

Collaboration Charter

Intersections

***Coming Together at the Crossroads to Better
Serve Sexual Assault Survivors with Disabilities***



INTERSECTIONS: Coming Together at the Crossroads Between Disabilities and Sexual Assault to Better Serve Sexual Assault Survivors with Disabilities is being supported by grant no. 2009-FW-AX-K006 "Education, Training and Enhanced Services to End Violence Against and Abuse of Women with Disabilities Grant Program" awarded by the Office on Violence Against Women, U.S. Department of Justice.

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Section 1: INTRODUCTION

Intersections is a collaboration between Moving to End Sexual Assault (MESA), Boulder and Broomfield Counties' rape crisis center, and Imagine!, the primary provider of developmental disability services in Boulder and Broomfield Counties. This collaboration endeavors to create sustainable, systemic changes within our organizations that will result in exceptional services for sexual assault survivors with disabilities in our community.

Sexual abuse of people with disabilities is at epidemic levels. Research shows that 83% of women with developmental disabilities have been sexually assaulted at some point in their lives.¹ Of those individuals with developmental disabilities who have been sexually assaulted, 49% experienced 10 or more abusive incidents in a lifetime,² and 96% knew the perpetrator.³ In addition to facing an increased risk for sexual assault, women with disabilities may face difficulties escaping abusive situations because they often depend on their abuser to help them with daily routines and basic life skills. This dependency, on top of potential physical limitations, communication barriers, fear, and isolation, can make leaving an abusive situation and reporting abuse extremely difficult.

We know that the disability and sexual violence movements have developed in parallel to best meet the needs of their particular populations. Historically, organizations that serve people with disabilities and agencies that serve survivors of sexual assault have not been designed to address the complexities that emerge at the intersection, namely, when serving a survivor of sexual assault with a disability. Regardless of the dedication, talent, and support that both organizations have provided to the community, we acknowledge that a gap exists in each organization on how to address these complexities.

Both MESA and Imagine! have been serving Boulder and Broomfield counties for many decades. As a result of the increasing awareness of the needs and rights of people with disabilities and survivors of sexual assault, both organizations have shifted and grown over the years in order to better serve our respective clients. In addition, both organizations recognize that we have unique and historical knowledge, strengths, and skills that can be shared with each other to best serve our clients.

As a result, we recognize that there is a need for our two organizations to come together to best serve sexual assault survivors with disabilities. To address this gap, MESA and Imagine! will create new and/or enhanced systems so that both organizations will be able to provide seamless, responsive, and caring services to survivors with disabilities.

¹ Johnson, I., Sigler, R.2000. "Forced Sexual Intercourse Among Inmates," *Journal of Interpersonal Violence*. 15 (1).

² Valenti-Heim, D., Schwartz, L. 1995. *The Sexual Abuse Interview for Those with Developmental Disabilities*.

³ Nosek, M. & Howland, C.(1998, February). *Abuse and Women with Disabilities*. Harrisburg, PA: VAWnet, a project of the National Resource Center on Domestic Violence/ Pennsylvania Coalition Against Domestic Violence. Retrieved month/day/year, from: <http://www.vawnet.org>

The following collaboration charter addresses the structure and framework for the work of the collaboration during the three-year grant cycle, as supported by the Office on Violence Against Women through the Education, Training, and Enhanced Services to End Violence Against and Abuse of Women with Disabilities Grant Program (Disability Grant Program). Our collaboration has developed this charter over a six-month period, challenging ourselves and each other and delving in to the rich knowledge and expertise that sits at our table. As a result, we have gained insight into each organization's unique cultures and processes, and we are beginning to navigate the path by which we will identify the best systems for supporting survivors.

Through the process of developing our charter, our collaboration's own culture has developed, rich with honest and sometimes challenging dialogue, passion, commitment, and personal relationships. We are inspired by the potential that exists when *all* survivors of sexual assault can unite in solidarity as a community to speak out against the violence they have experienced.

Because our goal is for this collaboration to last between our two organizations beyond the three-year grant, this charter is also meant to be a fluid document that provides a structure to our working relationship ongoing. As a result, we view this charter as a living document that can be changed in response to the growing and developing needs of our collaboration and two organizations. In order for this document to continue to serve us, we agree to formally review it semiannually, in addition to making any ongoing changes that may be needed. We believe that this charter provides both MESA and Imagine! with a comprehensive and proactive framework for our work together in the coming years.

Section 2: VISION STATEMENT

Our vision statement will serve as a framework for how we see Intersection's ultimate goal and what we hope will be the future for both sexual assault survivors with disabilities and the services they will one day receive. We acknowledge that this vision is lofty, and that it may take more than our two organizations' collaborating with one another to accomplish it, but the purpose of our work together is to eventually meet this vision.

Intersections envisions that sexual assault survivors with disabilities will be met with trauma-informed and disability-aware services. Services will be responsive, seamless, and fully accessible, provided by a network of highly-skilled professionals who are comfortable working with and honoring the choices of people with disabilities who survive sexual assault. Sexual assault survivors with disabilities will feel safe, in control, valued, heard, and respected. Our community will understand the impact and complexities of sexual assault and will share ownership for supporting survivors with disabilities.

Section 3: MISSION STATEMENT

The purpose of our mission statement is to provide more immediate goals for the work we hope to accomplish during our three-year grant cycle. We have purposefully crafted action steps within our mission that we believe are imperative to meet our overall mission. While we recognize that we will have more specific actions as a result of completing our future objectives and deliverables as outlined by OVW grant guidelines, this framework will inform and shape the decisions we make and the direction we follow as we progress. Throughout each phase of our project and as we embark on meeting our mission, we will be grappling as a collaboration with the complexities that emerge when working at the intersection of sexual violence and people with disabilities throughout each step of our work.

The mission of Intersections is to address and enhance systems for serving sexual assault survivors with disabilities. Through this collaboration, Imagine! and MESA will transform our organizational cultures to be trauma-informed and disability-aware by:

- Formalizing the connections between MESA and Imagine! to open both organizations' systems to each other's resources and knowledge in order to build a seamless and dynamic system of support for sexual assault survivors with disabilities;
- Identifying, developing, and enhancing policies and procedures within both organizations to improve our "response-ability" and accessibility to sexual assault survivors with disabilities to receive timely information, advocacy, and support;
- Increasing the awareness, skills, and comfort level of staff and volunteers at MESA and Imagine! to work directly with sexual assault survivors with disabilities.

Section 4: VALUES AND ASSUMPTIONS

The following shared values and assumptions will guide our work together. As the underpinning of our collaboration, we are committed to the following values and assumptions. We will strive to exemplify these values in our work with sexual assault survivors with disabilities and in our interactions with each other. The following values and assumptions are in alphabetical order, although all are of equal importance to us.

VALUES

Accessibility. We believe that people with disabilities who have been sexually assaulted deserve dynamic and responsive services that are physically, emotionally, culturally, and financially accessible and appropriate to their individual needs.

Advocacy. We believe in honoring the voice and experience of sexual assault survivors with disabilities and confronting the systems of oppression that encourage sexual violence, particularly as they affect people with disabilities. We will work to influence positive outcomes for these clients interacting with institutions or systems outside of their personal control by improving service deliveries.

Choice. We believe that all individuals have the ability within themselves to make an informed choice that will best meet their needs, while recognizing that many individuals with disabilities rely on the support and advocacy of others. We recognize the unique safety implications for people with disabilities who are most vulnerable to abuse and will respect an individual's choice while working toward the safety of the individual.

Collaboration. We value the synergy that is created when working together. Therefore, we agree to work in collaboration, bringing the full strength of each of our organizations in order to create a durable relationship that, first and foremost, meets the needs of sexual assault survivors with disabilities. We understand this will involve a deep commitment of time, energy, and resources in our efforts to create sustainable change in how we address sexual assault among people with disabilities.

Continuing Education. Sexual assault survivors with disabilities deserve support from staff and volunteers of our organizations who are educated and informed. As a result, it is critical to increase knowledge and skills of MESA and Imagine! staff and volunteers so that they can create welcoming, comfortable, and trauma-informed environments for sexual assault survivors with disabilities.

Cultural Awareness. We are committed to understanding our own biases and prejudices, especially as they are related to working with sexual assault survivors with disabilities, and believe that we can continually increase our awareness of differing experiences. We seek to understand our own privilege, internalized oppression, and experiences as oppressor and oppressed. We will demonstrate a willingness and commitment to challenge each other and to better ourselves in order to better serve our collaborative mission.

Disability-Aware. This collaboration recognizes that each individual, regardless of ability level, has unique interactions with their environments, including the impact of sexual assault and one's needs for healing in its aftermath. In order to provide competent, disability-aware services, we will challenge ourselves and those in our organizations to become fluent in understanding and responding to the unique needs and challenges faced by sexual assault survivors with disabilities. Specifically, we will challenge ourselves to understand potential complications that may exist for individuals with disabilities, such as accessibility, methods of communicating, and working with families and care providers, among others, in a way that creates feelings of safety and comfort.

Inclusiveness. We recognize and affirm that our differences enrich our lives. We will show respect for each other, our clients, and our professional contacts regardless of ability, gender identity, race, religion, ethnicity, appearance, culture, age, sexual orientation, class, or sex.

Innovation. We embrace new and creative strategies for providing safe, caring and competent services for sexual assault survivors with disabilities.

Integrity. It is important that our actions be consistent with our stated beliefs. We choose to use non-violent language in our interactions with each other and with our clients. We avoid using language and actions that perpetuate violence or biases towards others.

Non-violence. We oppose sexual violence in all of its forms. This includes sexual assault, sexual harassment, sexual abuse, incest, molestation, unwanted sexual touching, unwanted exposure to sexual materials, sexual exploitation, sexual trafficking, sexual exhibitionism, and sexual solicitation or other technology-based sex crimes. It is unacceptable for those involved with this collaboration to engage in violence or oppression.

Person-first language. We believe that people should be recognized, first and foremost, as individuals and should not be defined by their disability. We believe in using language that is appropriate and respectful of survivors with disabilities. We will use person-first language when talking to and about people with disabilities.

Respect. We are dedicated to serving all populations in a way that listens to and respects the backgrounds and personal differences that have shaped the experiences of each individual survivor. We will act respectfully, compassionately, and with unconditional positive regard toward one another, sexual assault survivors with disabilities, and anyone who may accompany or advocate for a survivor with a disability.

Safety. We believe that survivors with disabilities have a right to feel emotionally and physically safe when seeking services related to sexual assault. This includes recognizing the unique safety implications for people with disabilities while acting in a way that also respects their choices.

Sexual Expression. We value the individuality and rights of all people, and acknowledge that people with disabilities are sexual beings who have a right to seek and engage in self-stimulating and consensual, sexual behavior.

Social Justice. We believe in the concepts of human rights and equality of opportunity for all members of our society. We commit to working toward a socially just world through this collaboration by creating systems that will deliver fully accessible, responsive, appropriate, and safe services for survivors of sexual assault with disabilities in our community.

Trauma-informed. We believe in responding to sexual assault survivors with disabilities in a way that meets each person's individual needs and addresses the impact of traumatic events such as sexual assault. This includes creating a climate in which our clients feel safe, comfortable, and in control of what is happening on their behalf. We will work to ensure that sexual assault survivors with disabilities receive services and support in a caring manner by embedding this principle within the system changes we are embarking on. For the purpose of our collaboration, "trauma informed" is the lens through which we make decisions and allow our work to be approached and informed.

ASSUMPTIONS

- Sexual violence is an epidemic crime that is fueled by ignorance, silence, shame, and oppression. While people from all backgrounds suffer from sexual abuse, people with disabilities are particularly targeted and silenced due to perpetrators' use of unique tactics to exploit their vulnerabilities (such as denying them access to resources, tampering with medications, restricting their use to adaptive equipment, and taking advantage of their need for assistance with intimate care).
- Sexual violence is never the fault of the victim. We do not blame survivors in any way for their victimization. We challenge all forms of societal victim-blaming as it silences survivors and promotes rape-supportive attitudes and actions.
- Sexual violence affects people all along the gender continuum.
- Our clients are the experts of their own experiences.
- Sexual assault survivors with disabilities face increased obstacles to receiving adequate support and care.
- Sexual assault survivors with disabilities deserve support, assistance, advocacy and education that are appropriate to their needs and can help them and their families make informed choices. It is the survivor's choice as to who can best help them make decisions following a disclosure or discovery of sexual abuse.

- Historically, those within the disability community have been faced with discrimination and segregation when attempting to integrate into the broader community. In response, programs and other systems of support for people with disabilities have developed *within* the disability community itself. This has created a culture where people with disabilities, as well as community members, look to and rely on disability organizations to meet the vast majority of their needs, resulting in a more closed system. This reliance on disability organizations continues, even though community agencies such as rape crisis centers could offer specialized help for survivors of sexual assault.
- In their current form, sexual assault organizations are designed to serve women of the dominant culture and have not created systems that are accessible or responsive to marginalized populations, including people with disabilities.
- Sexual assault organizations and disability organizations want to provide the best services possible to meet the needs of individuals seeking services. Disability organizations want to best serve survivors of sexual assault; sexual assault organizations want to best serve clients with disabilities. As a result, previous and current decisions and actions made to support clients at both types of organizations have been made with the best intentions.

Section 5: TERMS AS DEFINED BY INTERSECTIONS

Intersections consistently uses the following terms, both within our charter and within the language of our collaboration. Since many terms can vary in meaning, we have defined the following terms as they pertain to our collaboration.

Accessibility: Services that meet each individual’s physical, emotional, cognitive, financial, and cultural needs to acquire appropriate resources, advocacy, and safety.

“At-Risk Adult”: The Colorado statutes that outline protective services for at-risk adults define an “at-risk adult” as an individual eighteen years of age or older who is susceptible to mistreatment because the individual is unable to perform or obtain services necessary for the individual’s health, safety, or welfare, or who lacks sufficient understanding or capacity to make or communicate responsible decisions concerning the individual’s person or affairs. The Colorado criminal statutes additionally include any individual who is sixty years of age or older as an “at-risk adult.”

Charter: This collaboration has adopted the term “charter” from the Office on Violence Against Women as, “A document that is used to record a group’s decisions, goals and timeline they have for their work, as well as how they will work together.”⁴ The collaboration charter is one of the deliverables of the Disabilities Grant and is not intended to serve as a legally binding document nor imply in any way the creation of a new legal entity.

Collaboration: The idea that individuals and organizations can do more together than alone, capitalizing on the strengths and talents of individual entities, while devoting resources for the development of synergistic and fresh ideas and systems to best support those in need. For the purpose of this charter, when using the word “collaboration,” we mean the teaming up of our two organizations, Imagine! and MESA, to address the needs of people with disabilities who are survivors of sexual assault. The collaboration membership includes both the collaboration team members and the executive committee of both organizations.

Collaboration Team Members: The core individual collaboration members as appointed by Imagine! and Moving to End Sexual Assault. These individuals are charged with product and concept development, as well as the day-to-day-tasks that pertain to the collaboration’s work and goals.

Community: All persons residing within Boulder and Broomfield Counties. This includes, but is not limited to clients, consumers, friends, guardians, families, stakeholders, advocates, allies, service providers, and law enforcement.

⁴ Glossary: “Charter”. *Beginning your journey: Laying the foundation for success in the Office on Violence Against Women’s Disability Grant Program*, p. 19.

Consent: As defined by Colorado statute and determined by the court of law, consent to sexual behavior is only possible when the person is capable of understanding the nature of the sexual activity and motives of the initiator; the person is physically capable of giving consent; and no force, threat, or coercion is used by the initiator (i.e., submission is not consent; saying “no” is not necessary). Ability to consent is determined after a review of the totality of the circumstances of the incident.

Culture: The knowledge, experience, beliefs, values, attitudes, meanings, hierarchies/ positions of power, roles, and concepts of a group of people coming together for a common purpose.

Disability: This collaboration has adopted the definition created by Accessing Safety Initiative, which defines “disability” as “not something that a person has but, instead, something that occurs outside of the person—the person has a functional limitation. Disability occurs in the interaction between a person, his or her functional ability, and the environment.” Accessing Safety Initiative has adapted their definition based on the World Health Organization, who identifies “disability” as “an umbrella term” used to define the “interaction between features of a person’s body and features of the society in which [the individual] lives.”⁵ This includes, but is not limited to, developmental delays and cognitive disabilities, such as Autism, Cerebral Palsy, Downs Syndrome, and Mental Retardation.

Disability-aware: To become comfortable and fluent in understanding and responding to the unique needs and challenges faced by individuals with disabilities, including the individual responses to the impact of sexual assault as well as the needs for healing in its aftermath.

Executive Committee: The additional collaboration members, appointed by Imagine! and MESA, who are determined to be influential, key decision makers that are able to ensure the complete engagement of each organization, and give final approval of products and deliverables.

“Response-Ability”: The ABILITY to respond in a manner that is timely and effective and meets survivors at every level of their unique needs.

Seamless: When organizations have systems in place that provide coordinated services, creating a flow between one organization and the other without breaks or gaps in coverage. For example, a sexual assault survivor with a disability will receive responsive services to meet their individual needs, regardless of which organization they encounter.

⁵ http://www.accessingsafety.org/index.php/main/appendix_menu/glossary#D

Sexual Abuse: The wide spectrum of violent behaviors that may or may not result in criminal charges but are harmful and can be a pattern of perpetrated behavior. Examples include criticizing someone's body, making accusations about someone's sexuality, using sexually degrading names, coerced nudity, harmful and/or unnecessary genital "care," or any form of coerced sexual behavior or unwanted sexual contact.

Sexual Assault: Any nonconsensual or coerced sexual activity.

Survivor: This collaboration chooses to use the term "survivor" when referring to the primary individual who has been sexually assaulted. However, this definition is used with caution, as we do not intend to determine where survivors are in their healing process or how they choose their identity as a result of the violence they have experienced. Individuals may choose to use different terms that best describe their own experience (for example, "victim").

Secondary Survivor: Those individuals that can also be impacted by sexual assault, including but not limited to the survivor's family, friends, care-takers, guardians, staff members, and community.

Systems change: The enhancement, development or changes that may occur as a result of both organizations in this collaboration addressing the needs and barriers facing survivors of sexual assault with disabilities. Examples of systems change include, but are not limited to enhanced accessibility, policies, procedures, protocols, structural changes, training, cultural changes, sharing expertise and resources, and working together.

Trauma-informed: The awareness of how a trauma survivor's behavior, actions, and needs may be in response to the trauma they have experienced. Professionals who are trauma-informed understand the neurological, biological, physiological, and social effects of trauma their clients may be experiencing. As a result, such professionals are able to make decisions about organizational structure, programming, protocols and services that take such considerations into account.

Section 6: COLLABORATION MEMBERS

MESA and Imagine! have come together with a collective passion and expertise to create cutting edge systems change in our individual organizations that will provide comprehensive support for sexual assault survivors with disabilities. The following information serves to provide an overview of MESA and Imagine!, as well as the two groups appointed by MESA and Imagine! to make up the collaboration and act as representatives and decision makers at the collaborative table.

Organizations

Moving to End Sexual Assault (MESA)

Organization Type: Sexual Assault Response and Education

In 1972, two 11 year-old girls were abducted and sexually assaulted in the city of Boulder, Colorado. One was killed; the other survived. Outraged citizens organized a series of meetings to confront the issues of rape, and from these meetings, a group of women and men formed a network that eventually became MESA, one of the first four rape crisis organizations established in the United States. MESA's mission is to end the suffering caused by sexual assault, and believes every person has the right to live free of sexual assault. MESA is considered a leader in Colorado for its innovative prevention programming, cutting edge response services, and model collaborative approach that has been developed with other sexual assault responders in the region. MESA is the only rape crisis team in Boulder and Broomfield Counties and serves as an expert in trauma and sexual violence.

MESA serves any teen or adult impacted by sexual violence and is working to prevent sexual assault from continuing. MESA offers both victim services and prevention education. Client services help sexual assault survivors and their loved ones and include a 24-hour hotline, medical support, legal support, counseling, and referrals. Prevention education programs are working towards ensuring a world free of sexual assault. Prevention education includes a program to train adolescent peers to educate on gender violence, a men's program to address primary prevention, community education, and elder abuse prevention.

Imagine!

Organization Type: Disability Services

When Imagine! was established nearly five decades ago, it made a promise – to provide opportunities for people living in Boulder and Broomfield Counties with developmental disabilities to lead fulfilling lives of quality and independence. Imagine! also promised to be a leader in the field by implementing progressive ideas and programs based on the latest research coupled with Imagine!'s own expertise and ingenuity. Using those two promises as a guiding philosophy, Imagine! has spent more than 45 years creating services and supports that incorporate people with developmental, cognitive and physical challenges into the fabric of their communities. Imagine!'s mission is to create and offer innovative supports to people of all ages with cognitive, developmental,

physical, and health related needs so they may live fulfilling lives of independence and quality in their homes and communities. Imagine!’s goal is to help people aspire to, and achieve, a fulfilling life of new possibilities.

Imagine! is the Community Centered Board for Boulder and Broomfield counties, serving as the single point of entry for any eligible person with a developmental disability to receive services and support. In addition to serving as a state CCB, Imagine! also provides services designed to incorporate people with developmental, cognitive and physical challenges into the fabric of their communities. Services include educational and therapeutic services, job training and placement, recreation and leisure activities, opportunities for community living, behavioral health services, technology solutions and support for families. Imagine! provides support services to more than 2,500 people of all ages with developmental delays and cognitive disabilities including Autism, Cerebral Palsy, Down syndrome and mental retardation.

Collaboration Team Members

Specific staff members have been chosen to be representatives of their organizations to the collaboration. This group will be termed “collaboration team members.” These individuals were chosen due to their passion, content expertise, and influence to bring decisions to fruition, as well as their connection to the top decision makers within their organizations. The following is a list of current collaboration team members. Collaboration team members are responsible for developing products and concepts, attending weekly meetings as representatives of their organizations, and ensuring that their organizations are fully informed of and in support of the work of the collaboration and its progress.

Audrey L. Reich, MSW (Project Manager for the collaboration-MESA)

Marti Hopper, PhD (Training and Education Coordinator Coordinator-MESA)

Julie Hartman, BS (Assistant Director of Family Services-Imagine!)

Executive Committee

Commitment at the most influential levels of each organization will ensure sustainable, systemic change. Therefore, the collaboration team members have intentionally identified multiple people at each organization to provide several layers of decision making that will ensure the most potential for sustainability and progression of the collaboration’s work. This group has been termed “executive committee.” The executive committee members will be critical to the successful implementation of the collaboration’s project goals. The collaboration team members will keep them abreast of the collaboration’s progress, as well as inform them of key decisions being made regarding product and key concept development. This will allow the opportunity for the executive committee to weigh in early on decision making and to ensure ongoing

support of the collaboration's work. Structured meetings involving the executive committee will take place on a regular basis to help inform the decisions and direction of the collaboration, to ensure backing and commitment on an organization-wide level, to cultivate the working relationship between both organizations, and to approve final products and deliverables prior to sending them for approval from the Office on Violence Against Women.

Thomas Rose, BS (Team Leader-MESA)

Emily M. Tofte, MSW (Program Manager-MESA)

Mark Emery, MA (Chief Executive Officer-Imagine!)

Marianne Nick, MSW (Director of Case Management-Imagine!)

Jan Rasmussen, MA (Director of Family Services-Imagine!)

Section 7: COMMITMENTS AND CONTRIBUTIONS

Intersections is committed to the vision, mission, and implementation of systems changes that will ensure our ability, over time, to provide enhanced services for people with disabilities who have been impacted by sexual assault. In order to optimize our efforts, this collaboration has created clear expectations and guidelines regarding what each individual team member, as well as each organization, is willing to commit and contribute to the work of the collaboration.

Collaboration team members commit and contribute to:

- Serving as representatives for each individual organization.
- Maintaining the commitment of our organizations to the collaboration's work through continued engagement of executive committee members.
- Attending weekly collaboration team meetings present, focused, and prepared. The collaboration finds that members work best and are most creative and synergistic when they have additional time within meetings to re-read documents as a group in order to provide feedback and develop products. As a result, "prepared" means being aware of what items will be reviewed and bringing needed documents to meetings.
- Providing monthly updates to executive committee members within each organization.
- Providing updates and applicable information to the collaboration regarding individual organization values, policies, and dynamics, as well as anything occurring that could impact the collaboration's work. Examples include staffing changes of key decision makers, policy changes related to the project, or crisis communication.
- Utilizing the level of influence each member has to inform individual organizations.
- Demonstrating continued self-reflection and self-growth that comes from addressing our own biases, assumptions and experiences as they relate to sexual assault, survivors, and people with disabilities.
- Attending all mandatory trainings and meetings provided by OVW, Vera, or any others required by the grant.
- Completing all assigned projects as determined by the collaboration.

The Project Manager commits and contributes to:

- Coordinating and facilitating individual and collaboration meetings.
- Documenting and sending collaboration meeting minutes to collaboration team members.
- Drafting and finalizing monthly updates for collaboration team members to send to executive committee members within each organization.
- Serving as the primary contact for Vera and the Office on Violence Against Women (OVW).
- Documenting progress of the collaboration, as necessary.

- Maintaining continued movement toward completion of collaboration deliverables.
- Preparing and finalizing products for submission to OVW and Vera based on collaboration concept and product development, incorporating collaboration team member input and feedback.
- Completing semi-annual reports and submitting them on Grants Management Systems.
- Working with MESA's Program Manager on budget modification submission on Grants Management Systems, as needed.
- Working with MESA's Program Manager on quarterly financial report submission on Grants Management Systems, as needed.
- Driving the project to meet goals and objectives.

Both organizations (including both the collaboration team members and executive committee members from both organizations) commit and contribute to:

- Maintaining ethical, respectful, and transparent communication.
- Working through conflicts and disagreements while recognizing the strength and growth that comes from facing such challenges.
- Making the agreed upon changes within individual organizations that the collaboration identifies through the collaborative process.
- Maintaining commitment to the project for the three year grant period.
- Dedicating to the mission, vision, and values of the collaboration.
- Maintaining compliance with grant requirements.
- Providing consistent representation at all weekly, monthly, and quarterly collaboration meetings, including those that involve the collaboration team members and executive committee.
- Providing content expertise and organization knowledge, as needed, to the collaboration.
- Provide information on and awareness of sexual assault and disability "movements," including culture, history, barriers, and implications.
- Sharing all applicable resources.
- Acknowledging each organization's best-practices, ethics, and legal requirements and restrictions.
- Ongoing growth and development regarding sexual assault and people with disabilities.
- Recognizing our clients as the experts of their own experiences.
- Engaging fully as an active partner in the work of the collaboration, including the process of planning, developing and implementing all project deliverables. Specifically, this work will include, but is not limited to building the charter, completing the needs assessment, developing the strategic plan, and engaging in all levels of the implementation.
- Approving and signing the Memorandum of Understanding.

- Keeping abreast of the progress of the project and the proposed outcomes that arise.

MESA commits and contributes to:

- Following the guidelines of the Memorandum of Understanding with OVW.
- Providing expertise and knowledge regarding survivors of sexual assault.
- Serving as the fiscal agent and administer sub-contracts.
- Overseeing the Project Manager.

Imagine! commits and contributes to:

- Providing expertise and knowledge regarding people with disabilities.
- Providing invoices for all costs associated with the collaboration, including billable time, mileage, and travel expenses.

Section 8: DECISION MAKING AUTHORITY AND PROCESS

Intersections values the knowledge and opinions of the individuals and organizations within the collaboration. We have identified that MESA as the fiscal agent, the Executive committee members, collaboration team members of each organization, and Project Manager have specific responsibilities granting them the authority to determine certain decisions for the collaboration in order to ensure the appropriate and necessary direction of this project. Also, this collaboration values reaching decisions through group consensus and has developed a decision-making protocol to ensure that consensus has been reached. Additionally, the collaboration has identified which specific decisions will require consensus to best represent the collaboration and its respective organizations.

Decision-making Authority

The following section outlines the specific areas of authority in decision making within the collaboration.

- *Fiscal Agent (MESA) has the authority to:*
 - Make ultimate budgetary decisions after consultation with the collaboration team members regarding the collaboration's budget.
 - Hire, terminate, and supervise the Project Manager.
 - Individual collaboration team members can provide input to the direct supervisor on performance evaluations, concerns, and decisions on hiring.
 - Terminate MOU partnerships.
 - Make decisions about budgetary modification and spending.
 - The fiscal agent will provide collaboration team members with information about budgetary decisions and work to ensure collaborative support.

- *Executive committee members within each organization have the decision making authority to:*
 - Hire, terminate, and supervise the collaboration team members within the collaboration.
 - Individual collaboration team members can provide input to the direct supervisor on performance evaluations, concerns, and assignment of representation from each organization.
 - Determine collaborative representation.
 - Internally approve the final products and deliverables prior to being sent to the Office on Violence Against Women (OVW).
 - Internally approve policy and practice changes within each organization.
 - Approve budgetary issues for each individual organization.
 - Approve and sign the Memorandums of Understanding (MOU).

- *Collaboration team members collectively have the authority to make decisions that could impact the direction of the project or the collaboration’s ability to meet the project deliverables, including but not limited to:*
 - Anything conceptual in nature, such as our mission, values, and vision for our work together.
 - Collaboration agreements for working together.
 - Developing priorities, such as our work process, philosophical topics for discussion, daily tasks, and timelines for meeting deliverables.
 - Responsibilities of team members within the collaboration’s work.
 - Anything impacting project deliverables, such as how we want to conduct our needs assessment, what our agreements are for working together, and what our strategic plan will be.
 - Products prior to submission to Vera Institute of Justice for technical support.
 - Authority to appoint a representative from the collaboration for OVW, Vera, and other grantee events (if other than the Project Manager).
 - Authority to approve weekly collaboration meeting minutes from previous meetings.
 - Determination of MOU collaborative partner membership.

- *The Project Manager has the decision making authority to:*
 - Engage Vera for technical assistance, help with product development, or other forms of support.
 - Engage the Office on Violence Against Women for any additional assistance or questions.
 - Determine logistics related to collaboration meetings, such as locations, times and agenda items.
 - Represent the collaboration when engaging other grantees or Vera- and OVW-sponsored events.
 - This can only be decided by the Project Manager when time to make such a decision as a collaboration is not available. In such cases, Project Manager is to use best judgment.

Decision-Making Process

The collaboration will use consensus to make decisions that impact the project or the direction of the project. We will take the time to reach consensus because our decisions will impact not only the project direction itself but also the interactions of the collaboration team members. We believe that consensus decision-making builds trust and commitment among the team members and between our two organizations. All members will have an equal voice in approving or identifying changes for all decisions that require consensus (see “Decision Making Authority” above). At no time will voting be used to make a decision within our collaboration.

Decision making process when formally meeting:

- We will start by taking necessary time to probe the issue until each member's opinions are heard and understood by the other team members, especially if those opinions are in opposition to each other or in opposition to a "majority" of opinions voiced.
- We will ensure that a thorough checking-in process occurs throughout all decisions and discussions. During the course of checking-in, it will be determined that either all members are on the same page and ready to move on from the topic being discussed, or that consensus has been reached in the case of formal decision making. This tracking will be done by requesting each team member to verbally indicate where they stand with the decision or topic:
 - "I agree"- Used for when the individual is ready to move on from the topic; used when the individual is in agreement with the decision.
 - "I need more information/further discussion"- Used for when the individual would like the conversation to continue to gain more information and is not yet ready to move on; used when determining if the conversation should be postponed while members collect further information and reflect on the discussion independently before returning to the table to make a final decision.
 - "I disagree"- Used for when the individual is in disagreement with the decision, charging the collaboration members to either determine an alternative decision or determine how the group can best work together or move forward without coming to consensus on this topic or decision.
- Any person can call for a "check-in" at any point in the discussion process to verbally poll the group and determine if all parties are on the same page and/or that consensus has been reached. Additionally, the Project Manager is charged with periodically checking-in to ensure that everyone is on the same page and/or that consensus has been reached before moving on.
- When a decision is being made or discussed, relevant information and data from the organization will be freely shared within the confidentiality parameters of each agency. If a team member needs particular information to be kept "in the room," that team member will state this explicitly during the discussion.
- Additionally, when final consensus on a topic is being made, a final check-in will be requested by the Project Manager prior to moving forward.
- The collaboration will not move forward with a decision until all members are in agreement.
- Decisions that are made by the collaboration will be documented and tracked in the meeting minutes under a specific section called, "Decisions Made."

- Decisions that are made by the Project Manager or others (see “Decision Making Authority” above) outside of collaboration meetings will be relayed to the team members during weekly meetings. Weekly meeting agendas will include an “Updates” section, which will provide time for collaboration team members to announce any decisions made outside of meetings. Such decisions will then be documented in that week’s meeting minutes.

Decision making process outside of formal meetings (such as via email and phone calls):
The collaboration values making decisions when all members are present and formally meeting and will make best efforts to always make decisions, especially those that impact the direction of the project, when together.

- When the collaboration is unable to formally meet for a time-sensitive decision that cannot be postponed for formal review, the individual needing to make or initiate a decision will make their best effort to give two business days for collaboration team members to give input via email.
- If a response is not provided for input on a decision needed outside of regular weekly meetings within the time allotted, the individual will make the decision using best judgment.
- If two business days are not possible, the individual will make the decision using their best judgment.

Decision making process/approval process for executive committee:

- In addition to weekly collaboration team member meetings, there will be a monthly meeting that all executive committee members are invited to attend.
 - The current Executive Directors from each organization that sit on the executive committee are committed to attending these every quarter.
 - All other executive committee members are committed to attend monthly.
- During such meetings, any current concept development, product development, and important topics and decisions will be reviewed and decided upon to move the process forward.
- Additionally, the Project Manager will generate monthly updates that highlight the progress of the collaboration’s work and major decisions that have been made. Monthly updates will be provided to the entire collaboration, including the executive committee and collaboration team members.
- Executive committee members are invited to join collaboration team members during all Vera site visits, all-site meetings, and any other forms of technical assistance.
 - A representative of the executive committee from each organization will attend all Vera site visits.
- Executive committee members will approve decisions and products in the same manner as all collaboration members, namely in formal meetings using the consensus model after thorough discussion of the topic (see above).

Decision re-visitation process:

- The collaboration reserves the right to revisit decisions previously made to ensure the quality and fluidity of the collaboration's work is preserved.
- If a member of the collaboration would like to re-visit a previously made decision, they can voice this at the first meeting of each quarter (Non-traditional quarters due to individual schedules: February, May, August, November), when all major decisions and events that occurred over the previous quarter will be reviewed for creation of the "quarterly update."
- If a collaboration member believes that a decision previously made is urgent and cannot wait for review at the quarter, they can suggest the item be reviewed during any of the weekly meetings. The collaboration will then determine if the item in question will be reviewed at that time or should wait until quarterly update.

Section 9: COMMUNICATION PLAN

Intersections recognizes that for the collaboration to work best together, clear guidelines and expectations for communicating with one another, with our agencies, with outside parties, and with the media is imperative for the integrity of our project. The following guidelines have been developed to ensure consistent and productive communication:

Internal (Within the collaboration)

- Collaboration members will uphold and maintain direct and transparent communication with one another.
- Individual collaboration members will keep the collaboration abreast of anything occurring within individual organizations that could impact the collaboration's work. Some examples include staffing changes of key decision makers, policy changes related to the project, or crisis communication.
- When making major decisions within the collaboration that could impact each organization or would require information from each organization that individual collaboration team members do not have, individual members will seek information from executive committee members to provide to the collaboration. These discussions may take place during monthly collaboration meetings that the executive committee has committed to attend.
- *Meetings*
 - All collaboration team members will convene at least once per week for a minimum of two hours for all major decisions, including the direction of the collaboration's work, important discussions that impact major decision making, and finalizing products to be sent to Vera and the Office on Violence Against Women.
 - Additionally, meetings with executive committee members will take place at least once per month.
 - Additional collaboration meetings will be scheduled, as needed, during more intensive stages of the collaboration.
 - Agendas that include items to be discussed/reviewed, location/date/time of meeting, and any other necessary information, will be sent to collaboration team members at least twenty-four hours in advance.
 - Weekly, agendas will include space for team-building, recognition of individual and/or group strengths, and review of current work process to evaluate any collaboration needs.
 - During collaboration meetings, Project Manager will be responsible for structured note taking and putting notes in the form of weekly minutes.
 - Project Manager will distribute minutes via email within two business days from meeting.
 - Prior to the next-scheduled meeting, collaboration members are responsible for reviewing and coming prepared to discuss/approve weekly minutes.

- There may be times when we choose not to meet due to specific times/alternative commitments in individual organizations, individual time-off, etc.
 - If one person from the collaboration team members cannot attend a scheduled meeting, the collaboration may choose not to meet.
 - If there are current due dates that could be compromised due to a canceled meeting, the next meeting may be held longer in duration than normal to compensate for the missed time.
 - If the collaboration team members choose to meet without all team members present, no major decisions will be made that could impact the collaboration's direction. Also, nothing will be finalized until the collaboration as a whole can convene.
 - Individuals that cannot be present may choose to conference call into meetings, as needed.
 - During weeks when meetings do not take place, emails are accepted for all major decisions needing to be approved on an urgent basis that cannot wait until the following scheduled meeting.
- The Project Manager will convene meetings with individual collaboration members as needed. If meetings occur between individuals, notification will be provided to the collaboration team members.
- If informal discussions related to the collaboration take place between individual members outside of collaboration meetings, any decisions (based on decision making authority) that impact the collaboration will be communicated to the collaboration.
- *Emails*
 - If communication (including minor decisions and updates) is necessary outside of collaboration meetings, email communication is acceptable from Project Manager and other collaboration members.
 - Emails that pertain to the entire collaboration will be addressed to all members. If an email only pertains to certain members of the collaboration and not the collaboration as a whole, the email author has the discretion not to send the email to the entire collaboration. If an email impacts any individual, that individual will be included in the email.
 - The author of email will be clear with the needs of email request and/or timelines, such as when the collaboration needs to weigh-in on a decision, when a response is needed by, etc.
 - The author will make best effort to give two business days' notice to collaboration members if a decision is needed. If two business days are not possible, author will use best judgment in making the decision.
 - If a response is not provided by the designated due date, collaboration members are forfeiting their ability to provide

feedback and decision, and author may move forward using best judgment.

- Those sending emails are to put timelines on when they need a response prior to the next meeting.
- If a response is not provided, the author will assume the answer is “yes” or that that person chooses not to provide further input.
- *For scheduling personal time off:*
 - Collaboration team members will provide dates of proposed time off to the rest of the collaboration for review whenever possible.
 - Collaboration members can provide feedback and suggestions but are not responsible for providing final approval/denial.
 - Individual members planning time off are to use best judgment and schedule at times that will not severely impact major events for the collaboration.

Internal (Within each individual’s organization)

- Each appointed collaboration team member within the collaboration is expected to notify and update executive committee members within each members’ organization for the following:
 - Providing executive committee members with monthly summaries of the collaboration’s work and progress.
 - Providing additional updates to executive committee members on progress and decisions, as determined by collaboration members.
 - Notifying executive committee members of any decisions that could create a major impact on each/either organization, including financial, programmatic, policy, publicity or the community.
 - Maintaining organizational and executive committee support and backing on decisions that will impact each organization and/or the direction of project to ensure each organization is capable of completing the collaboration’s work, as determined by collaboration members.
 - Sharing and gaining approval from executive committee members for collaboration-specific products prior to obtaining the final approval from OVW.

External (Outside parties, such as Office on Violence Against Women, Vera, other grantees, key stakeholders)

- *Vera:*
 - The Project Manager is the appointed contact person for both incoming and outgoing communication.
 - All collaboration team members are approved to contact Vera directly, with the understanding that member is transparent about the need, seeks information from collaboration first (if possible), and that seeking support from Vera is the appropriate solution.

- Communication with Vera will include, but is not limited to requesting technical assistance, scheduling meetings and site visits, regularly scheduled telephone meetings updates, telephone and in-person support, and requesting assistance with conflict resolution.
- Communication can be made in the form of phone calls and emails as determined by the person making contact, and can be as frequent as necessary to ensure thorough and consistent communication.
- The Project Manager will meet with Vera via conference call at least every other week, as scheduled by the Project Manager and Vera Senior Program Associate.
- Site visits will take place at the beginning of each phase of the collaboration's work at a minimum, but may take place more frequently, as needed and determined between the collaboration and Vera.
- *Office on Violence Against Women:*
 - The Project Manager is the appointed contact person for both incoming and outgoing communication.
 - If other members of the collaboration wish to communicate with OVW directly, they are to notify and utilize the Project Manager for all needs.
 - In the Project Manager's absence, they may designate another collaboration team member or supervisor as the point of contact.
 - Communication with OVW will include, but is not limited to sending products/documents for final approval, budget modifications and updates, Grant Adjustment Modifications, semi-annual reports, quarterly reports, and changes to the collaboration (staffing, partnership, direction, etc.).
- *Other stakeholders (such as other OVW grantees, community members, and other outside parties):*
 - The Project Manager is the primary contact person for both incoming and outgoing communication.
 - The collaboration team members will determine and appoint the most appropriate point person for the specific needs, as they arise.
 - The determined point person, if not the Project Manager, will communicate with the collaboration on needs, updates, and any specifics of request/information.

External (Media and Public Communication)

Intersections is dedicated to portraying and reinforcing the vision, mission, and values of the collaboration. It is important that all communication accurately and consistently expresses the collaboration's intangible attributes, such as its name, work, purpose, and way it is perceived by the community it aims to support. Communication includes, but is not limited to, newsletter articles, brochures, advertisements, press releases, crisis communication, event information, mass emails, website content, and presentations. The aim of all communication is to provide the community with a consistent message of

integrity regarding the work and mission of the collaboration. The following provides guidelines and expectations for all external communication directed toward the media or for the purpose of public communication (such as presentations and announcements at meetings and training programs).

General framework for all media and public communication:

- The collaboration has created talking points (Appendix A) which provide the following information:
 - General guidelines for all communication.
 - The talking points for communicating about Intersections, Imagine!, and Moving to End Sexual Assault (MESA).
 - The contact list with appointed contacts for all communication requests (including crisis communication) from each organization and their contact information.
- The talking points have been reviewed and approved by all collaboration members and appointed communication contacts from each organization. It is our expectation that all individuals will communicate from the approved talking points. If further information is requested, the individual will refer the request to the Project Manager.
- A “contact list” (provided below and in Appendix A) includes the executive committee, collaboration team members, and those who are identified at each organization as the primary contacts for all communication requests (including proactive, reactive and crisis communication).
- Any time there is a communication event/request or crisis, an email will be sent from the collaboration or individual to this contact list, to ensure consistent and timely communication.
- Because there are many identified contacts within each organization for different forms of external communication, the following chart has been created to provide clarity when such individuals are referenced in this document:

OVW Disability Grant: Contact List		
Name	Organization	Reason for Contact
Audrey L. Reich Project Manager for collaboration Audrey@movingtoendsexualassault.org 720.406.3633	MESA	<ul style="list-style-type: none"> ○ Primary media point person for proactive communication and reactive communication regarding Intersections ○ May be identified for additional support with crisis communication
Thomas Rose Team Leader tom@movingtoendsexualassault.org Ph: 720.406.3645 Cell: 720.324.0593	MESA	<ul style="list-style-type: none"> ○ 1st point person for all organization-specific communication needs, including proactive, reactive and crisis communication ○ Executive committee member
Emily M. Tofte Program Manager Emily@movingtoendsexualassault.org Ph: 720.406.3644 Cell: 720.862.2027	MESA	<ul style="list-style-type: none"> ○ 2nd point person: Organization-specific for all communication needs including proactive, reactive and crisis communication ○ Executive committee member
Marti Hopper Training and Education Coordinator marti@movingtoendsexualassault.org Ph: 720.406.3643	MESA	<ul style="list-style-type: none"> ○ Collaboration team member ○ Back-up to Project Manager for MESA communication
Fred Hobbs Director of Public Relations fhobbs@imaginecolorado.org Ph: 720.274.2249 Cell: 720.982.8652	Imagine!	<ul style="list-style-type: none"> ○ 1st point person: Organization-specific media and communication needs including proactive, reactive and crisis communication
Mark Emery Chief Executive Officer/Executive Director memery@imaginecolorado.org Ph: 303.926.6446 Cell: 303.818.4777	Imagine!	<ul style="list-style-type: none"> ○ 2nd point person: Organization-specific for all communication needs including proactive, reactive and crisis communication ○ Executive committee member
Gregory Wellems Director of Business Development gwellems@imaginecolorado.org Ph: 303.926.6466 Cell: 303.579.8204	Imagine!	<ul style="list-style-type: none"> ○ 3rd point person: Organization-specific for all communication needs including proactive, reactive and crisis communication
Marianne Nick Director of Case Management mnick@imaginecolorado.org Ph: 303.926.6425	Imagine!	<ul style="list-style-type: none"> ○ Executive committee member
Jan Rasmussen Director of Family Services janr@imaginecolorado.org Ph: 303.926.6439	Imagine!	<ul style="list-style-type: none"> ○ Executive committee member
Julie Hartman Assistant Director of Family Services jhartman@imaginecolorado.org Ph: 303.926.6434	Imagine!	<ul style="list-style-type: none"> ○ Collaboration team member ○ Back-up to Project Manager for Imagine! communication

Proactive Communication: Used when our collaboration is sending outgoing communication to the media or public to highlight our work.

- The point person for all proactive communication is the Project Manager. Additionally, there are point persons (see chart above) at each organization that manage the organization's media and public communications, which the Project Manager will contact as needed.
- The Project Manager will only provide information from the talking points.
- The Project Manager will seek guidance and approval from the collaboration team members and the point persons at either organization if providing information outside of the approved talking points.
- Prior to being sent, all press releases and media communication must receive final approval from primary point persons at both organizations, as well as all collaboration team members.
- In the event that we create a formal press release, we will contact OVW and gain insight and approval prior to submission.

Reactive Communication: Used when our collaboration receives requests for communication about our work from the media or public.

- The point person for all reactive media is the Project Manager. Additionally, there are identified point persons (see chart above) at each organization that manage their organization's media communication.
 - If the media or public contacts someone other than the Project Manager at either organization for information regarding Intersections, all individuals on the contact list will be expected to refer requests directly to the Project Manager. (Each organization has its own internal process for directing communication requests to the appointed contact(s). Therefore, if any person within each organization receives a request, they will refer the request to the appointed contact, who will then refer the request to the Project Manager.)
 - All individuals on the contact list (see above) are permitted to give information directly from the talking points.
- The Project Manager will provide information to the media or public from the talking points.
- If the communication request is for information outside of the approved talking points, the Project Manager will refer to the primary point persons at either organization as it pertains to them respectively.

Crisis Communication: Used when a crisis has occurred that relates to the collaboration's work at either Imagine! or MESA.

- Within each organization there already exists a crisis communication plan and a designated crisis communication point person (see chart above). If a crisis occurs, all communication requests that come to each organization will be

directed to the crisis communication point person within that organization as already designated.

- Each point person will have a copy of the talking points about the collaboration's work and can speak from this as needed without additional approval.
- Each point person may refer further questions about the collaboration's work to the Project Manager as the next point of contact for anything related to the collaboration.
- If the Project Manager is not available, the point person is to contact the collaboration team member from their organization:
 - Imagine!: Julie Hartman
 - MESA: Marti Hopper
- Additionally, if the organization's communication point person receives information on a crisis related to the other organization, they will immediately notify the Project Manager, who will be responsible for notifying the point persons at the other organization as well as all collaboration team members.
- The Project Manager will continue with phone calls until a live person is reached to communicate the crisis information.

Section 10: CONFIDENTIALITY PROTOCOL

Intersections is committed to preserving the confidentiality practices of each organization and the dignity of the clients served. Additionally, beyond client information, we recognize that working closely in collaboration creates the need for members to share sensitive information with one another to support the success of the collaboration. Therefore, a succinct confidentiality protocol is necessary to outline what can and cannot be shared between collaboration team members and from collaboration team members to their organizations, as well as what each organization's requirements are regarding at-risk populations and preserving client confidentiality. To ensure we are meeting our confidentiality agreements, we commit to continually reminding one another of our expectations of one another, as well as give specific reminders when sharing information that we expect to remain within the collaboration.

When communicating among the collaboration members (such as through formal meetings or daily communication):

- *Information that is to remain confidential within the collaboration team members*
 - Sensitive information about the individuals' organizations that would be requested to remain confidential. Collaboration team members shall request that such information remain within the collaboration team members, as needed.
 - Documents and products prior to approval by the collaboration team members (such as meeting minutes, products from deliverables, etc.).
 - Personal information about collaboration team members that individuals choose to share with one another.
 - Examples of incidents that are of public domain from each organization that will not disclose any identifying information of clients (see below) for the purpose of learning about previous response efforts and important considerations.
 - Aggregate data (for example, totals/not individual information)
 - Non-identifying client-level information (for example, age vs. date of birth)
- *Information that cannot be shared within the collaboration due to confidentiality requirements*
 - Information as it relates to confidential personnel issues regarding any collaboration members (including the Project Manager and project staff) or other employees from each organization.
 - Confidential information about our organizations that has not been approved for public knowledge.

 - Identifying client information, including but not limited to:

- Name(s) of clients, victims, perpetrators, family members, and staff
- Addresses
- Contact information
- Social security number
- Date of birth
- Racial, ethnic, or religious identity
- Appearance
- Where they work
- Who their guardians/parents are
- What services they receive
- Service providers (outside of MESA and Imagine!)
- Case details
- Information regarding a person's disability
- Any other combined information that would identify an individual

When communicating with our individual organizations:

- *We agree to and are permitted to share the following information with our individual organizations via email, verbally, and in meeting minutes and quarterly updates:*
 - Information about our organizations that would impact the collaboration's work, such as organizational challenges, issues, internal operations, funding changes, and staffing changes among executive committee members and other key decision makers.
 - Progress updates with organization staff to keep them updated on the collaboration's work and to maintain organizational engagement.
 - Documents and products in the development phase with consensus from the collaboration team members.
 - Documents and products once the collaboration team members reach consensus or approve the document, such as meeting minutes, monthly updates, and products from deliverables.
 - Finalized products prior to sending to OVW.
- *We agree to not share the following information with our individual organizations:*
 - Documents and products in the development phase without consensus from the collaboration team members.
 - Documents and products prior to the collaboration team member's approval of the document, such as meeting minutes, monthly updates, and products from deliverables.
 - Information about our organizations that have been requested to remain confidential by collaboration members, such as organizational challenges, issues, internal operations, and staffing.
 - Interpersonal conflicts within the collaboration members without consensus from the collaboration.

Mandatory Reporting

- According to Colorado law (26-3.1-102), the statute strongly “urges,” but does not mandate, the report of abuse or neglect of any individual over the age of eighteen who is considered “at risk” (see defined terms). (See Appendix B)
- Professionals, such as Community Centered Board staff and mental health workers, who have observed the mistreatment or self-neglect of an at-risk adult or who has reasonable cause to believe that an at-risk adult has been mistreated or is self-neglected and is at imminent risk of mistreatment or self-neglect are urged to report to adult protection.
- **MESA Policy:**
 - Staff and volunteers ARE mandated to report sexual assault (as well as abuse and neglect) for those individuals currently less than eighteen years of age to appropriate officials (see Appendix C for mandatory reporting procedure).
 - All clients entering into MESA’s services are provided informed consent information and the Confidentiality and Mandatory Reporting Policy and are notified that if they discuss the abuse, neglect, or sexual assault on a person currently less than 18 years of age, MESA is required by law to report.
 - MESA does not have a policy or mandate to report the abuse, neglect or sexual assault of any person eighteen years of age or older.
 - If a client entering MESA’s services is over the age of eighteen MESA will maintain confidentiality of the client’s assault, unless otherwise requested by the client.
- **Imagine! Policy:**
 - Staff and volunteers ARE mandated to report sexual assault (as well as abuse and neglect) for those individuals currently less than eighteen years of age to appropriate officials. (See Appendix D for complete policy and procedure.)
 - Staff and volunteers are required by the Colorado Division of Developmental Disabilities (DDD) to report any suspected M.A.N.E. violation (Mistreatment, Abuse, Neglect, and Exploitation) of any Imagine! client, regardless of age, including sexual assault, to their Imagine! supervisor. (See Appendix D for complete M.A.N.E. reporting policy and procedure.)
 1. If M.A.N.E. is suspected, Imagine! staff and volunteers are required to generate an internal incident report, at minimum.
 2. This incident report will be routed to that department’s supervisor, the director of that program, the supervisor of Case Management, that client’s case manager, and other individuals as identified by Imagine! (determined case-by-case).
 3. As determined by Case Management, in addition to an internal incident report, the following may also occur, dependent on the

nature of the assault, who committed it, when and where it took place, and other circumstantial information:

- A critical incident report may be routed to the Division of Developmental Disabilities, Department of Public Health and Environment, and/or Child Welfare.
- A report may be filed with the police.
- An internal investigation may take place.
- A police investigation may take place.

MESA/Imagine! Confidentiality and Reporting Agreement

During our work together we will make every effort to prevent and avoid disclosing any client information to ensure prevention of initiating a required report by Imagine! If a disclosure is made to either organization, MESA and Imagine! will follow each organization's respective reporting and confidentiality policies and agrees to keep all client information confidential. However, once the needs assessment is conducted, a re-evaluation of this agreement and changes in our organization's policies may take place based on agreed upon changes due to needs assessment findings.

Needs Assessment Considerations

Although the needs assessment does not directly inquire about a client's sexual assault history, there is the potential for a disclosure to take place during this phase of the project. Therefore, agreements and planning are necessary to prepare for the response of such disclosures.

- If a disclosure is made, MESA and Imagine! will follow each organization's respective reporting policies, dependent on who receives such disclosure. (See above.)
- Only staff from Imagine! are required to report the discovery of Imagine! clients who have experienced mistreatment, abuse, neglect, or exploitation (M.A.N.E.) (including sexual assault).
- A discussion will be held during the needs assessment preparation phase as to what the appropriate process is for conducting the needs assessment to ensure careful consideration of mandatory reporting and confidentiality requirements of each organization, which may include:
 - Considering having MESA staff conduct interviews with Imagine! clients so that any disclosures will not automatically generate a mandatory report by Imagine!
 - Contracting with an outside organization to conduct needs assessment, to remove both MESA and Imagine! from the process to ensure full confidentiality.
- Prior to the needs assessment, the collaboration team members will discuss further information regarding client information and confidentiality as well as implications for recruitment and participation.

Section 11: CONFLICT RESOLUTION

Intersections recognizes that we come to the table with diverse and extensive knowledge, experience and values for working with people with disabilities and sexual assault issues. We also recognize that we each bring our own unique perspectives, opinions, and voices to the table as strengths for our collaboration, agencies, and community. However, we are aware that at times conflict will arise and may pose challenges and barriers to our ability to successfully work toward our common goals. As a result, in order to make the most of conflict and utilize it as a vehicle for growth and mutual understanding for our collaboration, our respective agencies, and survivors, the following framework and steps will be utilized to manage conflict in such a way so as to come to a place of honoring individual opinions, allowing space for voices to be heard, and finding a solution to which we all agree upon.

Framework for addressing all conflict:

- All collaboration members, including the executive committee and collaboration team members, commit to the Conflict Resolution framework and steps.
- Collaboration members will be open to each person's perspective, trust the motivation of that person, and recognize the importance of this topic to that individual. The collaboration will demonstrate this by thoroughly listening (including non-verbal cues/body language), allowing equal air time for each member, watching for interrupting, and self-monitoring one's own biases and feelings. The collaboration will also demonstrate this through respectful questions to gain more insight. Members will avoid blame of any individual. All members will work to put personal interest for being right aside and acknowledge that the resolution of conflict is for the betterment of the collaboration.
- Collaboration members will remember and acknowledge that conflict is an important step toward a more successful collaboration, and that even if an agreement is not reached, the collaboration is motivated to work through conflict completely. Members will focus on specific issues, not the personalities of the persons involved.
- If there are underlying issues or a "core" to the conflict, such will be named and addressed as a part of resolving the conflict.

Steps for addressing the conflict:

- If a conflict arises between specific members of the collaboration, individual member(s) will address the conflict transparently and openly with the specific individual. This will include the nature and reason for the conflict, any specific details, and also potential solutions. Members will avoid discussion of conflict "behind the backs" of one another.
 - Once conflict has been discussed and resolved by individual collaboration members, they will then bring the conflict to the entire collaboration to ensure all members are kept informed of independent discussions.

- Collaboration member(s) experiencing conflict that affects the entire collaboration will request that the topic be put on the meeting agenda and/or transparently communicate the conflict with all members of the collaboration, as appropriate. This will involve the nature and reason for the conflict, any specific details, and also potential solutions. Members will avoid discussion of the conflict outside of collaboration.
- If a member discusses the conflict with another member outside of the collaboration or without having gone to the individual, it is the responsibility of the other member to maintain the integrity of the conflict resolution process and redirect that member back to the appropriate place to discuss the conflict.

When resolution cannot be attained:

- If a resolution cannot be found, members will agree to postpone the discussion for the purpose of allowing time to reflect and obtain any additional relevant information on the topic to make a more informed decision. Any member can suggest moving to this phase, and all members must come to consensus on postponement. Members will agree to a future date/time to re-address the conflict for resolution.
- Collaboration members recognize that it is okay to disagree, and that “agreement” and “resolution” are separate. If it becomes clear that the collaboration members are unable to come to an agreement, the collaboration will work to find what *can* be agreed upon. The collaboration will also determine how to adjust collaboration needs to make room for such disagreements.

Seeking outside support:

1. If a conflict leads to unresolved job performance-related concerns such issues will be brought to the attention of the supervisor of that specific collaboration member to determine the best intervention and outcomes. (Some examples include if a person is consistently late, not completing work assignments in a timely manner, or issues that violate Human Resources policies.)
2. If resolution of any other kind of conflict is not found, the collaboration will seek help from the Vera Institute of Justice. The Project Manager will contact Vera to schedule a time when all members can meet with Vera to discuss the conflict. If Project Manager is not the appropriate contact for scheduling, the collaboration will appoint a contact person, as needed. The collaboration will do so by utilizing the consensus procedure.
3. If a consensus cannot be reached through the support of Vera, the Vera Associate will gain the assistance of an additional staff member from Vera or engage the Office on Violence Against Women, as needed.
4. If a consensus cannot be reached through the additional support of Vera or OVW, an outside mediator may be necessary.

If executive committee members have a conflict with the collaboration's work:

- If an executive committee member from either organization brings forward a conflict with the collaboration that will impact the collaboration's work, the collaboration team members will discuss the conflict and develop a plan to address the concern. This may include inviting the executive team member to the next scheduled collaboration team member meeting or discussing it as a collaboration at the following monthly meeting.
- If resolution is not found, the collaboration may invite other organization members and/or Vera representation, as needed.

Section 12: WORK PLAN

The timeline below will guide the major activities of the collaboration. It will be reviewed and revised by consensus as needed by the members of the collaboration.

Work Plan Outline		
Activity	Timeframe	Target Completion Date
Hire a Project Manager	November – February 2010	February 2010
Vera site visit with a focus on charter building	March 2010	March 2010
Create collaboration charter	March – August 2010	August 2010
Vera site visit with a focus on the needs assessment	September 2010	September 2010
Plan needs assessment	September – December 2010	December 2010
Conduct needs assessment	January 2010 – April 2011	April 2011
Compile findings and analyze themes (ongoing process)	January 2010 – April 2011	April 2011
Write needs assessment report	May 2011 – June 2011	June 2011
Vera site visit with a focus on strategic planning	July 2011	July 2011
Create strategic plan	August – September 2011	September 2011
Implement strategic plan	September 2011 – September 2012	September 30, 2012

Appendix A: Media and Public Communication Talking Points

Basic Guidelines and Expectations

Do's

- If you are notified that a crisis occurs regarding anything related to the collaboration's work, please contact the Project Manager. The Project Manager will notify the media contact of the other organization and all collaboration members.
- Do contact the back-up contacts if you cannot reach the Project Manager or other contact person listed.
- Tell the truth—never make up an answer.
- Be yourself.
- Release only confirmed facts.
- Be concise.
- Respect their time and be timely for appointments.
- Provide press packets when appropriate.
- Show concern—be especially sensitive to those directly involved.
- Defuse negatives.
- Remain calm.
- Return all calls from the media as soon as possible.
- Provide updates to media, families and employees.
- Do speak about the advantages of the collaboration, which allows us to combine our expertise to create a more robust system that supports sexual assault survivors with disabilities.

Don'ts

- Do not give personal cell phone numbers to the media.
- Don't speculate.
- Don't overstate or understate.
- Don't talk "off the record." Assume everything you say will be printed or broadcast.
- Don't be thrown by hostile questions.
- Don't give an exclusive interview to one journalist.
- Don't reveal proprietary information.
- Don't place blame.
- Don't be defensive.
- Don't ever use the words "no comment."
- Don't tell the media how to do its job.
- Don't point fingers or denigrate collaboration partners.
 - Don't imply that Imagine! is not aware of or understands how to support clients who are impacted by sexual assault.
 - Don't imply that MESA is not equipped and/or accessible to serve clients with disabilities.

- NEVER discuss a client/consumer with the media or acknowledge in any way that either organization has or has not provided services to a particular client (unless you have pre-authorized release from that client for your specific organization).

Collaboration Talking Points

- The collaboration organizations involved are Imagine! and Moving to End Sexual Assault (MESA).
- The collaboration’s work started in October 2009 and the grant lasts until September 2012.
- The current collaboration core members (called “collaboration team members”) are Audrey Reich (Project Manager), Julie Hartman (Imagine! representative), and Marti Hopper (MESA representative).
- The current collaboration executive committee members are Tom Rose (MESA Development Team Leader), Emily Tofte (MESA Program Manager), Mark Emery (Imagine! CEO/Executive Director), Jan Rasmussen (Imagine! Director of Family Services), Marianne Nick (Imagine! Director of Case Management).
- The purpose of the collaboration is (from the Mission):
 - To formalize the connections between MESA and Imagine! in order to open our organizations’ systems to each other’s resources and knowledge in order to provide a seamless and dynamic system of support to sexual assault survivors with disabilities;
 - To identify, create, and enhance policies and procedures within our organizations that enhance the “response-ability” and accessibility for sexual assault survivors with disabilities to receive timely information, advocacy, and support; and
 - To increase the awareness, skills, and comfort level of staff and volunteers at MESA and Imagine! to work directly with sexual assault survivors with disabilities.
- We are not a “services” grant, meaning this funding is not to provide direct services. The purpose of the grant is to identify and create sustainable, systemic changes within our organizations that will result in exceptional services for sexual assault survivors with disabilities.
- For additional information about the grant, please speak from the information below under “Background Information.”
- For a direct link to our work:
http://www.accessingsafety.org/index.php/main/right_menu/community_profiles/2009-community-communities/boulder-co

Background Information on the Disability Grant Program from the Office on Violence Against Women (OVW)⁶

- This is a 3-year grant funded by the United States Department of Justice, Office on Violence Against Women (OVW).

⁶ <http://www.ovw.usdoj.gov/WomenwithDisabilitiesBrief2002.htm>

- OVW funds multi-disciplinary teams across the nation to address violence against individuals with disabilities. The goal of the Disability Grant Program is to build capacity, enhance collaboration, and to create accessible, appropriate services for individuals with disabilities who are victims of domestic violence, dating violence, stalking, and sexual assault through the creation of multi-disciplinary teams.
- The Disability Grant Program (formally titled *The Education, Training, and Enhanced Services to End Violence Against and Abuse of Women with Disabilities Grant Program*) was created by the Violence Against Women Act of 2000 (VAWA 2000).
- Congress, OVW, and victim advocates recognized the need to focus on domestic violence, dating violence, stalking and sexual assault against individuals with disabilities due to the proliferation of such violence and the gaps in service provision and the criminal justice response for this population.
- The goal of this program is to build the capacity of such jurisdictions to address such violence against individuals with disabilities through the creation of multi-disciplinary teams.

Imagine! Talking Points

- Imagine! was established in 1963 as a private, not-for-profit organization and as the first community-centered board (CCB) in Colorado. A CCB is a local area's single point of entry into local, state and federally funded programs for eligible people with developmental disabilities in a community. Imagine! is currently one of 20 CCBs in Colorado.
- In addition to serving as a state CCB, Imagine! also provides services designed to incorporate people with developmental, cognitive and physical challenges into the fabric of their communities. Services include educational and therapeutic services, job training and placement, recreation and leisure activities, opportunities for community living, behavioral health services, technology solutions and support for families.
- When it first opened its doors, Imagine! served 100 individuals. Today, it serves more than 2,500 people and their families each year.
- Imagine! helps people aspire to, and achieve, a fulfilling life of new possibilities, by:
 - Creating services and programs that support individuals in becoming contributing citizens in their community.
 - Providing support and information for families with relatives with cognitive and developmental disabilities.
- A developmental disability is a disability that occurs before a person reaches 22 years of age and creates a substantial and lasting handicap for the person. Developmental disabilities result from mental retardation or from related conditions such as cerebral palsy, epilepsy, autism, or other neurological impairments when those impairments hamper general intellectual functioning or result in behaviors similar to those of persons with mental retardation.

- For more information, please visit the Imagine! website at <http://imaginecolorado.org/> or call 303.665.7789.

Moving to End Sexual Assault (MESA) Talking Points

- Moving to End Sexual Assault (MESA) is a non-profit organization founded in 1972 in response to the abduction, rape and shooting of two young girls. MESA was originally called HARM (Humans Against Rape and Molestation), and later called the Boulder County Rape Crisis Team. MESA serves all residents and those who were impacted by sexual assault in Boulder and Broomfield Counties.
- In February of 2001, the organization’s name was changed to Moving to End Sexual Assault to better reflect the scope of the organization’s work—providing support to sexual assault victims and addressing the societal conditions that contribute to sexual violence in order to prevent its occurrence.
- Our mission statement is: “We are moving to end sexual assault and the suffering it causes in our community. We believe every woman, man and child has the right to live free of sexual assault. We challenge all forms of oppression and recognize their connection to sexual violence.”
- MESA provides direct client services to sexual assault survivors, primarily through a 24-hour crisis and information hotline for emotional support and crisis intervention. The hotline is available 24-hours a day in English and Spanish. MESA’s hotline also serves secondary survivors of sexual assault, who are the friends and family of a person who has been sexually assaulted. Other services for survivors of sexual assault include support at the hospital, case management, short-term counseling, support groups, referrals, and court accompaniment.
- MESA is committed to the prevention of sexual assault. To this end, MESA offers prevention education programs that address sexual assault, sexual harassment, gender violence, elder abuse, and healthy relationships.
- Moving to End Sexual Assault is a team of the Mental Health Center Serving Boulder and Broomfield Counties, Inc., a private, non-profit organization. MESA is governed by the Mental Health Center’s Board of Directors. However, MESA is responsible for generating its own revenue.
- For more information, please visit the MESA website at www.movingtoendsexualassault.org or call 303.443.0400.

OVW Disability Grant: Contact List		
Name	Organization	Reason for Contact
Audrey Reich Project Manager for collaboration Audrey@movingtoendsexualassault.org 720.406.3633	MESA	<ul style="list-style-type: none"> ○ Primary media point person for proactive communication and reactive communication ○ May be identified for additional support with crisis communication
Thomas Rose Team Leader tom@movingtoendsexualassault.org Ph: 720.406.3645 Cell: 720.324.0593	MESA	<ul style="list-style-type: none"> ○ 1st point person for all organization-specific communication needs, including proactive, reactive and crisis communication regarding Intersections ○ Executive committee member
Emily Tofte Program Manager Emily@movingtoendsexualassault.org Ph: 720.406.3644 Cell: 720.862.2027	MESA	<ul style="list-style-type: none"> ○ 2nd point person: Organization-specific for all communication needs including proactive, reactive and crisis communication ○ Executive committee member
Marti Hopper Training and Education Coordinator marti@movingtoendsexualassault.org Ph: 720.406.3643	MESA	<ul style="list-style-type: none"> ○ Collaboration team member ○ Back-up to Project Manager for MESA communication
Fred Hobbs Director of Public Relations fhobbs@imaginecolorado.org Ph: 720.274.2249 Cell: 720.982.8652	Imagine!	<ul style="list-style-type: none"> ○ 1st point person: Organization-specific media and communication needs including proactive, reactive and crisis communication
Mark Emery Chief Executive Officer memery@imaginecolorado.org Ph: 303.926.6446 Cell: 303.818.4777	Imagine!	<ul style="list-style-type: none"> ○ 2nd point person: Organization-specific for all communication needs including proactive, reactive and crisis communication ○ Executive committee member
Gregory Wellems Director of Business Development gwellems@imaginecolorado.org Ph: 303.926.6466 Cell: 303.579.8204	Imagine!	<ul style="list-style-type: none"> ○ 3rd point person: Organization-specific for all communication needs including proactive, reactive and crisis communication
Marianne Nick Director of Case Management mnick@imaginecolorado.org Ph: 303.926.6425	Imagine!	<ul style="list-style-type: none"> ○ Executive committee member
Jan Rasmussen Director of Family Services janr@imaginecolorado.org Ph: 303.926.6439	Imagine!	<ul style="list-style-type: none"> ○ Executive committee member
Julie Hartman Assistant Director of Family Services jhartman@imaginecolorado.org Ph: 303.926.6434	Imagine!	<ul style="list-style-type: none"> ○ Collaboration team member ○ Back-up to Project Manager for Imagine! communication

Appendix B: Colorado Mandatory Reporting Requirements
Obligation to Report Child Abuse or Neglect
State of Colorado Statutes 18-3-401 to 405 and 19-3-304⁷

Mandatory Reporters for Child Abuse or Neglect

- Physician or surgeon, including those in training
- Child Health Associate
- Medical Examiner or Coroner
- Dentist/Dental Hygienist
- Osteopath
- Optometrist
- Chiropractor, Chiropodist, Podiatrist
- Psychologist, Licensed Marriage and Family Therapist, Licensed Professional Counselor, Unlicensed Psychotherapist, Social Worker, Mental Health Professional
- Physical Therapist
- Veterinarian
- Peace Officer
- Pharmacist
- Registered Nurse or Licensed Practical Nurse
- Fire Fighter
- Commercial Film and Photographic Print processor
- Victim's Advocate
- Hospital Personnel engaged in the admission, care or treatment of patients
- Clergy Member or recognized leader of any religious body
- Christian Science Practitioner
- Public or Private School Official or Employee

Standard

- Have reasonable cause to know or suspect.
- Have observed conditions which would reasonably result in abuse.

Reporting Sexual Assault

- MUST report if Non-consensual sexual contact AND client age < 18 (17 or younger)
- MUST report if Consensual Sexual Contact AND
 - Client Age = 14 years old or younger with person 4+ years older
 - Client Age = 15 or 16 with person 10+ years older
 - Client Age = 17 years old or younger with Person in Position of Trust

⁷ Summary created by Moving to End Sexual Assault, Boulder, Colorado

- Person in a Position of Trust includes a parent, anyone acting in the place of a parent, or a person charged with any duty or responsibility for the health, education, welfare, or supervision of a child, no matter how brief at the time of the unlawful act.

Mandatory Reporting of At-Risk Adults

Colo. Rev. Stat. §§ 26-3.1-101, 26.3.1-102, 26-3.1-203, 26-3.1-204 (2009).⁸

Requirements Regarding Elders/Disabled

The following persons are *urged*, but not required, to report abuse of at-risk adults:

- Physicians, surgeons, physicians' assistants, or osteopaths, including physicians in training;
- Medical examiners or coroners;
- Registered nurses or licensed practical nurses;
- Hospital and nursing home personnel engaged in the admission, care, or treatment of patients;
- Psychologists and other mental health professionals;
- Social work practitioners;
- Dentists;
- Law enforcement officials and personnel;
- Court-appointed guardians and conservators;
- Fire protection personnel;
- Pharmacists;
- Community-centered board staff;
- Personnel of banks, savings and loan associations, credit unions, and other lending or financial institutions;
- State and local long-term care ombudsmen; and
- Any caretaker, staff member, or employee of or volunteer or consultant for any licensed care facility, agency, home, or governing board.

Standard of Knowledge

- Observation of the mistreatment or self-neglect of an at-risk adult, or reasonable cause to believe that an at-risk adult has been mistreated or is self-neglected and is at imminent risk of mistreatment or self-neglect.
 - "Mistreatment" means an act or omission which threatens the health, safety, or welfare of an at-risk adult, or which exposes the adult to a situation or condition that poses an imminent risk of death, serious bodily injury, or bodily injury to the adult.

⁸ Information compiled by RAINN and last updated December 2009. For more information, visit rainn.org.

- “Self-neglect” means an act or failure to act whereby an at-risk adult substantially endangers the adult’s health, safety, welfare, or life by not seeking or obtaining services necessary to meet the adult’s essential human needs.
- Observation of an at-risk adult being subjected to circumstances or conditions that may reasonably result in the financial exploitation of the at-risk adult, or reasonable cause to know or suspect that an at-risk adult has been financially exploited.
 - “Financial exploitation” means the illegal or improper use of an at-risk adult’s financial resources for another person’s profit or advantage.

Appendix C: Moving to End Sexual Assault-Current Mandatory Reporting Policy and Procedure

Determining Obligation to Report:

- If a staff member/volunteer receives a disclosure about a person under the age of 18, that individual is to call the supervisor on-call to determine if there is an obligation to report and receive guidance on how to move forward.
- If a staff member/volunteer is UNSURE about the obligation to report, that individual is to call the on-call supervisor to receive guidance.
 - Often times, follow-up questions and information gathering can lead to an unintentional disclosure. As a counselor/advocate, it is important for us to be as transparent as possible so survivors can make decisions about what is right for them given their personal experience.
 - It IS OK, to tell them what mandatory reporting looks like and that it can create opportunities for additional support, like counseling, if that is what they want and need. You can also tell them that talking about abuse can be a very power tool in the healing journey and if they don't want to engage in the reporting process they can call MESA's hotline anonymously.

Once Obligation to Report is Determined:

- If on the hotline:
 - Attempt to notify the caller and tell them of the mandate to report.
- Things to notify the survivor/family about before calling law enforcement:
 - Explain the process of reporting and what typically happens with a mandatory report. It is good to inform them that these situations do not always happen the same way, but generally explain:
 - Call the proper authorities to make a report.
 - Law enforcement will attempt to contact the legal guardians of the minor before questioning the survivor.
 - They may open an investigation and talk to other people who may be witnesses to the incident.
 - If working with a survivor under 18, ask them if they want to call their legal guardian/parent(s) before you call law enforcement. If the survivor prefers and gives consent, it is ok for the staff member/volunteer to call the client's parents to explain what is happening.
 - Explain Victim's Rights to the survivor and parents
 - It is usually important for them to know that staff/volunteers have a legal obligation to call and talk to law enforcement but they are not legally obligated to speak with them. They may choose not to cooperate with law enforcement and the investigation - that is within their rights to choose this.
 - Ask them if they have any additional questions
 - Remember, it is always ok to call the on-call supervisor for guidance and support while going through this process. If you don't have the answers, call your supervisor for guidance.

- If logistically possible and desired by the survivor, the survivor can be in the room while you make the mandatory report. This can be empowering for them to know what you are saying to law enforcement about their situation.
- After the report has been made:
 - Ask if they have any questions.
 - Provide resources.
 - Ask if they want someone to follow-up with them in a few days to check in

Agencies to Report to

- Perpetrator is a family member: Department of Social Services or law enforcement.
- Perpetrator is outside the family: Law enforcement agency where sexual assault occurred.

What Needs to be Reported

- The victim's name, contact information, and any information known about the perpetrator, location, ages, or facts of the assault.
- ***Report needs to be made immediately.***

Failure to Report

- Colorado Statute 19-03-304 (3.5), (4)
- Standard: Willfully
- Class 3 Misdemeanor
- Liable for damages

How to Handle a Disclosure

- Believe your client! Offer empathy and support.
- Be upfront with your client that you have to report and to whom.
- Give your client as much control as is reasonably possible by providing options and choices.
- Call your supervisor for additional support and assistance through the process.

MESA Hotline Volunteers: When you encounter a situation that needs to be reported, immediately contact the supervisor on call. MESA staff or the supervisor on call will make the report with your assistance.

Appendix D: Imagine!-Current Reporting Procedure for Mistreatment, Abuse, Neglect and Exploitation

Imagine!, as the Case Management Agency, has the responsibility to monitor the health and safety of people with developmental disabilities receiving services in Boulder and Broomfield Counties. As part of that responsibility, the Imagine! Case Management Department will monitor the process and outcomes of all abuse, neglect, mistreatment or exploitation investigations conducted by service agencies in Boulder and Broomfield Counties. Each service agency will have procedures for investigating allegations of abuse, neglect, mistreatment or exploitation that are in compliance with the Rules and Regulations of the State Department of Human Services. These procedures must include a provision that the Imagine! Case Management Department must be notified, at least verbally, of the allegation within 24 hours of the time the Director of the service agency receives the report of the allegation. A completed incident report must be sent to the Case Manager no later than 72 hours after the initial report of the incident. Each service agency will follow its internal procedures for investigating allegations of abuse, neglect, mistreatment or exploitation, ensuring also that reports are made as appropriate and required to Boulder County Housing and Human Services/Broomfield County Health and Human Services, local law enforcement and the Colorado State Health Department.

Reporting Responsibility: A staff person who has reason to suspect abuse, neglect, exploitation or mistreatment of an adult receiving services through Imagine! will make a report immediately upon discovery to a supervisor and/or the designated case manager for the consumer, regardless of the suspected source of abuse, neglect, exploitation or mistreatment. Incidents involving a child under 18 must also be reported to the county's protective services unit.

Internal Reporting:

- A staff person or volunteer who has reason to suspect mistreatment abuse, neglect, or exploitation of an adult receiving services through Imagine! will make an internal incident report immediately upon discovery.
 - M.A.N.E. includes:
 - **Physical Abuse** which includes but is not limited to such actions as striking, pulling, pushing, twisting body parts, or inflicting any physical injury to a consumer by any means. Physical abuse includes directing one consumer to physically abuse another consumer.
 - **Sexual Abuse** which includes but is not limited to sexual assault, rape, fondling, sexual exploitation or any sexual interaction between staff and consumers.
 - **Mental Abuse** which includes any action which creates mental anguish for the consumer. These actions include but are not limited to discriminatory remarks, belittlement, derogatory name calling, teasing, and unreasonable exclusion from conversation or activities and verbal abuse.

- **Neglect** which includes the denial of meals, medication, habilitation and other necessities.
 - **Exploitation** includes any illegal or improper action affecting a person or use of the person's resources for another person's profit or advantage.
- This report will be routed to a supervisor and/or the designated case manager for the consumer, regardless of the suspected source of abuse, neglect, exploitation or mistreatment.
- This report is also routed to that program's supervisor and/or director, the client's case manager, the director of case management, and any other persons or departments associated with that client.

External Reporting:

- Additionally, dependent on the nature and unique details of the incident, an external report may be necessary, called a "Critical Incident Report".
- This would be routed to the Division of Developmental Disabilities, and may also be routed to the Department of Public Health and Environment.
- This report may also require the following internal investigation:
 - Interview with victim(s) of alleged abuse, neglect, exploitation or mistreatment
 - Interview with person(s) making allegations
 - Interview with alleged perpetrator(s)
 - Interviews with witnesses to alleged incident (may include other consumers, staff family members, etc.,)
 - Other interviews pertinent to incident
 - Documentation of any physical evidence pertinent to the investigation
 - Results of investigations of any external agencies that may be available
 - A summary of findings and actions taken
- Depending on the severity and/or nature of the suspected abuse, neglect, exploitation or mistreatment, the information that the consumer is able to provide and the suspected source of the abuse, neglect, exploitation or mistreatment, a report will be made to the local law enforcement agency and/or Adult Protection Services.

Reporting safeguards

Reports may be made by the victim, direct care providers, family, or anyone associated with the consumer. No individual is to be coerced, intimidated, threatened or retaliated against because the individual, in good faith, makes a report of suspected M/A/N/E and assists in any way in the investigation.

Reports to the police

If there is reason to believe a crime has been committed, the law enforcement agency with jurisdiction where the incident occurred will be contacted by your supervisor. Some examples of crimes to be reported are: assault, sexual assault, false imprisonment, suspicious death/homicide, criminal negligence.

Reporting procedure policy

The supervisor and/or case manager will ensure that the incident is documented according to Imagine!'s procedure for Incident Reporting and that a verbal report of the incident is made as quickly as possible to the department director and case manager. Case management will determine if Adult Protective Services is to be notified. The incident report will be completed no more than 24 hours after the incident."

Parent/Guardian

The parent of a minor, a guardian, or an authorized representative of the individual will be notified as soon as possible, but within at least 24 hours of a report of abuse/neglect.

Safety to Consumer

The direct care staff, supervisor or designee are responsible to ensure the safety of an individual suspected of being subject to mistreatment, abuse, neglect, exploitation. It may be necessary to seek immediate medical care or mental health support. It may be necessary to remove the person to a different setting or residence until an investigation is completed.

HRC (Human Rights Committee) Reporting

Imagine! case management is responsible to provide a copy of the incident report and written documentation to the human rights committee (see HRC CBL). The official Imagine! investigation report will contain the HRC's review of the investigation, including recommendations and follow-up actions.

Appendix E: Charter Authors

The following individuals listed below are the original authors of this charter. Although this document may be revised by future members from both organizations to meet the evolving needs of this collaboration, these individuals met to develop the original framework, concepts, agreements, and values for our work together.

Audrey L. Reich, MSW (MESA)

Project Manager for Collaboration

Audrey is the Project Manager for the collaboration and is employed by Moving to End Sexual Assault (MESA). The role of the Project Manager is to drive the work of the collaboration, ensuring that all project deliverables are met and acting as a liaison and representative to both the Office on Violence Against Women and the Vera Institute of Justice. Prior to joining MESA in March 2010, Audrey worked for Imagine!, where she developed and supervised residential programming for young adults with developmental disabilities. During her graduate studies, Audrey interned with MESA, where she provided both community outreach and ongoing therapy to survivors. Audrey holds a Master's Degree in Social Work with an emphasis in Interpersonal Trauma Studies. By having experience, relationships, and knowledge with both organizations prior to joining the collaboration, she is able to provide a unique perspective on the intersection of sexual assault and people with disabilities. Although Audrey is employed by MESA, her role is one of neutrality, so that she is able to maintain dedication and balance for the collaboration's work rather than specifically to one of the organizations at the table.

Marti Hopper, PhD (MESA)

Marti is the Training and Education Coordinator for Moving to End Sexual Assault (MESA), the rape crisis center serving Boulder and Broomfield Counties. In this role, she provides training and consultation on the topics of preventing sexual assault and sexual harassment. Audience members include law enforcement officers, victim advocates, high school and college students, school staff, and numerous other agency personnel. For the past five years, Marti has served on Boulder County's Elder Abuse Task Force, which works to bring awareness and solutions to issues of abuse in later life. Currently, she is a member of the training team for the Boulder County Elder Justice Project, which has conducted training for 170 law enforcement officers in order to improve their recognition and response to all forms of elder abuse. Marti holds a doctorate degree in clinical psychology and has been with MESA since 2000. Marti has been appointed to the collaboration due to her vast knowledge and expertise regarding the content of sexual assault, her current work addressing the issue of sexual abuse of at-risk adults, as well as her extensive professional connections within Boulder and Broomfield Counties. Marti is a link to decision makers at MESA and is appointed due to her long-standing history and experience within MESA.

Julie Hartman, BS (Imagine!)

Julie Hartman is the Assistant Director of Family Services at Imagine!. Julie has been with Imagine since 1981 and has over 35 years of experience supporting individuals with disabilities and their families. Julie began working with people with disabilities in 1972 in Omaha, Nebraska and was part of the deinstitutionalization of individuals who had spent most of their lives at a state home. She was part of the first wave of integrating these same people into public schools as part of Public Law 94-142. Within Imagine! Julie sits on the Strategic Planning Committee and the Integrity Committee. In her various positions at Imagine!, Julie's vast experience, collaborative skills, passionate advocacy for people with disabilities, and instinctual ability to draw out the best in the individuals around her make her the perfect collaboration participant. She has a Bachelor's degree in psychology and therapeutic recreation. Julie is also a link to decision makers at Imagine!, and is appointed due to her long-standing history and experience within Imagine!.