

**F.M. KIRBY FOUNDATION SOLICITATION EVALUATION FORM**

**DATE:** August 25, 2023

**REQUEST DATE:** August 9, 2023

**Last grant acknowledgment:** Yes

**Program Area:** Human Services

**APPLICANT:**

JBWS (formerly known as Jersey Battered Women's Service)

PO Box 1437

Morristown, NJ 07962

**CONTACT:** Ms. Diane Williams, President and CEO

**PHONE:** 973-267-7520

**PAYEE OTHER THAN ADDRESSEE:** Jersey Battered Women's Service

**AMOUNT REQUESTED:** \$90,000.00      **NATURE OF REQUEST:** General Operating Support

**GRANT HISTORY**

**SUPPORT:** 1978-2022

**# OF APPROVED GRANTS:** 46

**TOTAL DOLLARS:** \$2,685,000.00

**LAST GRANT DATE:** 09/12/2022

**LAST GRANT AMOUNT:** \$90,000

**FYE DATE:** 12/31

**AFS DATE:** 04/11/2023

Year Approved	Approved Amount	Approval Date	Notes
2022	\$90,000.00	09/12/2022	General Operating Support
2021	\$90,000.00	09/13/2021	General Operating Support
2020	\$85,000.00	08/31/2020	General Operating Support
2019	\$85,000.00	09/16/2019	General Operating Support
2018	\$85,000.00	12/10/2018	General Operating Support

**DLK COMMENTS:** See financial analysis.

**LDC COMMENTS:** When I was in graduate school and researching intimate partner violence<sup>1</sup> (“IPV”) policy in New Jersey, I had the privilege of conducting interviews with all the active county domestic violence programs in New Jersey. There is one state-funded organization per county and they truly “run the gamut” in terms of capacity, funding, professionalism, and

<sup>1</sup> “Intimate Partner Violence” refers specifically to domestic violence that occurs in the context of romantic relationships, as distinct from elder-abuse, child abuse, and other types of abuse that occur in a “domestic” setting.

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programming (though they are all completely and tirelessly dedicated to the cause). JBWS is, by far, the most programmatically advanced, well-funded, and progressive of all the agencies. They are at the forefront of research-backed responses to IPV from both an individual and community standpoint. It is no surprise to me that the 2023 grant report and request from JBWS are so well executed: organized, well-written, and concise without sacrificing clarity and context.

IPV is a challenging issue for funders. While we can dream of an ideal world where violence within the home is nonexistent, this will never be the reality. In the U.S., cultural and societal norms around IPV have shifted greatly in the past century but the overall occurrence of *reported* incidences of IPV remains high in the U.S. (it is estimated that nearly 50% of IPV goes unreported to police) and IPV is consistently responsible for 15% of all homicides and more than 50% of homicides of women in the United States. In Morris County, the 2020 Uniform Crime Report (the most recent dataset) reports 1,804 domestic violence incidences, comprising 57% of all criminal offenses in the county (and, as a result, a significant portion of the criminal justice budget). The work of IPV research, policy, and programming is to attempt to reduce the overall instances of IPV, effectively intervene in active IPV situations, support survivors of IPV, and punish/rehabilitate perpetrators of IPV. Unfortunately, IPV interventions are not consistently successful; the rate of re-offense for IPV offenders is high and it is estimated that it takes most victims an average of seven attempts before they leave an abusive relationship. Many people do not leave abusive situations and, when children are involved in these situations (more than 25% of IPV offenses in NJ in 2020 involved children witnessing the event), the trauma is long-lasting. Thus, IPV continues to exist as a public health issue and many funders grow weary of continually supporting a cause that has no solution and turn their attention (and funds) to more “satisfying” causes.

JBWS’s programs address the issue of IPV holistically using research-based primary (preventative), secondary (immediate), and tertiary (long-term) interventions that they categorize as “safety, support, and solutions”. Rather than go through all their programs, I will highlight three that I think are worth mentioning:

**Crisis Response Team:** Every DV agency has a volunteer Crisis Response Team (“CRT”) that, in theory, responds to police incidences of domestic violence to support the victim and refer them to resources. My research at Rutgers showed that, in practice, CRTs are under-utilized for a variety of reasons, but mainly for lack of police engagement. JBWS runs the most successful CRT program in NJ, mostly thanks to the leader of their CRT program, Robin Hughes. Robin has created buy-in from PDs in every county by developing a rapport with police leaders and convincing officers that the CRT is a net benefit to them rather than a liability. Because of Robin’s efforts, every police department in Morris County has an memorandum of understanding with JBWS that requires a mandatory CRT activation at every domestic violence incidence (as far as I know, this is not the case in any other NJ county). **(JJK: Wow. Great to know.)** The result is that more victims are given immediate access to a trained volunteer who can explain their options and offer resources. The CRT utilizes a “harm reduction” philosophy that allows for results that are progressive, if not perfect: if the victim chooses to not press charges and/or return to the situation (which is the outcome in most situations) they can still be given resources, information, and a safety plan. In 2022, CRT members completed 909 interventions.

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**Batterer's Intervention Program (BIP):** BIP is often the most neglected IPV intervention method, but it is crucial to end the cycle of violence and abuse in families and as a society. It is easy to write off perpetrators of abuse as criminals without a chance for redemption and to focus solely on the victims of domestic violence. However, like most issues, domestic violence and IPV are complex, and many abusers have a history of victimization, suffer from substance use disorders and mental health concerns, and were never taught to deal appropriately with negative emotions in the context of a relationship. BIP programs work with perpetrators of IPV to help them recognize their negative behaviors, take accountability, and work to prevent repetition of the abuse cycle in the future. BIPs are often court-ordered, and they are far from a perfect solution: they seem to be only effective in combination with other interventions (most often substance abuse interventions) and many batterers do not complete the training. Still, for those who do report feeling that the program was effective, the results are profound. JBWS is one of only seven counties that host a BIP, and in 2022 they counseled 268 people. JBWS also provides a program for non-male perpetrators of abuse and a program geared toward adolescents that exhibit controlling behaviors in relationships.

**Morris Family Justice Center:** The Family Justice Center model is at the heart of what IPV researchers term a "community coordinated response" (CCR). CCR is a concept that acknowledges that, to address the many causes and effects of domestic violence on an individual and community, local organizations must collaborate on preventative measures and interventions. The FJC is the physical embodiment of this concept: a collaboration between law enforcement, the County DV agency, and other organizations to create a "one-stop shop" for victims of DV/IPV where they can safely access legal assistance, financial resources, medical assistance, counseling, and childcare services. The Morris FJC was the first FJC in the state and served as a model for the two FJCs that have opened in other counties. In 2022, the FJC served 470 clients.

The report makes special mention of the ways that domestic violence and housing affordability intersect in Morris County (and, indeed, most of New Jersey). For many victims of IPV, exiting the abusive situation means entering a world of housing and income insecurity. When children (and pets) are involved, this is often an impossibility. The JBWS program offers rapid rehousing, sheltering, and transitional housing services for victims and their families, but the lack of affordable housing in the county proposes a real problem and victims of DV account for 19.2% of the homeless population in Morris County. Additionally, the demand for shelter has increased since the pandemic, leaving JBWS with less space for victims who need to leave their situation. To respond to this need, JBWS has removed the 60-day cap on stays at their Emergency Shelter and has started to provide hotel rooms as an emergency option for families. On my phone call with JBWS, I inquired about whether they would consider purchasing another safe home. They stated that this was not currently part of their strategic plan, but it is something that they may consider in their upcoming strategic planning process (this plan will be approved by the Board in December).

While the nonprofit industry in general is experiencing higher attrition rates, the burnout rate amongst workers in the field of DV is notoriously high. Last year, JBWS mentioned the start of their W.I.S.H. (Wellness Initiative Supporting Health) program which seeks to provide increased support and incentives to employees in acknowledgment of the vicarious trauma and burnout that is rampant amongst employees of domestic violence agencies. The program offers three "Wellness Rooms" to be used by staff, wellness activities, and a committee that focuses on encouraging

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employee wellness through employee assistance programs, financial wellness programs, etc. The next step is to extend these programming options to clients. On my next site visit with JBWS, I would be interested in learning about whether these initiatives have helped reduce staff turnover. Ultimately, it is unclear to me whether a few “wellness” perks, a gift bag, and rooms with inspirational quotes on the wall will lead to higher retention rates when not accompanied by meaningful opportunities for professional growth, promotions, and work/life balance. Luckily, JBWS has the capacity to provide their staff of 81 with higher salaries and benefits packages than many other NJ DV agencies due to their budget.

JBWS partners with many other local nonprofits including the following FMKF grantees: Zufall Health, Hope House, Children on the Green, Literacy Volunteers of Morris County, MCOHA, Edge NJ, and the Morristown Medical Center. I recommend the budgeted \$90K for JBWS in 2024. This is an organization that would certainly deserve an increase in the future, based on their client numbers. It is incredibly judicious and generous of the F. M. Kirby Foundation to continue support of this cause with a meaningful GOS grant and I am honored to steward this relationship.

**JJK COMMENTS:** I am grateful for the expertise that LDC brings to this grant and this relationship. I came away with a better understanding of what makes JBWS a unique domestic violence organization in the area. While I had the impression they already were a top-notch non-profit organization – in terms of their board participation, their strategic planning, their leadership – I had not realized how much they are seen as leaders in comparison to other domestic violence organizations in the state. It will be useful to keep their standards in mind when we meet with Compass Center in Durham in October, though I assume that states differ in terms of their coordination with law enforcement.

I did not realize, until this year’s proposal, that intimate partner violence comprises the majority of the criminal offenses in the county. No wonder, then, that the Crisis Response Team and the Family Justice Center serve in partnership with law enforcement to address and respond to incidents of domestic violence. It is equally instructive and tragic to learn of the correlations between domestic violence and homelessness and homicide.

This is the first time I have noticed just how much JBWS earns in special events, clearing more than \$750K in the reported 2022 actuals (special events expenses accounting for just 26% of the gross special event income). Certainly, a sign that their very corporate-heavy board likely pulls its weight for JBWS’s various fundraisers, which include a golf outing (sponsored by Verizon), a fall auction, and their signature event, the spring Grand Tasting.

In terms of the staffing, quite a diverse team here, at the leadership level as well. I do applaud their W.I.S.H. program, noted by LDC, and its goals to increase employee wellness and help those on the frontlines of domestic violence to heal from the many exposures to trauma. While the “wellness bags”, etc. strike me as a bit gimmicky, I do appreciate the organization’s strategic attention to employee health, wellness, and retention.

I recommend \$90K.

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<b>FM KIRBY FOUNDATION</b>			
<b>Financial Statement Analysis</b>			
<b>Grantee Name:</b>	JBWS (Jersey Battered Women's Service)	<b>Date:</b>	8/10/2023
<b>Prepared By:</b>	DLK		
<b>Grant Request Amt.</b>	\$ 90,000	<b>Type of Financial Report Submitted</b>	Audit
<b>Budgeted Amt.</b>	\$ 90,000	<b>Period Covered in Financial Report</b>	12/31/2022
<b>Audit Firm</b>	Nisivoccia LLP	<b>Date of Report Issuance</b>	4/11/2023
<b>Opinion</b>	Present fairly		
<b>Basis of Acctg.</b>	GAAP		
<b>Current Ratio (Liquidity Ratio/Working Capital Ratio)</b>	4.03	<b>Amount of Unrestricted Net Assets (Operating Reserve)</b>	\$ 6,882,235
<p><b>Note:</b> A current ratio measures an organization's ability to pay short-term and long-term obligations. The higher the ratio, the more capable the organization is of paying its obligations. A ratio under 1 indicates that the organization's liabilities are greater than its assets.</p>			
<b>Allocation of Functional Expenses</b>	12/31/2022	%	Must Read Financial Statement Notes
<b>A. Program Service Expenses</b>	\$ 4,079,343	72%	Ideally program expenses should be at least 70% of total budget.
<b>B. Management and General</b>	\$ 809,839	14%	
<b>C. Fundraising</b>	\$ 789,162	14%	
<b>D. Total Expenses</b>	\$ 5,678,344	100%	
<b>Comments/ Notes:</b>			
<p><u>2023 Budget:</u> The 2023 budget is projecting a \$552K deficit versus a surplus of \$601K for 2022. Total revenues are budgeted to decline \$724K (11%), with significant decreases in contributions (down \$903K/60%) and government funding down \$570K/20%). The declines were partially offset by a large increase in other income (I'm assuming this is investment income) of \$1.0M. Total expenses are budgeted to grow by \$429K (7%) with salaries/benefits/payroll taxes up \$500K (14%) and professional fees up \$190K (76%). These increases were partially offset by declines in client assistance/workshops of \$284K (61%).</p>			
<p><u>2022 Audit:</u> There was a \$586K deficit for 2022 vs a \$1.7M surplus for 2021. Total revenues declined by \$1.7M (25%) with the swing entirely attributable to a negative swing in investment income of \$2M and the forgiveness of \$616K in PPP monies in 2021. Contributions and grants grew by \$567K (37%) and \$16K (1%), respectively. Total expenses grew by \$528K (10%). Program services grew \$202K (5%), with growth in all program areas except community relations. Approximately 55% of the funding for JBWS came from federal (19.6%), state (33.4%) and county (2.2%) funding vs 45% in 2021.</p>			
<p>JBWS had investments totaling \$8.0M as of December 31, 2022, of which \$4.8M were endowment-related. JBWS has a \$500K line of credit which expires October 1, 2024. There were no borrowings in 2022, nor were there any amounts outstanding as of December 31, 2022. The audit identified no deficiencies in internal control that would be considered material weaknesses. There were no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards. The Center complied with the types of compliance required by each of its major federal and state programs for 2022 and qualified as a low-risk auditee. Overall, there were no red flags as a result of my review.</p>			

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**DISPOSITION:**

- Declination
- Hold for review on/about:
- Approval for: **\$90,000**
- Hold for Board Review
- Insert Information: **General Operating Support**
- Other:

Initials: JJK

Date: 08/29/2023

Check #                     

Date: