

Project SHIFT
City of Los Angeles
OVW Grant Number: 2016-FW-AX-K002

Strategic Plan

Contents

Introduction/Overview 2
Description of Planning Process 3
Needs Assessment Overview 4
Summary of Key Findings 5
Overview of Strategic Planning Process..... 5
Short-Term Initiatives 6
Long Term Initiatives.....11
Work Plan13

Introduction/Overview

Project SHIFT is comprised of five partner agencies within the City of Los Angeles, which is focused on creating a sustainable and seamless system of appropriate response and service to survivors of domestic violence or sexual assault who are Deaf/hard of hearing/Deaf-blind or who have disabilities. Each partner can contribute to the enhancement of all our work through their area of expertise and by identifying their strength, area for improvement, and how the agencies work together.

Partner Agencies

The City of Los Angeles Mayor's Office of Public Safety (MOPS) is responsible for securing and administering the City's State and Federal public safety and criminal justice grants. MOPS oversees the funding and management of the City's Domestic Abuse Response Team and Sexual Assault Response Team programs. They are dedicated to establishing and strengthening partnerships with service providers and law enforcement to enhance quality of life for survivors of domestic violence and sexual assault.

The Los Angeles Police Department (LAPD) employs over 10,000 officers to protect and serve the approximately 4 million residents of the City. Police officers work out of 21 divisions around the city, speak over 30 languages, and have access to interpreters 24 hours a day to reach citizens in additional languages. The LAPD has specialized units that respond to and investigate incidents of domestic violence and sexual assault.

The Department on Disability (DOD) leads the City's efforts to ensure that people with disabilities have full access to City programs, activities, services, and facilities as outlined in the Americans with Disabilities Act, and federal/state laws. DOD has three divisions, each providing a unique and necessary set of services that act as a three-hundred and sixty-degree support mechanism to ensure that persons with disabilities can benefit from, and participate in, all City programs, activities, and services.

Peace Over Violence (POV) is a non-profit, feminist, multicultural organization dedicated to building healthy relationships, families, and 4 communities free from sexual, domestic, and interpersonal violence. POV provides direct services in the areas of emergency, intervention, prevention, education, and advocacy. Since its inception in 1989, POV's Deaf, Disabled & Elder Services Program has provided emergency services, individual and support group counseling, hospital and court accompaniment, legal advocacy, case management, shelter referral/advocacy, and other assistance as needed to survivors of sexual assault, domestic violence, and stalking. They also offer personal security awareness and self-defense training adapted to ability.

The Disability Community Resource Center (DCRC) is community-based, cross-disability, non-profit organization that is designed and operated by people with disabilities. DCRC is dedicated to: connecting people with disabilities to resources, training and advocacy tools; promoting disability pride; and building self-determined lives. DCRC's services include assistive technology services, independent living skills education, peer counseling, employment services, peer to peer counseling, housing

services, independent living skills education, employment services, individual advocacy, personal assistance services, information and referral services, and systems change advocacy.

Our Vision

Project SHIFT envisions that survivors of interpersonal violence who are Deaf/hard of hearing/Deaf-blind or who have disabilities will receive seamless and culturally competent services in an atmosphere of dignity and respect. Project SHIFT's mission is to create permanent change by shifting perspectives within and among partnering agencies resulting in more accessible, safe, culturally competent, and effective services for survivors of interpersonal violence who are Deaf/hard of hearing/Deaf-blind or who have disabilities.

Our Mission

The mission of Project SHIFT is to create permanent change and shift perspectives within and among partnering agencies that will result in more accessible, safe, culturally competent and effective services for survivors of interpersonal violence who are Deaf/hard of hearing/Deaf-blind or who have disabilities. Project SHIFT will accomplish this by:

1. Promoting collaboration, increasing knowledge and resource sharing among community-based agencies and local government.
2. Enhancing the existing service system through establishment of policies and, procedures that increase accessibility, responsiveness and support for survivors who are who are Deaf/hard of hearing/Deaf-blind or who have disabilities.
3. Supporting accountability and responsibility of community based organizations, and local government as an integral part of the continuum of services.

Description of Planning Process

Project SHIFT worked together to build and establish a collaborative mission to provide accessible, safe, culturally competent, and effective services for survivors of interpersonal violence who are Deaf/hard of hearing/Deaf-blind or who have disabilities. In February 2018, Project SHIFT completed our first deliverable - the Collaboration Charter, that outlined our guiding principles, communication strategies, and decision-making protocol. With the assistance of Vera Institute of Justice - Center on Victimization and Safety, our collaboration engaged in conversations and exercises that allowed our agencies to share commitments and our personal commitments to providing accessible services for survivors of interpersonal violence who are Deaf/hard of hearing/Deaf-blind or who have disabilities.

Following completion of our Charter, our collaboration developed our Needs Assessment Plan that would outline our plan and strategy for conducting listening sessions and interviews. Project SHIFT received approval of the Needs Assessment Plan by October 2018. Following approval, our collaboration began scheduling recruiting and conducting listening and interviews that were completed by April 2019. Once OVW approved our plan, we began implementing the Needs Assessment by training agency staff members in our collaboration to recruit and schedule listening sessions, create script for listening sessions as well as ensuring all materials provided were accessible.

Needs Assessment Overview

Brief Review of Methodology

Project SHIFT primarily used listening sessions for gathering information from survivors of interpersonal violence and people who are Deaf/hard of hearing/ Deaf-blind or who have disabilities. We believe that this is the most efficient way to effectively engage larger groups of individuals in a short period of time. We also believe that a listening session setting will help to generate a diverse range of ideas and perspectives. All participants were given the option of participating in individual interviews if they preferred. This allowed participants to have more anonymity and to share their views without self-censorship.

In April 2019, Project SHIFT analyzed data and created a narrative of each agencies responses. A total of 12 listening sessions were conducted within the collaboration and 12 interviews were also conducted. Project SHIFT had challenges when scheduling listening sessions or interviews with the Los Angeles Police Department and conducted multiple interviews electronically due to officer/detectives schedule and shift coverage. Electronic interviews allowed flexibility for officers/detectives to participate and doubled our number in participants.

In April 2019, Project SHIFT met to share and review the data that was collected and then analyzed. Following review of our collaborative results, we identified five (5) key findings, listed below. The results were assembled into a Needs Assessment Report and submitted to the Office on Violence Against Women for review in June 2019. Approval was received in July 2019.

Summary of Key Findings

Below is a list of Project SHIFT's Five (5) key findings from our Needs Assessment.

Key Finding #1: Organization and Community Outreach - Survivors of interpersonal violence and people who are Deaf/hard of hearing/ Deaf-blind or who have disabilities seek information through community organizations and their social media outlets. Project SHIFT resources and outlets are not always accessible or easy to navigate.

Key Finding #2: Training and Awareness - Service providers and law enforcement do not always have the experience or knowledge in working with survivors of interpersonal violence and people who are Deaf/hard of hearing/ Deaf-blind or who have disabilities. Training provided to our service providers and law enforcement has been insufficient or inconsistent.

Key Finding #3: Comfort and Safety - Survivors of interpersonal violence and people who are Deaf/hard of hearing/ Deaf-blind or who have disabilities need a private and safe place to feel comfortable. Project SHIFT does not always provide or inform survivors with the information required to file a report or grievance if they feel any safety concerns.

Key Finding #4: Local and State Partnerships - Survivors of interpersonal violence and people who are Deaf/hard of hearing/ Deaf-blind or who have disabilities should always receive seamless services within their agency and when being referred to other agencies for additional services. Project SHIFT should require MOU's with service providers in order for partner agencies to provide a coordinated referral policy.

Key Finding #5: Accessibility - Survivors of interpersonal violence and people who are Deaf/hard of hearing/ Deaf-blind or who have disabilities are not always aware or familiar with the various services or accommodations available to them within the agency or community. Project SHIFT resources and accommodations are not always accessible. Staff indicated that they are not familiar with the various resources and services available to victims with disabilities.

Overview of Strategic Planning Process

Once we received approval from the Office on Violence Against Women (OVW) of our Needs Assessment Report, Project SHIFT shared the results and information of the key findings with staff and agency. This conversation brought discussion of the next steps in the grant that would allow agencies to address concerns and be familiar with the implementation of our strategic plan.

In September 2019, we held a video call with our technical assistant provider from the Vera Institute of Justice, Leslie Myers and Sandra Harrell to conceptualize our 5 key findings. After review and discussion of our ideas and initiatives, we utilized our findings to develop three initiatives.

This Strategic Plan outlines the work that our organizations will implement to make changes within and between our organizations, in order to provide accessible, safe, culturally competent, and effective services for survivors of interpersonal violence who are Deaf/hard of hearing/Deaf-blind or who have disabilities.

Short-Term Initiatives

Initiative 1: Safety and Accessibility

Project SHIFT developed this initiative based on key findings 1, 4 and 5. Results from our needs assessment revealed that agency resources, media and social media outlets are not always accessible or easy to navigate for survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities when accessing or seeking services. Although some of our agencies do not provide direct client services, we found through our needs assessment that a private and safe place for survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities to disclose or seek services.

The main goal of this initiative is to create safe and accessible services for survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities when navigating or seeking services.

Objective 1.1

Conduct a safety and accessibility review of Project SHIFT agencies

Our first objective is to conduct a safety and accessibility review of Project SHIFT agencies. In order to accomplish this, we will first review safety & accessibility tools created by other collaborations in the grant, select tool or elements that match our collaboration and adapt the tool to respond to unique elements of partner agencies. Project SHIFT will be sure to include agency websites, social media outlets such as Facebook, twitter and Instagram, and agency resource materials.

The safety and access review tool will be sent to our technical assistant with Vera Institute of Justice for review and suggested feedback. Once all feedback is incorporated, the final review tool will be sent to the Office on Violence Against Women for approval.

While waiting for approval, Project SHIFT will prepare to conduct safety access reviews by scheduling review dates at agencies, assembling a review team within the

collaboration to provide training in the conducting safety and access review process. Once Project SHIFT receives approval from the Office on Violence Against Women, we will begin conducting reviews.

Objective 1.2

Implement Barrier Removal Plan

Following the completion of safety and access reviews, and the assessment of the review team, Project SHIFT will begin creating a barrier removal plan for each agency and identifying barriers that are easiest and hardest to achieve. We will work to identify possible funding sources if needed for the barrier removal plan, or create adjustments to barriers to allow accessibility. Project SHIFT will determine if an Environmental Planning and Historic Preservation (EHP) request is required for barrier removal plan and submit an approval request. Once the barrier removal plan has been completed Project SHIFT will submit our plan to our technical assistant provider with Vera Institute of Justice for review and feedback. Once feedback has been applied, the barrier removal plan will be submitted to OVW for approval.

Following OVW approval and EHP approval if required, Project SHIFT will begin to implement proposed changes or apply adjustments to agencies to ensure survivors of interpersonal violence who are Deaf/hard of hearing/Deaf-blind can receive safe and accessible services.

Initiative 2: Build and increase staff capacity, knowledge and comfort to timely serve survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities.

It is important for staff at each agency to have the knowledge and awareness when responding and assisting survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities in order for them to receive accessible, safe, culturally competent, and effective services. Results from the needs assessment developed key findings 2 and 5, acknowledging that agency staff and law enforcement training is insufficient and inconsistent. Staff often is unaware or familiar with the various resources and services available.

The goal of this initiative is to develop a training a curriculum for service providers and law enforcement on working with survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities.

Objective 2.1

Develop training curriculum for service providers

In order to create a training curriculum for services providers, Project SHIFT will first conduct an assessment and create a list of current staff training provided at each agency. Project SHIFT will meet to develop a list of all training topics provided by collaboration and identify any gaps in training. Once gaps have been identified, Project

SHIFT will create an outline of possible training topics. While an assessment of possible training topics will be developed, Project SHIFT has identified that a topic relevant to law enforcement will be required in the training curriculum.

Project SHIFT will continue to meet to develop training topics and expand curriculum, as well as identify and create training activities. Project SHIFT will also identify possible trainers for each training topic within our collaboration, or an external consultant/trainer. Once the training agenda, curriculum and trainers have been developed, we will assemble the content into a power-point presentation. Project SHIFT will work with partner agencies to ensure all training material and activities will be accessible for all training participants. All training materials and activities will then be submitted to our technical assistant at Vera for review. Any and all feedback will be applied and updated to training materials and submitted to OVW for approval.

Objective 2.2

Conduct training with service providers on working with survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities

Following approval of the training curriculum, Project SHIFT will determine the number of trainings, number of attendees, determine a range of possible training dates, as well as create a list of possible venues for the training in order to complete and submit the OVW conference request for approval. While awaiting approval of the conference request form, our collaboration will work to create and develop a training flyer and registration. We will coordinate with possible trainers and collaboration to solidify training dates and venue. Once conference request form is approved, Project SHIFT will release the training registration to staff and begin preparing training materials to host and conduct our first cross-training event.

At the end of each training, trainers will ask participants to complete an evaluation of the training and provide any feedback they may wish to share. Evaluations will be shared with Vera to assist our collaboration to incorporate any possible feedback into our training and presentation if needed. Project SHIFT will also host a second training for the remaining staff at each agency. Project SHIFT will determine if an additional training will be scheduled in order to accommodate staff participation.

Objective 2.3

Get the topic of responding to survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities into the Los Angeles Police Department training protocol

In order to create a training curriculum for law enforcement, LAPD will first conduct an assessment and create a list of current department training provided as it relates to domestic violence. LAPD will meet with Project SHIFT to provide updates and list of all training topics provided. Our collaboration will work to identify any possible gaps in training. Once gaps have been identified, Project SHIFT will create an outline of possible training topics.

Project SHIFT will continue to meet to develop training topics and expand curriculum, as well as identify and create training activities. Project SHIFT will also identify possible trainers for each training topic within our collaboration, or an external consultant/trainer. Once the training agenda and curriculum has been developed and trainers have been selected, we will assemble content into a power-point presentation. Project SHIFT will work with LAPD to ensure all training material and activities will be accessible for all officers and detectives. All training materials and activities will then be submitted to our technical assistant at Vera for review. Any and all feedback will be applied and updated to training materials and submitted to OVW for approval.

Objective 2.4

Lay out foundation for providing a training the Los Angeles Police Department on responding to survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities

Project SHIFT collaborative partner LAPD, will begin scheduling regular monthly meetings with the LAPD's training division to create a discussion and establish a foundation for providing training to LAPD officers and detectives on how to respond to survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities. Project SHIFT will assist with preparing articles for LAPD partner to share with the training department, to bring information and awareness to needed for training.

The goal of this initiative is to provide staff and law enforcement with information and training on supporting accommodations, recognizing signs of domestic violence, and referring to appropriate direct service organizations when assisting survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities.

Initiative #3: Enhance the organizational policies and procedures in the services that survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities rely on for healing and support

Project SHIFT created this initiative based on the key findings of initiative 3 and 4. Through the needs assessment, we identified that many participants were not familiar or aware of the process for filing a grievance regarding accessibility. It is important that staff and survivors of interpersonal violence and people who are Deaf/hard of

hearing/Deaf-blind or who have disabilities to participate and have access of all services in order to feel safe and comfortable and should be aware that they can express their concerns if accessibility is not available to them.

Our collaboration also identified that many participants were not familiar with the various wrap-around services that are available to survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities and often did not know who to contact for information. It is important to have established relationships with partner agencies in order to provide seamless services and when referring participants to other agencies. Through this initiative, Project SHIFT will work with partner agencies to create a Memorandum of Understanding (MOU), to provide a coordinated referral policy.

Objective 3.1

Conduct an assessment of each agencies policies and procedures

The first objective of this initiative is to conduct an assessment of each agencies policies and procedures in regards to survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities. In order to complete the assessment, Project SHIFT will begin reviewing existing and approved policy and procedure review tool kits from previous OVW grantees. This tool will be adapted to fit the unique components of each partner agency with the assistance of our technical assistant provider at Vera. Once the policy and procedure tool kit is complete, it will be submitted to OVW for approval.

Once Project SHIFT receives approval of the policy and procedure tool kit, each agency will be responsible for pulling and reviewing relevant policies and procedures for review. Project SHIFT will begin to identify the best practices in each agencies policies and procedures and will also identify any gaps in services. All findings will be documented to highlight key steps in a memo format and submitted to Vera for review and feedback. Once feedback is incorporated, Project SHIFT will submit memo to OVW for approval.

Objective 3.2

Develop/Enhance 1-2 policies – City of Los Angeles Department on Disability

Following submission of the Project SHIFT memo highlighting key findings, DOD will identify 1-2 policies and procedures that their department would like to develop or enhance. Policies will be reviewed and assessed to determine if possible adjustments could be made to an existing policy or if a new policy is recommended to address any gaps in services. Policies and procedure recommendations will be submitted to DOD program director for review and feedback. Project SHIFT will present updated and recommended policies to our technical assistant provider with Vera for review and feedback. Once feedback has been incorporated, we will submit to OVW for approval.

Objective 3.3

Develop/Enhance 1-2 policies – Disability Community Resource Center

The Disability Community Resource Center will identify 1-2 policies and procedures that their department would like to develop or enhance. Policies will be reviewed and assessed to determine if possible adjustments could be made to an existing policy or if

a new policy is recommended to address any gaps in services. Policies and procedure recommendations will be submitted to Board of Directors for review and feedback. Project SHIFT will present updated and recommended policies to our technical assistant provider with Vera for review and feedback. Once feedback has been incorporated, we will submit to OVW for approval.

Objective 3.4

Develop/Enhance 1-2 policies – Peace Over Violence

Peace Over Violence will identify 1-2 policies and procedures that their department would like to develop or enhance. Policies will be reviewed and assessed to determine if possible adjustments could be made to an existing policy or if a new policy is recommended to address any gaps in services. Policies and procedure recommendations will be submitted to Board of Directors for review and feedback. Project SHIFT will present updated and recommended policies to our technical assistant provider with Vera for review and feedback. Once feedback has been incorporated, we will submit to OVW for approval.

Long Term Initiatives

It is Project SHIFTS goal to bring change and awareness to current and existing practices to services within our collaboration for survivors of interpersonal violence who are Deaf/hard of hearing/Deaf-blind or who have disabilities, however it is also our goal to create a systematic change in services throughout the city of Los Angeles.

Project SHIFT will work to create systematic changes within this current grant year, but also recognizes that there are several long term goals to be addressed. Project SHIFT would like the opportunity to reach these goals through additional funding in the future.

Long Term Initiative 1: Offer and identify service providers in Los Angeles interested in Safety and Access Reviews and assist agencies address safety and access change

Through our needs assessment review and conversations with service providers, Project SHIFT recognizes that service providers in Los Angeles are not always accessible to survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities when seeking or accessing wrap-around services. When providing referrals to other service providers for wrap-around services, Project SHIFT would like to ensure that both survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities will receive safe and accessible services. Our collaboration would like to extend and offer service providers in Los Angeles assistance and information in conducting Safety and Access Reviews within their own agencies and address safety and access change.

Long Term Initiative 2: Offer training to interested service providers in Los Angeles and provide training to the Los Angeles Police Department

Our collaboration would like to offer training to service providers in Los Angeles on responding and providing services to survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities. Many participants expressed and acknowledged that most agencies do not offer accessible services or are not familiar with the services offered. It is important for the city of Los Angeles to provide accessible services to survivors, as well as all partner agencies and service providers. By offering training to service providers and expanding training, survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities will be offered accessible wrap-around services.

Once OVW approves training curriculum for the LAPD, Project SHIFT will begin the process of submitting curriculum for LAPD POST certification. Following approval Project SHIFT will begin coordination with LAPD to conduct training to officers in all 21 (twenty-one) LAPD divisions that respond to calls for domestic violence.

Long Term Initiative 3: Roll out policies and procedures at partner agencies

Following submission and approval of our agencies policies and procedures, each agency will coordinate and schedule a roll out and announcement to staff. Each agency will announce and update staff with upcoming policy changes, and will schedule a training to review new policies and procedures.

LAPD will also meet with leadership and detective bureau to develop and enhance 1 – 2 policies and procedures for responding to survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities.

The Mayor's Office of Public Safety will conduct a review of current funding protocols and procedures for the Domestic Abuse Response Teams (DART) and domestic violence programs, to ensure law enforcement and service providers are able to respond and provide services to survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities.

Work Plan

Initiative 1: Increase the Safety and Accessibility

Key Activity	Lead	Completion Date
Conduct Safety and Accessibility Reviews at each agency		
Key Steps		
Review safety and accessibility tool created by other collaborations in the grant program	Project SHIFT	October 2019
Select safety and accessibility tool or elements of the tool that match our collaboration	Project SHIFT	October 2019
Adapt the tool to respond to the unique elements of partner agencies, including; website social media and materials	Project SHIFT	October 2019
Send to Vera to review	MOPS	November 2019
Incorporate the feedback	Project SHIFT	November 2020
Send to OVW for approval	MOPS	November 2021
While awaiting approval, prepare for safety and access reviews by: 1. Scheduling access and safety reviews at each agency 2. Assemble a review team from among the collaborating partners 3. Train the review team - DOD to provide training 4. Meet with leadership of each agency to orient them to the safety and access reviews	Project SHIFT	November 2019 – December 2019
Conduct the reviews	Project SHIFT	January 2020

Key Activity	Lead	Completion Date
Implement Barrier Removal Plan		
Key Steps		
Create barrier removal plans for each agency, identify possible funding resources, determine if NIPA/EHP approval is required	Project SHIFT	February 2020
Submit to Vera for review	MOPS	February 2020
Submit to OVW for approval	MOPS	February 2020
Implement proposed changes and adjust practice for barriers unable to be removed	Project SHIFT	May 2020

Long Term Goal
Offer and identify service providers in LA interested in Safety and Access Reviews and assist the agencies address safety and access changes

Initiative 2: Build and increase staff capacity, knowledge and comfort to timely serve survivors of interpersonal violence and people who are Deaf/hard of hearing/ Deaf-blind or who have disabilities

Key Activity	Lead	Completion Date
Conduct training for service providers on working with survivors of interpersonal violence and people who are Deaf/hard of hearing/ Deaf-blind or who have disabilities		
Key Steps		
Conduct an assessment of each agency to determine what training they currently provide to staff	Project SHIFT	October 2019
Identify/Name gaps in existing training	Project SHIFT	October 2019
Identify topics for training (ensure at least one topic is relevant to law enforcement)	Project SHIFT	November 2019
Flesh out the content for each topic	Project SHIFT	November 2020
Identify training activities	Project SHIFT	November 2020
Identify trainers for each topic (may be members of collaboration or external consultants)	Project SHIFT	November 2020
Assemble all content into PPT (accessible)	Project SHIFT	January 2020
Submit training materials to Vera for review	MOPS	January 2020
Incorporate feedback from Vera	Project SHIFT	February 2020
Submit to OVW for approval	MOPS	February 2020

Key Activity	Lead	Completion Date
Conduct training for service providers on working with Survivors of interpersonal violence and people who are Deaf/hard of hearing/ Deaf-blind or who have disabilities		
Key Steps		
Develop and submit conference request form:	Project SHIFT	February 2020
1. Determine number of trainings we will provide	Project SHIFT	February 2020
2. Determine range of availability of trainers	Project SHIFT	February 2020
3. Assess the number of staff from each agency who will be coming	Project SHIFT	February 2020
4. Identify accessible venues to host training	MOPS	February 2020
Coordinate training dates with collaborating agencies	Project SHIFT	February 2020
Solidify dates	Project SHIFT	February 2020
Develop registration	Project SHIFT	February 2020
Release registration	Project SHIFT	May 2020
Host 1st training	Project SHIFT	June 2020
Evaluate training	Project SHIFT	June 2020
Incorporate feedback from evaluation	Project SHIFT	June 2020
Host 2nd Training	Project SHIFT	August 2020

Key Activities	Lead	Completion Date
Get the topic of responding to victims who are survivors of interpersonal violence and people who are Deaf/hard of hearing/ Deaf-blind or who have disabilities		
Key Steps		
Conduct an assessment of POST LAPD training topics	LAPD	October 2019
Identify/Name gaps in existing training	LAPD	October 2019
Identify topics for training (ensure at least one topic is relevant to law enforcement)	Project SHIFT	October 2019
Flesh out the content for each topic	Project SHIFT	October 2019
Identify training activities	Project SHIFT	November 2020
Identify trainers for each topic (may be members of collaboration or external consultants)	Project SHIFT	December 2020
Assemble all content into PPT (accessible)	Project SHIFT	December 2020
Submit training materials to Vera for review	MOPS	January 2020
Incorporate feedback from Vera	Project SHIFT	February 2020
Submit to OVW for approval	MOPS	February 2020

Key Activity	Lead	Completion Date
Lay the foundation for providing a training to LAPD on responding to survivors of interpersonal violence and people who are Deaf/hard of hearing/ Deaf-blind or who have disabilities		
Key Steps		
Schedule regular meetings with division heads of relevant training divisions	LAPD	October 2019 – September 2020
* Aim to meet monthly with each division head	LAPD	
Share news articles about victims with disabilities as they come up	LAPD	October 2019 – September 2020

Long Term Goal
Offer training to interested service providers in LA
Provide training to LAPD

Initiative 3: Enhance the organizational policies and procedures in the services that survivors of interpersonal violence and people who are Deaf/hard of hearing/Deaf-blind or who have disabilities rely on for healing and support

Key Activity	Lead	Timeline
Conduct an assessment of each organization's policies and procedures		
Key Steps		
Review and select existing policy and procedure review tools from other OVW Grantees	MOPS	October 2019
Adapt the tool to respond to the unique components of partner agencies	Project SHIFT	October 2019
Submit to Vera for review	MOPS	October 2019
Incorporate the feedback	Project SHIFT	October 2019
Submit to OVW for approval	MOPS	November 2019
Implement Review Tool by:	Project SHIFT	November 2019 - February 2020
1. Pulling each agency's relevant policies and procedures		
2. Reviewing and assessing each agency's policies and procedures		
3. Identifying best practices in each agency's policies and procedures		
4. Identifying gaps in each agencies policies and procedures		
5. Document findings from the scan in a memo to OVW highlighting key next steps		
Submit to Vera for review	MOPS	March 2020
Incorporate feedback	Project SHIFT	March 2020
Submit to OVW for approval	MOPS	April 2020

Key Activity	Lead	Timeline
Develop/Enhance 1-2 policies/procedures for Department on Disability		
Draft language for new/enhanced policy/procedure	DOD	April 2020
Submit to Department Director	DOD	April 2020
Incorporate feedback from Department Director	DOD	April 2020
Submit to Vera for review	MOPS	May 2020
Incorporate feedback	DOD	May 2020
Resubmit to Department Director for final approval	DOD	May 2020
Submit to OVW for approval	MOPS	June 2020

Key Activity	Lead	Timeline
Develop/Enhance 1-2 policies/procedures for Disability Resources		
Draft language for new/enhanced policy/procedure	DCRC	April 2020
Submit to program director for review	DCRC	April 2020
Incorporate feedback from program director	DCRC	April 2020
Submit to Executive Board of Directors	DCRC	April 2020
Incorporate feedback from Executive Board of Directors	DCRC	April 2020
Submit to Vera for review	MOPS	May 2020
Incorporate feedback	DCRC	May 2020
Resubmit to Executive Director	DCRC	May 2020
Submit to OVW for approval	MOPS	June 2020

Key Activity	Lead	Timeline
Develop/Enhance 1-2 policies/procedures for Peace Over Violence		
Draft language for new/enhanced policy/procedure	POV	April 2020
Submit to program director for review	POV	April 2020
Incorporate feedback from program director	POV	April 2020
Submit to Executive Director	POV	April 2020
Incorporate feedback from Executive Director	POV	April 2020
Submit to Vera for review	MOPS	May 2020
Incorporate feedback	POV	May 2020
Resubmit to Executive Director	POV	May 2020
Submit to OVW for approval	MOPS	June 2020

Long Term
Roll out policies and procedures at partner agencies
Develop or enhance 1-2 policies/procedures for LAPD's Detective Bureau
Review funding allocation for domestic violence programs

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