defendants' compliance with court orders, including OPs
- ▶ Communicate with other courts to prevent inconsistent orders

## DV Courts Outcomes

### Summary

Domestic  
Violence Court

#### Outcomes

- ✓ Increased Case Processing Efficiency
- ✓ Increased Offender Accountability—*with male defendants:*
  - Conviction Rate
  - Use of Jail or Prison (weaker effect)
- ✓ Reduced Recidivism—modest effect *with convicted cases*
- ✓ Policy/practice effects: Some indication that different policies produce variable recidivism effects—e.g., accountability and victim service/safety measures

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Table 2.1. Overview of Select Domestic Violence Court Evaluations

Authors	Site	Comparison Group Definition	Selection Adjustment	Key Findings				
				Recidivism			Conviction Rates	Sentencing Severity
				Finding	Sig.*	Timeframe		
Augner (2009)	San Diego, CA	Nonresidential domestic violence cases processed before the establishment of specialized domestic violence courts (multiple courts within the site).	Yes	New police conduct for domestic violence decreased from 25% to 14%.	Yes	One-year post-disposition	↔ No change (about 83%).	Decrease from 62% to 33% in incarceration sentences in the 100th percentile of offenders, and increase from a median of 45 to 60 days.
Davis, Smith, and Rabitt (2001)	Milwaukee, WI	Residential domestic violence cases processed before the establishment of a specialized domestic violence court.	Yes	Victim reports of re-abuse decreased from 30% to 10%, decline in felony re-abuse from 10% to 2%.	Victim Yes Official No	6-months post-disposition	↑ Increased from 50% to 69%.	Decrease from 25% to 3% in jail sentences.
Eckberg and Podlogar (2002)	Minneapolis, MN	Residential domestic violence cases processed before the establishment of a specialized domestic violence court (part).	No	no change in pre-trial re-abuse rates in residential domestic violence cases.	Pre-Trial: No Post-Depository	Pre-trial: one-year post-disposition	↑ Increased by 18 percentage points.	Did not analyze.
Gover (2003)	Lexington County, SC	Criminal domestic violence cases processed before the establishment of a specialized domestic violence court.	Yes	Re-arrests for domestic violence and results in conviction decreased from 19% to 12%.	Yes	18-months post-arrest	Did not analyze.	Did not analyze.
Hewell et al. (2007)	Dorchester, MA	Similar cases reaching disposition in a neighboring jurisdiction: Lawndale, MA.	Yes	Re-arrests decreased from 31% to 23%. Less victim reports of re-abuse (17% vs. 24%) in the eleven months after incident.	Official No Victim Yes	Official No: one-year post-disposition Victim Yes: 2 months and 11 months post-disposition	↑ Increased from 30% to 60%.	100% of the convicted offenders received probation time alone or accompanied by jail time (median 14 days) vs. 47% of the comparison group.
	Ann Arbor, MI	Similar cases reaching disposition in a neighboring jurisdiction: Livingston County, MI.		Re-arrests increased from 23% to 24%. No difference on any measure of re-incarceration at either interview.	Victim Yes	Did not analyze: Sample definition was limited to convicted cases.	↔ No difference in sentencing.	
Hewell et al. (2009)	Minneapolis, MN	Offenders convicted of IPV and offenders ordered to probation before the establishment of the Judicial Oversight Demonstration (JOD) Initiative.	Yes	Re-arrests for domestic violence decreased from 23% to 14%.	Yes	One-year post-disposition	Did not analyze: Sample definition was limited to convicted cases placed on probation.	300 offenders received significantly less stayed time (jail time noted as part of the sentence but not included in the comparison) (156 days vs. 177 days).
Hewell et al. (2010)	Brooklyn, NY	Felony domestic violence cases processed before the establishment of this court.	Yes	Re-arrests for any crime increased from 26% to 41%.	Yes	18-months Post-Disposition	↑ Increased from 47% to 54% (not significant).	↔ No change in sentencing.
Peterson (2004)	New York, NY	Nonresidential domestic violence cases processed before the establishment of a specialized domestic violence court.	Yes	New domestic violence offenses increased from 12% to 30%.	No	18-months post-disposition	↔ No change (about 29%).	Decrease from 21% to 27% in jail sentences. Average jail sentence length decreased, from 65 days to 30 days.
Queen (2000)	Ontario, Canada	Random sample of 500 offenders who were convicted of a domestic violence offense in Ontario Courts in court jurisdictions without a domestic violence court (multiple courts within the site).	Yes	↔ No change in re-conviction rates (about 31%).	No	Two-years post-conviction	Did not analyze: Sample definition was limited to convicted cases	Offenders in the court sample significantly more likely to receive a prison sentence (45%) than the comparison (32%) and less likely to receive a probation sentence (45% versus 52%).

\* .05 significance level or better

## Innovations: Integrated Domestic Violence Courts

<http://www.courtinnovation.org/research/integrated-approach-courts-innovative-response-domestic-and-sexual-violence?url=research%2F7%2Fvideo&mode=7&type=video>



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## Integrated Domestic Violence Courts

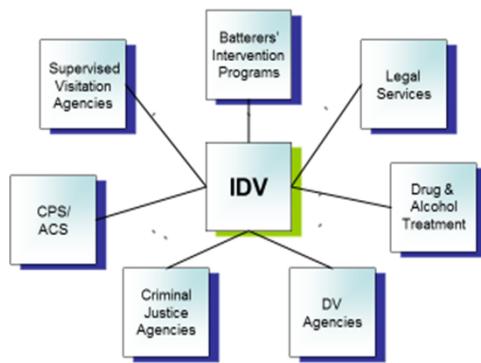
### ► Mentor Courts:

- Boise Id. <http://www.courtinnovation.org/research/rapid-response-priority-domestic-violence-court-boise-idaho-0>
- Brooklyn, NY
- Rockford, IL. <http://www.courtinnovation.org/domestic-violence-mentor-courts>

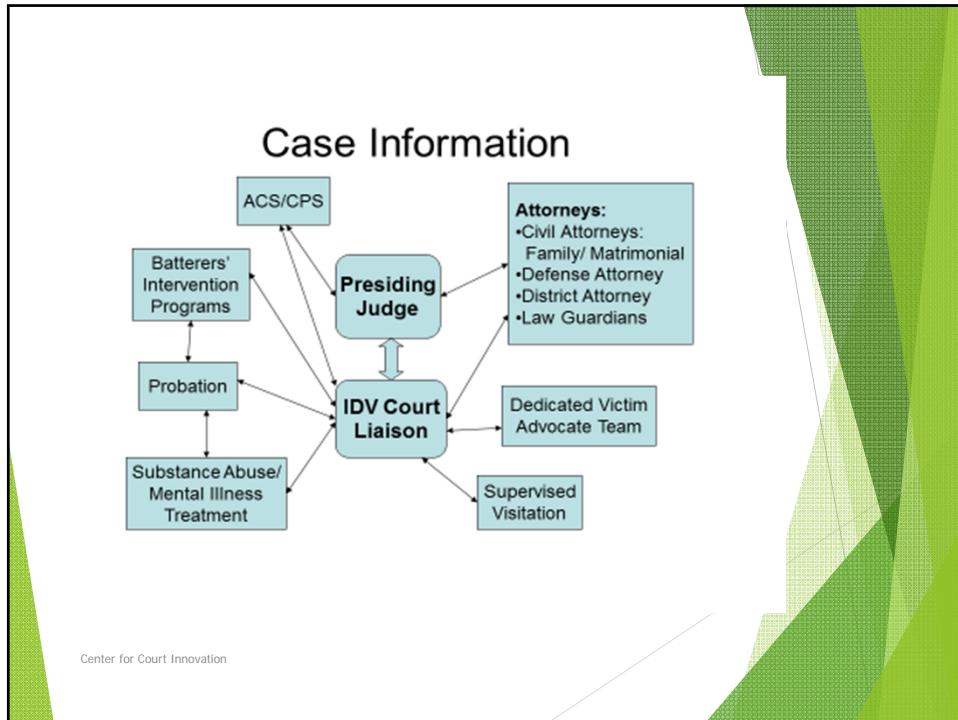


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## Community Resources



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## National Innovations: Incorporating RNR Response

- ▶ What is RNR?
- ▶ Does risk change?
- ▶ Can you respond to both defendant/respondent and victim "needs"?

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## Risk Factors

- ▶ Risk factors are pieces of information about a person, his/her behavior, history, or current circumstances that potentially tell us about the risk s/he poses to others.
- ▶ Risk factors have been determined by looking at cases involving lethality or severe violence and trying to see what factors are correlated and which factors seem to tell us the most.
- ▶ Risk factors can be static or dynamic.

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## What Risk/Need Factors Matter?

- General: "Central Eight" Criminogenic Factors:
  1. History of criminal behavior (*STATIC*)
  2. Antisocial personality
  3. Criminal thinking (anti-social beliefs and attitudes)
  4. Antisocial peers
  5. Family or marital problems
  6. School or work problems
  7. Lack of pro-social leisure/recreational activities
  8. Substance abuse

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We are unmarried, formerly lived together, and have one child in common (Child Age 5 months). I am living with our child as well as myself. Two months ago we had agreed to divide property, I had given him notice that I was picking it up this week, and he had changed all the locks to the home we had bought together. He told me he decided he would keep everything. I am worried about the Resp's current state of mind. In around April 2009 (while I was 7 months pregnant) we were in an argument, he came at me, and he began to shake me violently. On occasions since then he has grabbed me, yelled at me, and came at me. I have left him since but I am worried about his aggressive behavior. He has driven by the new place I am staying at several times and has admitted to doing this (he admitted to doing this less than two weeks ago). I am worried he may attack me again now that there are disputes over the property (and I believe he may try to attack me when he sees I have filed for an EPO). He frequently takes out his aggression by kicking and hitting our pets very hard (he hurt one of the dogs when he attacked me in April). He would also go through my phone when we were together to see who I had talked to. I believe a lot of his aggression has come from the fact he can no longer manipulate or control me. He has previously been arrested for assault (two 4th degree assaults), public intoxication, and indecent exposure and may have outstanding cases. He previously drank heavily and would become violent when he drank. I am afraid of what he may do and I want him to stay away from the child and CONT ON PAGE 2

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## DV Risk Factors

- ▶ History of violence
- ▶ Past violations of OPs or Probation
- ▶ Access to guns
- ▶ Use of weapons in a DV incident
- ▶ Threats to kill
- ▶ Threats of suicide
- ▶ Drug or alcohol abuse
- ▶ Sexual abuse or coercion
- ▶ Extreme jealousy/stalking

Campbell, MacFarlane, Adams

## Risk Assessments Can Be Helpful

- ▶ Increased demand for more information from both stakeholders and court
- ▶ High volume of dv cases and civil order of protection hearings--how to prioritize? How do we craft orders that respond to risk?
- ▶ DV specific v. general criminal risk assessments

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## The Risky Side of Assessment— No instrument is perfect

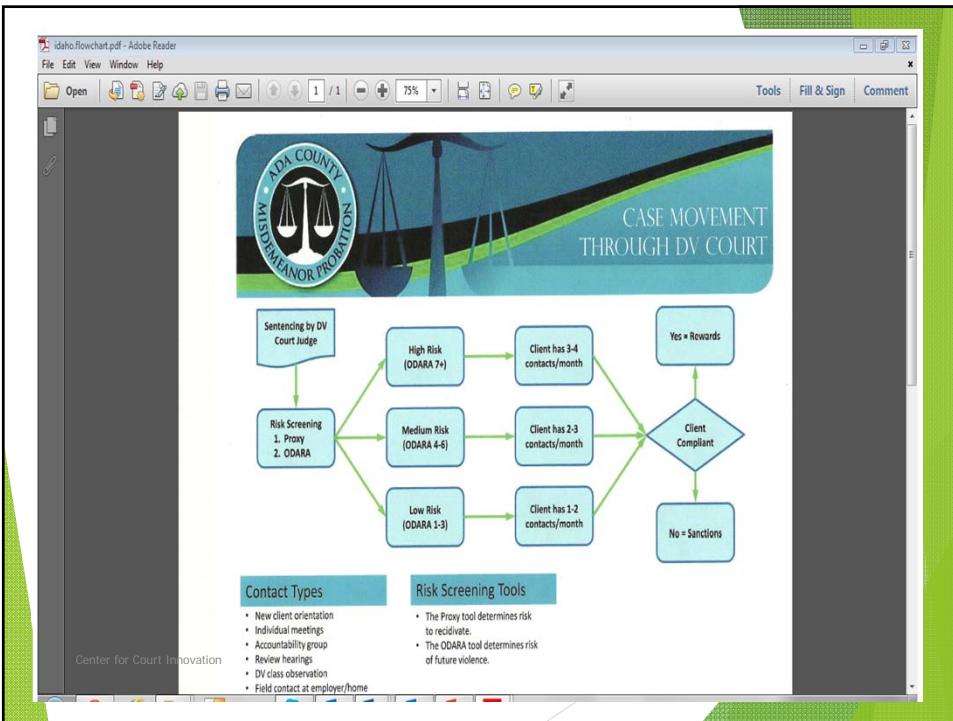
- ▶ Complexity of decision-making: can a “tool” ever capture it?
- ▶ Feasibility of doing it within a structure designed to move quickly
- ▶ Can it be done while protecting confidentiality, due process?
- ▶ Are courts well-positioned to make these assessments?
- ▶ **Risk is dynamic and changing**

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## Key Issues for assessing risk

- ▶ **Informed Decision-Making:** gathering information from as many sources as possible
  - ▶ Victim/petitioner
  - ▶ Defendant/respondent
  - ▶ Criminal records/family court records/
  - ▶ Contemporaneous activity
  - ▶ Police Report
  - ▶ Other?
- ▶ Type of instrument used is based on what information is available  
Victim input is crucial- "gold standard"

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## Innovations: Focus on LEP

- ▶ Language Access Plan
- ▶ Assignment of interpreters/BL staff
- ▶ Translation
- ▶ Training on DV/SA for Interpreters
- ▶ Stakeholder input
- ▶ Monitoring & review

## Innovation: Hennepin County DV/Custody Pilot Court

- ▶ Minneapolis
- ▶ Outcomes
- ▶ Hear more tomorrow if you come to family court innovations section

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Thanks!

Liberty Aldrich

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# Organizational Trauma and Healing

Seattle DV Symposium  
2016

Shana Hormann, PhD, MSW

## What is organizational culture?

- ❖ Organization's personality
- ❖ "The way we do things around here."
- ❖ Taken-for-granted norms and ways of behaving
- ❖ Seeds of the culture were planted in the beginning:  
*Creation story of an organization*

Shana Hormann and Pat Vivian, 2016

## Creation Story: Dyads

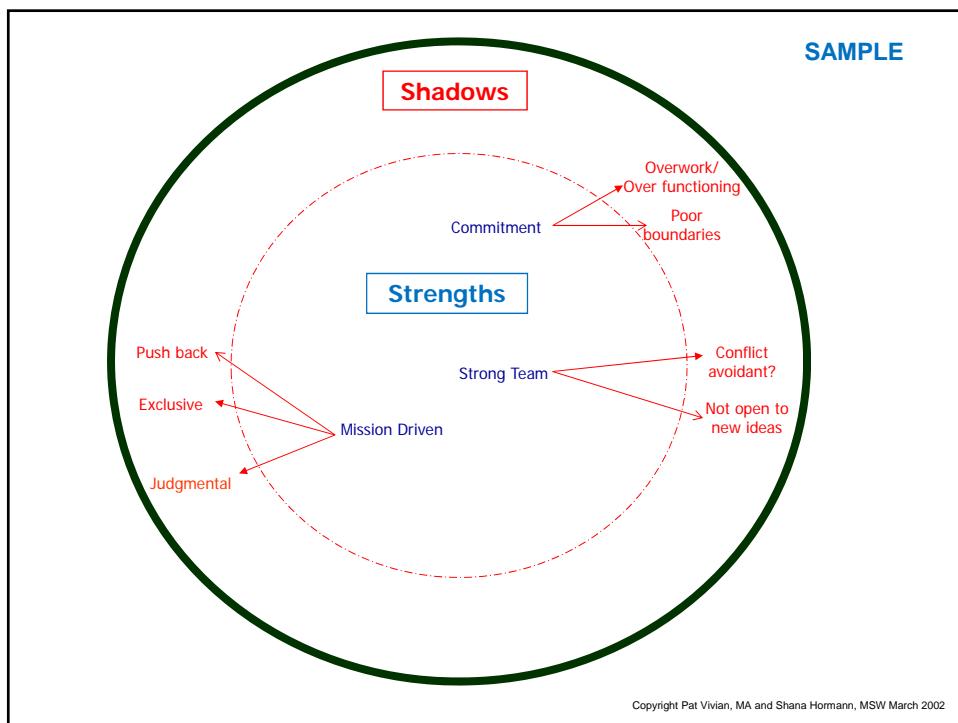
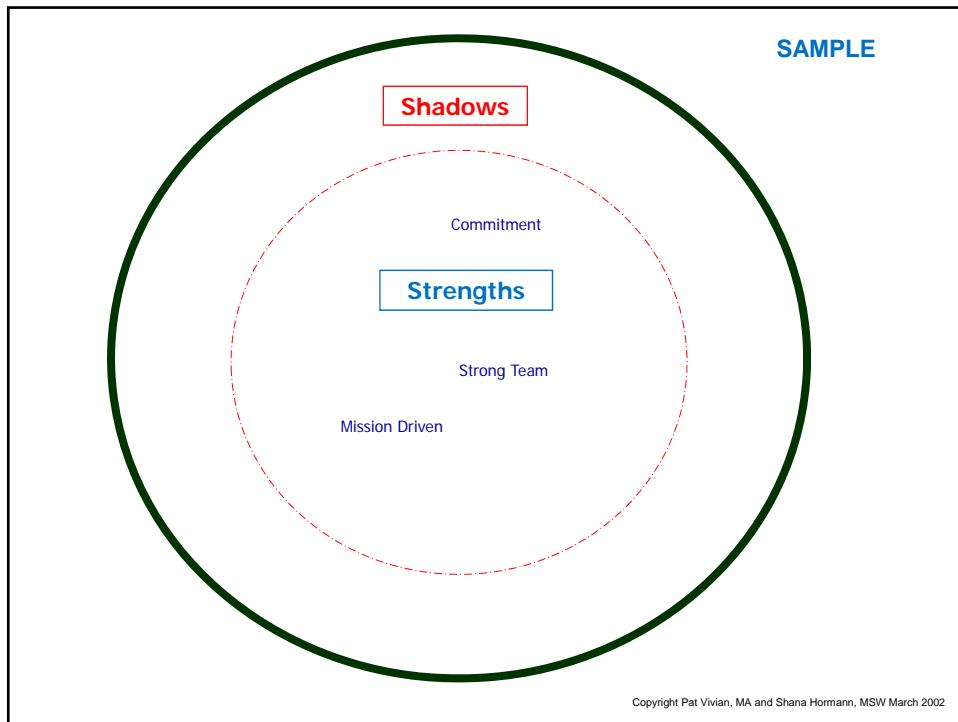
1. How did your organization **begin**?
2. Name **two strengths** of your organization.

Shana Hormann and Pat Vivian, 2016

Shadows

Strengths

Copyright Pat Vivian, MA and Shana Hormann, Ph.D., MSW June 2003





**Using the S&S Model:  
Growing our strengths /  
Addressing our shadows**

## **Growing Our Strengths**

- ▶ Choose one Strength. Describe one or two examples of the strength.
- ▶ Questions:
  1. How is this strength benefitting our organization? (Parts of the organization?)
  2. How is this strength benefitting our community? (Parts of the community?)

## Addressing Our Shadows

- ▶ Choose one Shadow. Describe one or two examples of the shadow.
- ▶ Questions:
  1. How is this shadow hurting our organization? (Parts of the organization?)
  2. How is this shadow benefitting our organization? (Entire culture? Subcultures?)

## Organizational Trauma

## “Trauma is contagious.”\*

- ❖ Individuals, families, units, organizations, communities, and nations may experience trauma. We can “catch” it from others.
- ❖ Not everyone or every group that experiences trauma becomes traumatized.
- ❖ Traumatization or a traumatized system needs time and attention to recover.

\*Judith Herman, *Trauma and Recovery*

Shana Hormann and Pat Vivian, 2016

## Organizational Trauma Definition

An injury to an organization resulting from a single event or the impact of an accumulation of events.

## Organizational Trauma Impact on Organizations

- ❖ Emotionally and cognitively overwhelming
- ❖ Self-protective structures penetrated
- ❖ Vulnerable and temporarily helpless
- ❖ Lasting psychic and cultural impact

Shana Hormann and Pat Vivian, 2016

## Sources of Organizational Trauma

- ❖ Single catastrophic event
- ❖ Ongoing wounding
- ❖ Redemptive nature of the work
- ❖ Empathic nature of the work

Shana Hormann and Pat Vivian 2016

## Characteristics of a Traumatized System

Shana Hormann and Pat Vivian  
2016

### Characteristics of Traumatized Systems

<i>Closed boundaries between the organization and environment</i>	Environment is perceived to be hostile with little outside information or feedback accepted. Organization becomes isolated.
<i>Centrality of insider relationships</i>	There is an over-reliance on internal relationships for safety and support and suspicion towards outsiders.
<i>Stress and anxiety contagion</i>	Stress becomes a central lens through which the work is experienced. Anxiety spreads among members.
<i>Inadequate worldview and identity erosion</i>	The organizational identity begins to unravel. A constricted worldview distorts interpretation of events.
<i>Depression expressed through fear or anger</i>	Recurring conversations trigger helplessness and anxiety. Productivity and effectiveness decrease.
<i>Despair and loss of hope</i>	Spirit and optimism are exhausted. The organization is left with insufficient energy to keep going.

Shana Hormann and Pat Vivian, 2016

**Thank you!**

**Shana Hormann**

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425.830.2630

[www.organizationaltraumaandhealing.com](http://www.organizationaltraumaandhealing.com)

## **Leading and Intervening in a Traumatized System**

**Seattle DV Symposium  
2016**

**Shana Hormann, PhD, MSW**

## Organizational Perspective

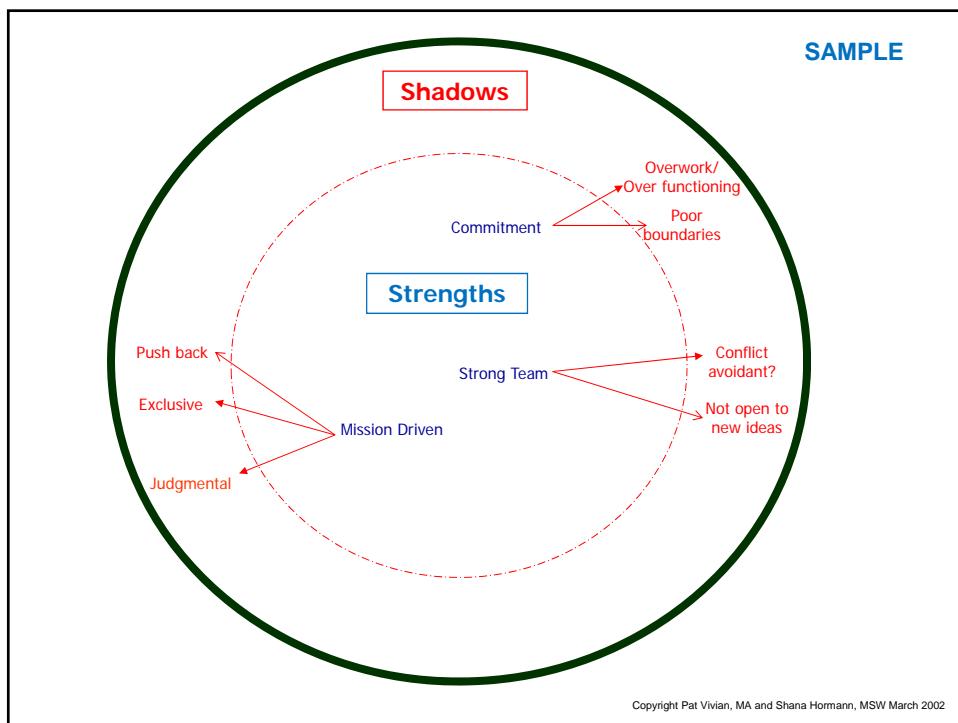
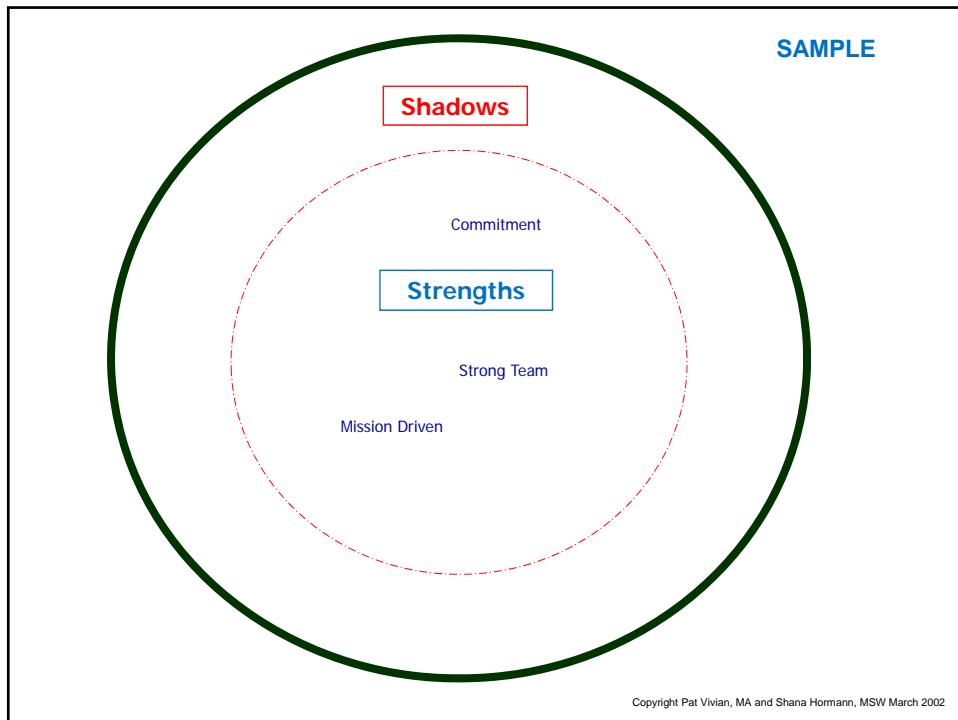
- ❖ Organizational view complements individual focus
- ❖ Organizational self-care enhances individual self-care
- ❖ Organizational self-knowledge helps with survival in tough times

Shana Hormann and Pat Vivian 2016

Shadows

Strengths

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## Complexity of Traumatization

- ❖ Healed and unhealed traumas
- ❖ Historical and current events
- ❖ Widespread and confined
- ❖ Deeply hidden and just below the surface
- ❖ Cumulative from long-standing patterns  
and the nature of the work

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## Persistent Traumatization: Trauma-inured culture

- ❖ Regularity of re-traumatizing triggers
- ❖ Inadequate emotional containment
- ❖ Ongoing instability
- ❖ Anxiety-based conversations and decisions

- ❖ Cumulative discouragement
- ❖ Cyclical burnout of staff and leaders
- ❖ Continuing lack of trust
- ❖ Inadequate and/or unsafe organizational processes
- ❖ Rabbit hole/Muddy hole analogies

## Mitigating Factors

- ❖ Strong core identity
- ❖ Organizational esteem
- ❖ Facilitating structures and processes
- ❖ Hopeful and energetic leadership
- ❖ Positive connection to peer agencies

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## Specific Actions

- ❖ Champion organizational strengths
- ❖ Keep boundaries open/Break isolation
- ❖ Explore organizational culture and identify desired changes
- ❖ Address secondary trauma
- ❖ Engage with hope/spirit/ceremony

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## Addressing Persistent Traumatization

- ▶ Make help accessible and nonthreatening
  - Non-anxious presence
- ▶ Ensure and reinforce containment, safety, and stability
- ▶ Collectively acknowledge, name, and talk about the trauma(s)
- ▶ Normalize!

- ▶ Make sense of what has happened
- ▶ Identify priority actions
- ❖ Create strong and safe organizational processes
- ❖ Rabbit hole/Muddy hole analogies:  
Ask for help!

## Leadership Skills

- ❖ Learn about organizational trauma
- ❖ Be aware of own strengths and blind spots
- ❖ Develop dialogue skills
- ❖ Learn about organizational dynamics
- ❖ Become skilled in a strengths-based approach
- ❖ Know when to ask for help

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**Thank you!**

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