

Bridge to Safety Collaboration Charter







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Introduction

People with disabilities experience violent victimization at a rate three times higher than the rest of the population (Vera Institute of Justice, 2018). Despite the high numbers of people with disabilities who have been impacted by interpersonal violence, providers in South Carolina are not currently equipped with the knowledge and resources to provide fully inclusive and safe services. Our collaboration, Bridge to Safety, seeks to change this.

Able South Carolina (Able SC), Sexual Trauma Services of the Midlands (STSM), and the YWCA of the Upper Lowlands (YWCA), have partnered together to form a collaboration to serve people who have been impacted by interpersonal violence who also have disabilities. This collaboration, Bridge to Safety, has received funding from the Office on Violence Against Women (OVW), U.S. Department of Justice, to create permanent changes within our organizations that will result in safe and accessible services for people with disabilities who have been impacted by interpersonal violence.

As part of fulfilling the requirements of the disability grant funded through OVW, Bridge to Safety has created the Collaboration Charter. This charter serves as the foundation to the success of this grant. Bridge to Safety is aware of the importance of developing a plan that will ensure the success of the collaboration's ultimate goal—to provide accessible, trauma-informed services to people with disabilities who have been impacted by interpersonal violence. This charter lays out the collaboration's mission, values, and assumptions. It also establishes the guidelines for how the collaboration will communicate and handle conflict along with other elements essential to the collaboration's success over the next three years.

Vision Statement

Bridge to Safety envisions a future where people with disabilities who have been impacted by domestic and sexual violence can have equitable access to trauma informed care, support, and services. These services will be consumer-driven,

inclusive, accessible, personalized, and confidential and will foster a sense of empowerment, independence, acceptance, safety, and support.

Mission Statement

The collaboration's mission is to create long-term, sustainable systemic change within our organizations by making services accessible and safe for people with disabilities who have been impacted by domestic and sexual violence. The collaboration will do this by:

- 1) Understanding the needs of the people Able SC, STSM, and YWCA serve.
- 2) Identifying and addressing barriers within and between our agencies.
- 3) Fostering the development of knowledge and expertise about the intersection of violence and disability for all staff at each collaborating organization.
- 4) Developing a partnership plan so that Able SC, STSM, and YWCA have a seamless collaboration to provide wraparound services to people with disabilities who have been impacted by interpersonal violence.
- 5) Changing policies and/or procedures within our organizations that currently create barriers to serving people with disabilities who have been impacted by interpersonal violence.

Values

Values we honor as a collaboration regarding our consumers

<u>Autonomy and Self-determination</u>: Our collaboration values the concept of self-determination for each consumer. We respect that each person has the right to make their own decisions. We will work to provide the consumer with unbiased information and resources so they can make their own informed decisions.

<u>Consumer-driven</u>: We believe in a consumer-driven approach to working with people. We believe our consumers are the best experts on their lives and their

needs. They lead the direction of their services. We will support our consumers in the areas they have requested and use strategies they approve. Our organizations will explore the needs of the people we are serving rather than assume what they need.

<u>Choice</u>: People with disabilities have often had decisions made for them and have been overprotected. A person with a disability should be at the forefront of making their own choices of what services they would like to receive, as well as the accommodations they need to receive those services.

<u>Inclusion</u>: Our collaboration reinforces the mantra of "Nothing about us without us." Our strategies for removing the barriers people with disabilities encounter will include the experience and knowledge of people with disabilities who have been impacted by interpersonal violence. We will conduct a thorough needs assessment and include volunteers in our meetings who have experienced interpersonal violence and have disabilities.

<u>Social justice</u>: We value social justice and our collaboration believes in advocating for oppressed groups. Through advocating for social justice alongside people with disabilities who have been impacted by interpersonal violence, we will create a future where people with disabilities will not face barriers accessing services.

<u>Equality</u>: We value equality and believe that all services should be equal and accessible for people who have been impacted by interpersonal violence.

<u>Strengths-based</u>: We value our consumers and will focus on their strengths to build self-esteem, self-efficacy, and self-determination. We believe that focusing on a person's strengths is more beneficial and productive to the consumer and the outcome of services provided.

<u>Respectful language</u>: Throughout our partnership we will use person first language; however, we will respect the wishes of our consumer if they decide to use identity first language.

Intersectionality: We value knowledge of the different aspects of a person and how the intersection of race, religion, ability, gender, sexual orientation, and class can impact a person's experience. A person may experience more than one form of discrimination; the more discrimination a person has experienced, the more barriers they may encounter when accessing services. We will take intersectionality into account when making changes to our organizations so services are accessible and safe to all people.

<u>Sexual Expression</u>: We respect the fact that people with disabilities are sexual beings and have a right to engage in consensual sex and self-stimulating behavior.

Non-Judgmental Advocacy: As a collaboration, we will practice being non-judgmental when supporting our consumers. We are aware that collaborative partners may serve a consumer who has a lifestyle choice or makes decisions that collaborative partner employees may not personally agree with, yet that will not affect providing the best services possible to them and treating them with respect and non-judgment. Consumers should feel safe sharing their stories and experiences while accessing services.

<u>Confidentiality</u>: We respect consumers' rights to confidentiality. We will create accessible release forms for consumers who receive services from more than one organization within our collaboration. We will not share our consumers' information with anyone without their permission. We will also keep the confidentiality of all participants in the needs assessment. The only instances where we will disclose confidential information provided by consumers or participants is if we suspect that a child has been abused or assaulted or in cases where there is an imminent threat to self and/or others. For instances where confidential information may need to be divulged due to mandated reporting policies, please refer to the mandated reporting section of this collaboration charter prior to making any reports.

<u>Empathy</u>: Our collaboration values empathy. When we support and advocate for our consumers, we strive to empathize with them. This includes being sensitive and making an effort to understand each person's stories, feelings, experiences, and background.

<u>Trauma-informed</u>: Our collaboration seeks to have a thorough understanding of the impact of trauma and how to support a person who has been impacted by interpersonal violence and is on their path to healing. We will provide our consumers trauma-informed care by promoting a sense of physical and psychological safety, empowerment, well-being, and resilience and partnering with the organizations within our collaboration to support our consumers. We understand that trauma can have ongoing effects and that it impacts each person differently. We will take this into account when creating accessible and safe services so that a person impacted by trauma has the ongoing, individualized support they need.

<u>Diversity</u>: We believe in embracing diversity. We value the different experiences, backgrounds, and characteristics of our consumers.

<u>Disability Pride</u>: Our collaboration supports disability pride. We do not believe that disability is a negative word. Disability is a component of a person that allows them to be adaptable and complete tasks in a nontraditional way. We avoid using euphemisms such as "differently-abled" and "special needs"; using such euphemisms implies there is something negative about having a disability.

Values we will honor when interacting with each other as a collaboration

<u>Open-mindedness</u>: As a collaboration, we will continue to be open-minded throughout this project. We will listen to each other's ideas and suggestions. We know that each person within this collaboration has a unique perspective and experience to contribute to this project and we want to create an environment

where people within the collaboration feel comfortable voicing their thoughts. We all have the ability to learn from one another.

Respectful and Honest Communication: The collaboration will practice respectful and honest communication during meetings. When one member of the collaboration is speaking, they will not be interrupted. Everyone will get the chance to speak and share their opinion. If there is a disagreement within the group, it will be dealt with quickly and respectfully. Members of the different organizations are learning from one another; therefore, it is expected that not everyone will know all of the information discussed. We will support an environment where people feel comfortable asking questions. Members who know the answers to these questions will provide their knowledge respectfully.

<u>Timeliness</u>: The collaboration values timeliness. When an assignment is given to the group and a due date is assigned, all members will do their work by the due date that the collaboration agreed upon. If there is an emergency and someone cannot finish their work by the assigned due date, that person will email the Project Director so that they can work together to find an appropriate solution.

<u>Accountability</u>: Each member of this collaboration plays a crucial role to the success of this project. Each person will fulfill the duties of their role. If someone is confused about their role in this project, they should contact the Project Director for clarification.

Assumptions

1) Our collaboration recognizes that people with disabilities who have been impacted by interpersonal violence are the best experts on their own needs. When supporting people who have been impacted by interpersonal violence, we will use the consumer-driven philosophy. The person seeking services will select what services they want and need, as well as direct the focus of the meeting with service providers.

- 2) We know that people with disabilities experience interpersonal violence at higher rates than people without disabilities.
- 3) We know that interpersonal violence is frequently perpetrated by people who personally know the person with the disability. The perpetrators of this violence are sometimes in roles designed to support a person with a disability. The perpetrators could be staff members, guardians, personal care assistants, care givers, or representative payees, in addition to partners or family members.
- 4) We acknowledge that interpersonal violence is never the fault of the person who was assaulted and/or abused.
- 5) Our collaboration knows that interpersonal violence can affect anyone regardless of their race, sex, age, socioeconomic status, religious affiliation, gender, sexual orientation, disability, nationality, or ethnicity.

Member Agencies

Able South Carolina (Able SC)

Able SC is a change agent committed to fostering an inclusive society that empowers South Carolinians with disabilities to live fully-engaged and self-directed lives. Able SC challenges stereotypes, protects disability rights, and champions social reform. Able SC is a consumer-controlled, community-based, cross-disability nonprofit that provides an array of independent living services and values empowerment, inclusion, independence, and disability pride. Able SC's mission is "To create greater access and opportunities for independence through empowering individuals with disabilities and promoting community inclusion." Able SC envisions "A South Carolina that promotes equality and access for individuals with disabilities."

Able SC does everything it takes to empower people with disabilities to live active, self-determined lives through advocacy, service, and support. More than half of the organization's staff are persons with disabilities, as are over half of the Board of Directors. Staff at Able SC didn't just learn this; they live it.

Able SC serves the following counties in South Carolina: Chester, Clarendon, Calhoun, Fairfield, Kershaw, Lee, Lexington, Newberry, Orangeburg, Richland, Saluda, Sumter, York, Abbeville, Anderson, Cherokee, Greenville, Greenwood, Laurens, Oconee, Pickens, Spartanburg, and Union. All services are provided to people of all ages with any type of disability and are free of charge.

Services Provided

- Information and Referral
- Independent Living Skills
- Peer Support
- Advocacy
- Youth Transition Services
- Transition to the Community

Able SC Collaboration Staff

Kimberly Tissot is the Executive Director of Able SC; she oversees the Project Director and ensures that the disability rights philosophy is engrained in this project. Margaret Hollifield is the Project Director for the disability grant. Laura Feltman, Program Assistant; Jerri Davison, Assistant Director; Dori Tempio, Director of Community Outreach and Consumer Rights; and Robbie Kopp, Director of Advocacy and Community Access are all part of the team from Able SC who will be involved in this project.

YWCA of the Upper Lowlands

YWCA is dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom, and dignity for all. YWCA serves survivors of domestic violence from all walks of life at all stages of the healing process. The YWCA is a nonprofit, inclusive agency serving adults, children, the LGBTQ community, and seniors who have experienced domestic violence and/or human trafficking in Sumter, Lee, and Clarendon counties. Male clients are also provided counseling and referrals, and if shelter is needed, hotel rooms are obtained.

Services Provided

- Domestic Violence Program
- Parenting Classes
- Referral to Local Agencies
- Domestic Violence Support Group and Services
- Women's Shelter
- Victim Advocacy
- Sister's Closet
- Individual Counseling
- Group Counseling
- Hospital and Court Accompaniment
- Batterers' Intervention Program
- Bilingual Services
- Senior Services
- Volunteer/Internship Opportunities

YWCA Collaboration Staff

Yolanda D. Wilson is the Executive Director of the YWCA of the Upper Lowlands, and Thomasina Holmes and Bridget Webster are the Disabilities Coordinator/Victims Service Providers hired to work on the grant. Bridget Webster was hired as the lead coordinator for this grant.

Sexual Trauma Services of the Midlands

Sexual Trauma Services of the Midlands (STSM) is a comprehensive sexual assault services agency and ensures that survivors are respected, valued, and their voices are heard. They boldly lead efforts to end sexual violence in South Carolina in Newberry, Lexington, Richland, Clarendon, and Sumter counties. STSM is diligent in meeting the two critical components of the mission: directly supporting survivors through their healing, and educating the community-at-large. They also operate collaboratively, with other organizations, for the greater good.

Because survivors of sexual violence may experience the abuse in culturally specific ways, the counselors, educators, and advocates at STSM have received cultural competency training to support survivors who represent the diverse communities represented in the Midlands. At minimum, this includes LGBTQ survivors, survivors with disabilities, Deaf & hard of hearing survivors, Hispanic and Latino survivors, immigrant survivors, survivors with limited English proficiency, survivors of human trafficking, teen survivors, survivors serving in the military, and male survivors.

STSM's team of highly trained staff and advocates are ready to serve survivors of sexual violence from all walks of life at all stages of the healing process. Because it can be hard to get help, STSM offers a range of programs and services to meet survivors where they are in the healing process. All services for survivors are confidential and provided at no cost to survivors and their loved ones.

Services Provided

- 24-hour response
- Off-site walk in hours
- Crisis intervention
- Counseling for survivors
- Client advocacy

STSM Collaboration Staff

Mary Dell Hayes is the Executive Director at STSM and Kristin Dickson is the Inclusive Access Project Coordinator hired to work on the disability grant.

Other Staff Involvement

Additional staff from all three organizations may be consulted on specific elements of the grant or deliverables as needed.

Self-Advocacy Advisors

Two self-advocacy advisors, Rebecca Amick and Rebecca Thompson, are volunteering their time to the collaboration. As people with disabilities who have experienced interpersonal violence, their expertise and experience is important in assisting the collaboration with learning how to provide accessible and safe supports for this population. Their involvement supports our collaboration's value of inclusion.

Organization of Meetings

It is important to explain the organization and structure of the groups and meetings within the collaboration. There are three groups referred to throughout the Collaboration Charter: the Executive Team, the Engineers, and the Connectors.

The Executive Team consists of:

all three Executive Directors from Able SC, YWCA, and STSM

The Engineers consist of:

- Executive Directors from all three organizations
- Disabilities Coordinator/Victims Service Providers from YWCA
- Inclusive Access Project Coordinator from STSM
- Project Director for the collaboration
- Assistant Director of Able SC
- Program Assistant from Able SC
- Director of Community Outreach and Consumer Rights from Able SC
- Director of Advocacy and Community Access from Able SC

The Engineers meet monthly to discuss the deliverables, progress of the project, and any concerns. The Engineers may decide to meet less frequently as everyone becomes more familiar with the grant project. All members of the Engineers have access to the deliverables and can view them to make edits or suggestions.

The Connectors consist of:

- Project Director for the collaboration
- Program Assistant from Able SC
- Inclusive Access Project Coordinator from STSM
- Disabilities Coordinator/Victims Service Providers from YWCA
- an employee from Able SC including either the Executive Director, Director of Community Outreach and Consumer Rights, Director of Advocacy and Community Access, or the Executive Assistant to represent the organization

The Connectors will meet weekly. As the project continues, the Connectors have the option to meet less frequently. The Project Director will present this option at the Connectors meeting, and after a group discussion, they will come to a consensus decision on how frequently they would like to meet. Each Connector will report back to the Executive Director of their organization to provide updates and to seek feedback and/or approval.

Contributions and Commitments

Bridge to Safety is aware that each organization's contributions and commitments to this project are imperative for successful implementation of safe and inclusive services for people with disabilities who have been impacted by interpersonal violence. Each organization has listed the contributions they commit to the collaboration throughout the course of working together.

Able SC

As an organization, Able SC commits to:

- oversight of the administration of the project
- submit reports to OVW
- manage the OVW grant budget
- evaluate the Project Director's performance

- share knowledge and expertise to the collaboration on disability rights, accessibility, disability culture, and language to use when providing services or referring to a person with a disability
- be transparent about Able SC's policies and procedures to incorporate suggested changes to support people with disabilities who have been impacted by interpersonal violence
- learn from STSM about supporting people who have been impacted by sexual assault
- learn from YWCA about supporting people who have been impacted by domestic violence
- collaborate with partner organizations to remove barriers to access and safety for people with disabilities who have experienced interpersonal violence
- be accountable to each organization and the requirements of the grant

The Executive Director of Able SC commits to:

- provide feedback, guidance, suggestions, and expertise to the collaboration
- give approval to updates from the Project Director or make suggestions for changes
- attend the scheduled meetings with the Engineers
- ensure final product of deliverables is aligned with Able SC's mission and philosophy and, when relevant, offer input on organizational capacity and logistics regarding ability to implement
- act as a representative for Able SC at Connectors Meetings as needed
- facilitate and implement policy changes resulting from organizational assessments
- oversee grant deliverables and financials

The Project Director commits to:

- facilitate meetings with the Connectors and Engineers
- serve as liaison to Vera and OVW

- create agendas
- delegate tasks
- assist in resolving conflict
- draft the deliverables with input and contributions from the Connectors and Engineers
- speak with the technical assistance (TA) professional from Vera on a weekly basis to provide the collaboration's progress and be transparent about potential concerns
- send the deliverables to the TA for review
- schedule site visits with the TA
- attend Project Directors' conference calls facilitated by Vera
- attend Vera webinars to stay informed on information regarding people with disabilities who have been impacted by interpersonal violence
- attend Connectors and Engineers meetings

The Program Assistant commits to:

- attend Connectors and Engineers meetings
- send calendar invites and agendas to each group
- take minutes at each meeting and send minutes to each group
- edit deliverables
- attend Vera webinars if available

Able SC has other team members committed to the success of this project. This includes the Assistant Director, the Director of Community Outreach and Consumer Rights, and the Director of Advocacy and Community Access. Each person within this team has a different role in the success of this collaboration.

The Assistant Director commits to:

- attend Engineers meetings
- share expertise and knowledge to the collaboration

- ensure final product of deliverables is aligned with Able SC's mission and philosophy and, when relevant, offer input on organizational capacity and logistics regarding ability to implement
- act as representative for Able SC at Connectors Meetings as needed

The Director of Community Outreach and Consumer Rights commits to:

- attend Engineers meetings
- share expertise and knowledge to the collaboration
- act as representative for Able SC at Connectors Meetings as needed
- provide input regarding the disability perspective
- provide training around disability awareness as needed

The Director of Advocacy and Community Access commits to:

- attend Engineers meetings
- share expertise and knowledge to the collaboration
- assist in conducting needs assessment
- evaluate partner organizations' facilities for accessibility and ADA compliance
- act as representative for Able SC at Connectors Meetings as needed

Sexual Trauma Services of the Midlands

As an organization, Sexual Trauma Services of the Midlands commits to:

- share knowledge and expertise to the collaboration about supporting people who have experienced sexual assault
- be transparent about STSM's policies and procedures to incorporate suggested changes to support people with disabilities who have been impacted by interpersonal violence
- learn from Able SC about supporting people with disabilities
- learn from YWCA about supporting people who have been impacted by domestic violence

- collaborate with partner organizations to remove barriers to access and safety for people with disabilities who have experienced interpersonal violence
- be accountable to each organization and the requirements of the grant

The Executive Director of STSM commits to:

- provide feedback, guidance, suggestions, and her expertise to the collaboration
- approve updates from the Inclusive Access Project Coordinator or make suggestions for changes
- attend Engineers meetings
- ensure final product of deliverables is aligned with STSM's mission and philosophy and, when relevant, offer input on organizational capacity and logistics regarding ability to implement
- facilitate and implement policy changes resulting from organizational assessments

The Inclusive Access Project Coordinator commits to:

- communicate with STSM's Executive Director on a regular basis to provide updates
- attend webinars Vera provides to stay up to date on information regarding people with disabilities who have been impacted by interpersonal violence;
- attend Connectors and Engineers meetings
- send information from STSM to the Project Director to add to the deliverable
- act as a representative of STSM in Connectors meetings

YWCA of the Upper Lowlands

As an organization, YWCA commits to:

 share knowledge and expertise to the collaboration about supporting people who have experienced domestic violence

- be transparent about YWCA policies and procedures to incorporate suggested changes
- learn from Able SC about supporting people with disabilities
- learn from STSM about supporting people who have experienced sexual assault
- collaborate with partner organizations to remove barriers to access and safety for people with disabilities who have experienced interpersonal violence
- be accountable to meet the requirements of the grant

The Executive Director of the YWCA commits to:

- provide feedback, guidance, suggestions, and expertise to the collaboration
- give approval to updates from the Disabilities Coordinators/Victims Service
 Providers or make suggestions for changes
- attend Engineers meetings
- ensure final product of deliverables is aligned with YWCA's mission and philosophy
- when relevant, offer input on organizational capacity and logistics regarding ability to implement
- facilitate and implement policy changes resulting from organizational assessments

The Disabilities Coordinator/Victims Service Providers commit to:

- communicate with YWCA's Executive Director on a weekly basis to provide updates
- attend Connectors and Engineers meetings
- send information from YWCA to the Project Director to add to the deliverable
- act as representatives of YWCA in the Connectors and Engineers meetings

Self-Advocacy Advisors

The collaboration has two volunteers who are passionate about making a change for people with disabilities who have been impacted by interpersonal violence. When they are available, they come to the Engineers meetings to provide their input, experience, insight, and suggestions. Their attendance at these meetings is completely voluntary. They also have access to read the deliverables and provide suggestions. The Program Assistant includes the Self-Advocacy Advisors as recipients when emailing the agenda and minutes for the Engineers meetings.

Decision Making Process

Connectors Decision Making Process

The Connectors will use the gradient decision making process when the members are having difficulty reaching a decision. When a topic or idea is presented, each Connector will answer with a number on the gradient decision making scale. The purpose of using the scale is to support consensus decisions rather than democratic decisions. Consensus decision making gives each Connector equal buy in and ensures that everyone is supportive of the outcome. Using this system, every Connector has a voice that is heard and no one's vote can be overridden.

Bridge to Safety's Gradient Decision Making Scale for Connectors Meetings:

- **5** Complete Agreement
- 4- Lukewarm agreement (Don't have strong feelings either way)
- **3** Don't like it, but will support
- 2- More discussion needed
- 1- In complete opposition

If everyone is 3 or higher, the decision can be made. If anyone is at a 2 or below, more discussion is needed until we reach consensus or the topic will be tabled.

Engineers Decision Making Process

The Engineers will not use the gradient decision making scale for every decision. Instead, they will have a simple "agree" or "disagree" response to reach decisions. At the beginning of the Engineers meetings, the Project Director will remind Engineers that they must give a verbal response of agreement/disagreement before a decision is made. This process will be used with all decisions so everyone's voice is heard and everyone is engaged. If there is disagreement within the Engineers, there will be further discussion until a consensus is reached. The Engineers value consensus decision making so that each Engineer will have equal buy in and will be supportive of all decisions made.

Decision Making Authority

The lead agency has the authority and responsibility to:

- make fiscal decisions
- hire and evaluate the Project Director
- terminate the Project Director if they are not meeting expectations
- perform quality assurance reviews on deliverables to check for grammar, readability, and possible legal issues and make necessary changes to ensure that the deliverables meet accessibility standards before submission to Vera and OVW
- address any accountability issues directly:
 - O The Executive Director of the lead agency can address accountability issues of another organization directly by reaching out to the other organization's Executive Director to intervene and discuss how they can move forward.
 - As a last resort, after the lead agency's Executive Director has tried intervening, the Executive Director of the lead agency can ask that organization to leave the collaboration.
 - The Executive Director of the lead agency will consult with other Executive Directors before making the decision to ask that organization to leave.

The Executive Team has the authority and responsibility to:

- remove and/or replace collaboration members of their own organizations if collaboration members are not meeting expectations
- finalize all deliverables
- be involved in the structure and budget of the grant

The Project Director of Bridge to Safety has the authority and responsibility to:

- collect and disseminate meeting materials
- coordinate collaboration meetings
- send updates from Vera and OVW to the rest of the collaboration
- provide a sounding board for suggestions/concerns
- keep everyone motivated
- determine TA needs
- format style of deliverables
- type up agendas for Connectors and Engineers meetings; however,
 Connectors contribute to the content in the agenda for Connectors meetings
- decide when it is important to visit YWCA and STSM

The Connectors have the authority and responsibility to:

- determine the content of the meeting agenda
- draft content for deliverables.

The Engineers have the authority and responsibility to:

have input in any decision that would impact vision

Conflict Resolution Plan

Bridge to Safety understands that conflict may arise as it's a natural part of growth within a collaboration. Conflict can arise between individuals of the collaboration, whether it be a result of differences in personalities or personal ideas; it can also happen between organizations, such as a difference in

organizational philosophies. Whether the conflict is between organizations or individuals of the collaboration, Bridge to Safety is committed to handling conflict in a productive and respectful manner. The collaboration has created a framework along with specific plans to address conflict. The collaboration brainstormed various scenarios that could arise that would be considered conflict between members of the Connectors, Engineers, members of the collaboration that work at the same organization, the Project Director and collaboration members, and conflict between organizations. It was important to the collaboration to address these different scenarios with their own set of plans to resolve conflict, as each situation is unique. If another form of conflict arises that was not addressed in this charter, Bridge to Safety will revisit the charter and make any necessary revisions needed to this section.

Framework for handling conflict

- Bridge to Safety honors the values of open-mindedness, respectful and honest communication, and a solution-oriented focus. These values will guide our team in resolving any conflict.
- We assume that each organization and individual member of the collaboration has the best intentions.
- We value active listening in approaching conflict. Through verbal affirmations, body language, and paraphrasing, we will demonstrate that each person is heard and their concerns and thoughts are valued.
- Any conflict, whether between organizations, within organizations, or between Connectors/Engineers will be dealt with in a timely manner.
- We value a safe environment where people feel comfortable voicing their thoughts. The collaboration values building relationships of trust that allow people to work together and come to a solution when conflict arises.

Conflict between members of Connectors

 If one Connector is experiencing conflict with another Connector, they will meet together privately to come to a resolution if they are comfortable doing so.

- If they have not come to a resolution after meeting privately, or if a
 Connector does not feel comfortable addressing the conflict alone, the
 Project Director will be involved to assist in mediating the conversation and
 reaching conflict resolution.
- If there is still conflict between members of the Connectors after they have met privately and met with the Project Director for assistance, the Connectors will ask Vera to mediate and assist them in reaching conflict resolution.

Conflict between members of Engineers

- If one Engineer is experiencing conflict with another Engineer, they will meet together privately to reach a resolution if they are comfortable doing so.
- If they have not come to a resolution after meeting, or if an Engineer does not feel comfortable addressing the conflict alone, the Project Director will be involved to assist in mediating the conversation and reaching conflict resolution privately.
- If there is still conflict between members of the Engineers after they have met privately and met with the Project Director for assistance, the Engineers will ask Vera to mediate and assist them in reaching conflict resolution.

Conflict between members that work together at the same organization

 All members should respect the policies and procedures at the organization in which they work. If one member of either the Connectors or Engineers has conflict with another Connector or Engineer who works at the same organization, they will address the conflict following the policies and procedures of their organization.

Conflict between Engineer/Connector and Project Director

- If an Engineer or Connector has an issue with the Project Director, they will first go to the Project Director privately so they can work together to reach a resolution.
- If they cannot reach a resolution in a private meeting, the issue will be brought to the Connectors or Engineers meeting.
 - If a Connector has a conflict with the Project Director, the Connector will bring the issue to the Connectors meeting.
 - If an Engineer who is not also a Connector has an issue with the Project Director, the Engineer will bring the issue to the Engineers meeting.
- If a resolution is still not reached between the member and the Project Director after discussing it in the Connectors or Engineers meeting, then the Project Director's supervisor will be updated and Vera will be involved as a neutral party to mediate a discussion and guide the Project Director and Connector/Engineer to resolution.

Conflict between organizations

• If there is conflict between organizational philosophies that could affect the success of the collaboration, Executive Directors will be updated and invited to a meeting (via conference call or in-person) to address the situation. If conflict cannot be resolved, the collaboration will bring in Vera as a neutral party to mediate a discussion to reach conflict resolution.

Confidentiality Agreement

Bridge to Safety values confidentiality as it is a way to protect, support, and show respect for the individuals within our collaboration, each organization, our consumers, and the people who will participate in the needs assessment. During Engineers and Connectors meetings, politically sensitive information will be shared about the organizations. During these meetings, members of the

collaboration may be sharing personal thoughts, potentially learning about and working through unconscious biases. All three organizations value and protect their consumers and their rights, and as a result will not share any personally identifiable information about a consumer or those individuals participating in the needs assessment.

Confidentiality amongst members of the collaboration

Confidentiality within the collaboration (Connectors and Engineers)

 Collaboration members will be encouraged to be transparent about their organizations. Therefore, politically sensitive information may be discussed about each organization, including areas that the organizations may be lacking in accessibility/supportive services, reasonable accommodations or safe services for people with disabilities who have been impacted by interpersonal violence. This information will not be shared with people outside of the collaboration.

Confidentiality within Connectors

- When a Connector shares personal information with another Connector, that information will be kept confidential and will not be shared with the rest of the Connectors.
- When a Connector shares personal information in a Connectors meeting, that information will stay confidential within that meeting.

Confidentiality within Engineers

- If personal information is shared with one Engineer to another Engineer, that information will be kept confidential.
- If personal information is shared within an Engineers meeting, that information will stay within that particular Engineers meeting and will not be shared with anyone outside of the people who were present for that meeting.

Confidentiality of people outside of the collaboration.

Confidentiality within needs assessment

- All participants involved in the needs assessment will have their personally identifiable information kept confidential.
- Any mandated reporters will not have direct client contact with participants in the needs assessment so as not to trigger a mandated report.

Confidentiality with our consumers

All consumers' personally identifiable information will be kept confidential
and not be shared amongst the collaboration. If a consumer's story is
relevant and will help the collaboration learn more about the unique ways
to support a person with a disability who has been impacted by
interpersonal violence, that consumer's name and any identifying
information will not be shared. The consumer's story will stay within the
collaboration.

Referrals between collaboration Partners

• If a referral is made among organizations, a release will be signed by the consumer before personally identifiable information is shared among collaboration partners or other employees of the organizations.

Mandatory Reporting

Mandatory Reporting for Children in South Carolina

 South Carolina's section 63-7-310 outlines who is required to report child abuse and/or neglect: "A physician, nurse, dentist, optometrist, medical examiner, or coroner, or an employee of a county medical examiner's or coroner's office, or any other medical, emergency medical services, mental health, or allied health professional, member of the clergy including a Christian Science Practitioner or religious healer, school teacher, counselor, principal, assistant principal, school attendance officer, social or public assistance worker, substance abuse treatment staff, or childcare worker in a childcare center or foster care facility, foster parent, police or law enforcement officer, juvenile justice worker, undertaker, funeral home director or employee of a funeral home, persons responsible for processing films, computer technician, judge, or a volunteer non-attorney guardian ad litem serving on behalf of the South Carolina Guardian Ad Litem Program or on behalf of Richland County CASA must report in accordance with this section when in the person's professional capacity the person has received information which gives the person reason to believe that a child has been or may be abused or neglected as defined in Section 63-7-20."

- If a child is being abused or neglected by a parent, guardian or person responsible for the child's welfare, a person should report to the Department of Social Services.
- If a child is being abused or neglected by someone who is not a parent, guardian or person responsible for the child's welfare, a person should report to law enforcement.
- For children 14-15 years old, consensual sexual conduct with a partner at least 14 years old and at most 18 years old is not a crime (Romeo and Juliet Clause).
- The age of consent in South Carolina is 16 years old.
- The collaboration does not anticipate encountering situations where a mandatory report of child abuse will need to be made within the context of the grant program.

Mandated Reporting for Vulnerable Adults in South Carolina

 Section 43-35-25 defines who are mandated reporters for vulnerable adults in South Carolina: "A physician, nurse, dentist, optometrist, medical examiner, coroner, other medical, mental health or allied health professional, Christian Science practitioner, religious healer, school teacher, counselor, psychologist, mental health or intellectual disability specialist, social or public assistance worker, caregiver, staff or volunteer of an adult day care center or of a facility, or law enforcement officer having reason to believe that a vulnerable adult has been or is likely to be abused, neglected, or exploited shall report the incident in accordance with this section. Any other person who has actual knowledge that a vulnerable adult has been abused, neglected, or exploited shall report the incident in accordance with this section."

- Section 43-35-10 defines the definition of a vulnerable adult: "'Vulnerable adult' means a person eighteen years of age or older who has a physical or mental condition which substantially impairs the person from adequately providing for his or her own care or protection. This includes a person who is impaired in the ability to adequately provide for the person's own care or protection because of the infirmities of aging including, but not limited to, organic brain damage, advanced age, and physical, mental, or emotional dysfunction. A resident of a facility is a vulnerable adult."
- Section 43-35-10 D describes where to make a report for a vulnerable adult.
 - o A report should be made to the Vulnerable Adults Investigations Unit of the South Carolina Law Enforcement Division for incidents occurring in facilities that are operated by the Department of Mental Health or the Department of Disabilities and Special Needs.
 - A report would be made to the Adult Protective Services for incidents in all other settings.

Bridge to Safety's position on mandated reporting

Bridge to Safety has had several thorough discussions about the impact of mandated reporting for adults with disabilities who have experienced interpersonal violence and how this may negatively impact them. The collaboration understands the negative repercussions a report can cause for an adult with a disability. The collaboration agrees that:

Making reports regarding abuse or neglect of people with disabilities who
have experienced interpersonal violence conflicts with the collaboration's
values of self-determination, choice, equality, and confidentiality. Instead

- of making reports, all partners will work together to provide support to adults with disabilities to assist them with escaping the abuse/neglect.
- Making a report regarding an adult with a disability who has been assaulted is a violation of their rights as such report would not be made for a person without a disability.
- An adult is not "vulnerable" simply because they have a disability.
- Oftentimes when a report is made, the person can lose their independence or be placed in an institution.

Preserving rights/independence when mandated reports could occur

- All situations of abuse and neglect will be carefully evaluated with the understanding that disability does not automatically make someone "vulnerable."
- Staff at each organization will be transparent about who is a mandated reporter. For example, counselors at STSM and YWCA are mandated reporters. These employees will tell the person seeking services they are mandated reporters and what this means *before* that person discloses any information.
- However, if a report is required at either STSM or YWCA, the person will be informed in advance before the report is made. They will also have the option to make a report themselves. If they do not want to make the report themselves, they have the option to make the report with the staff member and remain with the staff member while the report is made so they are involved throughout the whole process.
- In such situations, STSM and YWCA will make a referral to Able SC to assist the consumer with preserving their rights and independence.
- The members of the collaboration will make reports when there is suspected abuse and/or neglect of a child.

Internal Communication Plan

Internal Communication between and among Connectors

In-person Connectors meetings

At the beginning of the collaboration, the Connectors will meet weekly for an hour and a half to build relationships and work on deliverables. However, this may change in the future and the Connectors may choose to meet biweekly for two hours. The Connectors will revisit this topic every quarter to determine weekly or biweekly meetings.

Ways Connectors will communicate

- Email- Connectors should expect to get emails from the Project Director or Program Assistant more than once per week. The Program Assistant will email meeting invitations, agendas, and minutes for the Connectors meetings. The Program Assistant will email the minutes to all rotating members from Able SC acting as Connectors, even if they were not present at the previous meeting so that everyone is continually updated. Email is the preferred form of communication when updating the whole group.
- *Phone Calls* Connectors are welcome to call each other and the Project Director during working hours.
- Text Messaging- Connectors can text the Project Director, although email would be preferred over texting. However, there are times the Project Director may request a text if they are out of the office. For example, if the Project Director needs to travel for work and the internet is not available, they may request that Connectors send the Project Director a text if the Connector sent important information that needed to be conveyed via email. This way the Project Director will know to check their email and respond as soon as possible. Text messaging will be used in the case of an urgent situation outside of work hours. If an urgent situation arises (e.g., a Connector cannot attend the meeting), the Connector should send an email

to the Project Director and follow up with a text message. In the case of a Connector needing to miss a meeting, the Project Director will send a text message to all Connectors. More information about this is described in the protocol for if a Connector needs to miss a Connectors meeting.

- Google Document- Connectors will use Google Doc to write deliverables.
- Each Connector is expected to log in to their Google account before making edits or suggestions so the collaboration knows who provided the edits.
 Connectors are expected to log in several times a week to review edits and suggestions, unless a Connector is sick or is on vacation.

Communication response time between Connectors

Within the Connectors, each member has up to two business days to respond to phone calls, emails, and text messages. Exceptions will be made if there is an emergency, if the office is closed for inclement weather reasons, or if someone is out of the office.

Protocol for when a Connector needs to miss a Connectors meeting

The Connectors meeting will be canceled if each organization within the collaboration cannot be represented. If someone has a scheduling conflict with a meeting, it is preferred for that member to let the Project Director know at least one week in advance. The Project Director will update the rest of the group via email that the meeting is canceled, and that they will meet on their next scheduled date. The Collaboration understands that emergency situations may arise and a Connector may not be able to give the Project Director advance notice. In such situations, the Connector should contact the Project Director via text or email as soon as they can. The Project Director will then text the Connectors to inform them that the meeting is canceled; all Connectors are expected to confirm receipt of the text. If the Project Director does not receive a confirmation notification within two hours, the Project Director will follow up with a phone call. The amount of time to inform Connectors may be shorter if the Project Director finds out the morning of the meeting. For example, if a Connector has an emergency scheduling conflict on the morning of a Connectors meeting,

the Project Director will text everyone and may follow up with a phone call within a few minutes if they don't hear back from everyone. This is due to the fact that some of the Connectors have longer commutes to meetings.

If the Program Assistant is not present, the Inclusive Access Project Coordinator from Sexual Trauma Services of the Midlands will take minutes. Whomever takes notes will type the notes and send them to the Project Director to approve and/or make edits. After the Project Director approves, the note taker will send out the minutes to the group.

Structure of Connectors meetings

The Project Director will create an agenda for each meeting. The agenda is created from the progress made at the previous meeting. The Project Director will do a brief review at the end of each meeting of what could be discussed at the following meeting and will ask for suggestions or oppositions. Although the Project Director creates the agenda, Connectors are welcome to email the Project Director to request or add a topic to the agenda as long as the request is made two business days prior to the meeting. For example, if a Connector wants to add a topic to discuss on the agenda for a scheduled meeting on Monday, that Connector should email the Project Director by 5:00PM the Thursday before to allow time for the Project Director to add the request.

Connectors communication with Vera

The Connectors will include TA from Vera once a month via phone or zoom in their Connectors meetings and more often if needed.

Communication between Connectors and Executive Directors

Connectors will continually update the Executive Directors of their organizations on the progress of deliverables.

• The Project Director from Able SC will give the Executive Director from Able SC updates and progress bi-monthly. However, weekly communications will occur when deliverable submissions are approaching.

- The Inclusive Access Project Coordinator from STSM will contact their Executive Director as needed with at least a weekly email check-in. They will have scheduled biweekly meetings.
- The Disabilities Coordinator/Victims Service Providers from YWCA will send their Executive Director weekly updates.

The collaboration is aware that this communication schedule may change. The collaboration is also aware that the request of the frequency of updates may change.

Internal communication between and among Engineers

In-person meetings with Engineers

At the beginning of the collaboration, the Engineers will meet monthly. This schedule may change at some point to where the Engineers meet less frequently. The Project Director will present the option of meeting less frequently at an Engineers meeting. The Engineers will have a discussion and reach a consensus decision as to how often they would like to meet.

Email will be the preferred method of contact amongst Engineers

Email will be the preferred form of communication between the Engineers. This will be the most efficient way to remind Engineers of updates.

Communication response time between Engineers

Engineers have five business days to respond to an email before receiving a follow-up email. If it is an urgent matter that requires a quicker response time, the email will be marked as high importance.

Protocol for if an Engineer needs to miss a meeting

All Executive Directors of each organization need to be present at the Engineers meeting. If an Executive Director cannot attend, they will let the Project Director know at least three business days in advance. The meeting will be rescheduled at

the next available time using a scheduling poll (such as Doodle). If an Engineer other than the Executive Directors will be absent, the meeting will continue.

Engineers access to deliverables

Every member of the Engineers has access to the Google Document where the Connectors will be working on deliverables. They can sign in at any time to see the progress of the document and are welcome to make edits and suggestions using the comment box. It is required that the Engineer sign into their Google account before making suggestions/edits.

Frequency of Engineers meeting with Vera

TA from Vera will do at least two site visits. The collaboration has already had one of the two site visits. We plan to have another site visit during strategic planning. If the Engineers feel they could benefit from a site visit during the needs assessment, Vera can schedule a site visit then as well. Engineers can request a site visit or consultations from Vera if additional technical assistance is needed.

Other forms of internal communication

Project Director and communication with TA from Vera

The Project Director will have weekly phone conversations with the TA. The Project Director will also attend all monthly Project Director phone calls and scheduled grantee webinars hosted by Vera. The Project Director will submit performance indicator assessments to Vera twice a year.

Approval of deliverables

- The Executive Directors from each organization will be responsible for reviewing and approving all deliverables. The Executive Team, which includes all three Executive Directors from each organization, will have at least one week to make edits and provide feedback for each deliverable.
- Along with the Executive Team, all Engineers including Connectors will also have one week to review and provide feedback for each deliverable.

- All people actively involved in creating the deliverables will fill out a survey
 after the one week time period stating they have reviewed the document,
 made their edits, and approve of it being submitted to Vera/OVW. The
 people required to participate in the survey include all Executive Directors,
 all Connectors, and the following Engineers: Able SC's Director of
 Community Outreach and Consumer Rights, Assistant Director, and the
 Director of Advocacy and Community Access.
- The Executive Director of the lead organization, Able SC, will have an additional week to edit deliverables after all teams have made suggestions and given feedback. This is to allow time for a quality check that ensures that the deliverable meets accessibility standards. There will be no changes to the content during this time.

External Communication Plan

- Each collaboration member will follow the protocol and policies of their specific organization regarding external communication.
- Media Interviews: If an organization is contacted for an interview about the project, or about the collaboration by the media (i.e. Television/Radio/emedia/Magazines/Newspaper), the other two organizations will be notified by the partner who was contacted. If an organization decides not to participate in the interview, then at least all three organizations will be mentioned as part of the collaboration.
- Press Releases: If one organization is preparing publications such as a press release to be submitted to the media, the other organizations will be involved in the process and will have time to give approval prior to submission. The two other organizations will have the option of submitting quotes and/or input to the written material before it is submitted.
- All printed documents used for the purposes of external communication will include the following statement: "This project was supported by Grant No. 2017-FW-AX-K001 awarded by the Office on Violence Against Women, U.S. Department of Justice. The opinions, findings, conclusions, and recommendations expressed in this publication/program/exhibition are

- those of the author(s) and do not necessarily reflect the views of the Department of Justice, Office on Violence Against Women."
- Representatives from other organizations will submit their feedback three business days prior to the submission date.
- Able SC, YWCA and STSM created and agreed to use Bridge to Safety's talking points to help frame the conversation when engaging in external communication.

Other forms of external communication

Communication between the Project Director and OVW

The Project Director will submit deliverables to OVW after approval from the Executive Directors, Engineers, and Connectors. Communication with OVW will include, but is not limited to: sending deliverables for final approval, budget modifications and updates, Grant Adjustment Modifications, semi-annual reports, quarterly reports, and changes to the collaboration that need to be brought to the Grant Manager's attention.

Logo Branding

Bridge to Safety's logo was created by the Inclusive Access Project Coordinator from STSM, Kristin Dickson, and was edited for accessibility by Robbie Kopp, Director of Advocacy and Community Access at Able SC. This logo will be used in the following methods:

- This particular logo will be used for internal purposes only.
- The logo will be posted on the cover page of each deliverable.
- The logo and name can be used for any collaborative work between Able SC, YWCA and STSM in addressing interpersonal violence of people with disabilities.
- The collaboration is open to the creation of a different logo in the future for external purposes or advertising.
- The collaboration is open to the reinvention of the existing logo in the future.

Work Plan

Deliverable	Submission Date
Collaboration Charter	May 2018
Focus Memo	May 2018
Needs Assessment Plan	August 2018
Needs Assessment	September - October 2018
Needs Assessment Report	December 2018
Strategic Plan	March or April 2019

Glossary

Abuse-Abuse is the act of a person experiencing cruelty or violence from another person; abuse comes in many forms including sexual, physical, emotional, psychological, financial, and digital abuse.

Accommodations- In this collaboration charter, the word accommodations refers to supports for people with disabilities that allow them to live independently and access trauma informed services. Examples of accommodations can include interpreters, assistive technology devices, usage of service animals, physical accommodations in buildings, etc.

Advocacy- The Merriam-Webster dictionary (2018) defines advocacy as "the act or process of supporting a cause or proposal; the act or process of advocating something." All three organizations offer advocacy services to support their consumers and community.

Advocate- (n)In regards to this charter, an advocate is a person with a disability who speaks up for their rights and the rights of others who also have disabilities; (v) To advocate is the process of speaking up for the rights of others or supporting a cause (please see advocacy).

Consumer- Consumer is the term Able SC uses to designate a person eligible for its services. Able SC uses the term consumer because it implies the person is in charge, supporting Able SC's consumer-driven philosophy.

Disability- The Americans with Disabilities Act ([ADA] 1990) defines a disability as "a physical or mental impairment that substantially limits one or more of the major life activities of such individual; a record of such an impairment; or being regarded as having such an impairment."

Domestic Violence- According to OVW (2018), "domestic violence is a pattern of abusive behavior in any relationship that is used by one partner to gain or maintain power and control over another intimate partner" (What is domestic violence? sect., para. 1). In our collaboration, we are also including caregivers and family members as people who can perpetrate acts of domestic violence. Physical, verbal, emotional, religious, reproductive and sexual abuse are all forms of domestic violence.

Interpersonal violence- According to the Violence Prevention Alliance ([VPA] 2018), interpersonal violence is defined as "violence between individuals, and is subdivided into family and intimate partner violence and community violence." In this charter we are using the term interpersonal violence to refer to both acts of domestic violence and sexual assault.

Mandated Reporter- A mandated reporter is a person who is required by law to report suspicion of child abuse/neglect of children and/or vulnerable adults to the designated authorities.

Sexual Assault- According to RAINN (n.d.), sexual assault is defined as sexual contact or behavior that occurs without the consent of the victim. Sexual assault can take different forms including attempted rape, fondling/unwanted sexual touching, forcing a person to perform sexual acts, and rape.

Trauma-informed services- According to SAMHSA (2015), a trauma informed approach involves realizing the impact of trauma, recognizing the signs/symptoms of trauma, responding by fully integrating knowledge about trauma into policies, procedures and practices and seeks to support a person from experiencing retraumatization.

Violent Victimization- Violent victimization refers to a person experiencing a crime of violence.

Wraparound Services- For the purpose of this charter, we are using the term "wraparound services" to describe our services overlapping and complementing one another to provide support for consumers.

If someone needs assistance in understanding some of the language used in this charter, they can contact Dori Tempio, Director of Community Outreach and Consumer Rights at Able SC at 803-779-5121, Ext. 226 or dtempio@able-sc.org.

Appendix

Bridge to Safety Talking Points

- Bridge to Safety is a collaboration between Able SC, Sexual Trauma Services of the Midlands, and YWCA of the Upper Lowlands.
- This collaboration was formed in January of 2018 and is supported through a three-year grant provided by the United States Department of Justice, Office on Violence Against Women.
 - OVW's Education, Training, and Enhanced Services to End Violence Against and Abuse of Women with Disabilities Grant Program was established through the Violence Against Women Act of 2000.
 - O Through the grant program, OVW funds multi-disciplinary teams, such as Bridge to Safety, to build capacity; enhance collaboration; and create accessible, safe, appropriate services for people with disabilities who are impacted by domestic violence, dating violence, stalking, and/or sexual assault.
- The collaboration was formed in response to the high rates of people with disabilities being abused and/or assaulted who do not have access to appropriate services. People with disabilities who have been impacted by interpersonal violence face specific barriers when they attempt to get services.
- The collaboration's mission is to create long-term, sustainable systemic change within our organizations by making our services accessible and safe for people with disabilities who have been impacted or may be impacted by interpersonal violence.
- The grant is not a "services" grant funding is not to provide direct services. Instead, the grant's purpose is to identify and create sustainable, systemic changes within our organizations that will result in safer and more accessible services.
- Bridge to Safety envisions a future where people with disabilities who have experienced interpersonal violence can have equitable access to trauma informed care, support, and education. These services will be consumer-

driven, inclusive, accessible, personalized, and confidential and will foster a sense of empowerment, independence, acceptance, safety, and support.

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