

# MASS Collaboration

**Movement for  
Access  
Safety &  
Survivors**

## Strategic Plan



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“To recognize that we move against a common enemy does not mean that we beat the same drum or play the same tune. It means that we are committed to a future.” Audre Lorde

## Introduction

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The MASS Collaboration is a collaboration between:

- Boston Area Rape Crisis Center (BARCC)
- Boston Center for Independent Living (BCIL)
- Massachusetts Bay Transportation Authority (MBTA)
- MBTA Transit Police

The goal of our collaboration is to create sustainable systemic change within and between our organizations, so that survivors/victims of sexual violence with disabilities in the Boston area have access to quality services that promote safety, empowerment and healing.

Research has shown that the rate of sexual violence against people with disabilities is very high. A national study showed that persons with a disability of any kind have an age-adjusted rate of rape or sexual assault that was more than twice the rate for persons without a disability (National Crime Victimization Survey, 2007). The 2010 Massachusetts Behavior Risk Factor Surveillance System also found that adults with a disability were more than twice as likely to experience sexual violence as adults

without a disability (Massachusetts Department of Public Health, 2011).

As our Needs Assessment has found, survivors/victims with disabilities experience many barriers to disclosing, reporting and obtaining services. This includes fear of not being believed and/or being judged, fear of retaliation, fear of losing basic needs such as personal care or transportation, inaccessible services, and fear of discrimination by service providers and systems.

Our project brings together an unconventional set of collaborators to create systemic change. In addition to the more obvious access and service issues that exist at a rape crisis center and an independent living center for survivors/victims with disabilities; we recognize that there are unique risk factors specific to using the transit system. Boston's public transportation system, with its own Transit Police force, is widely used by people with disabilities and this creates exciting possibilities for impacting broad change.

## **Focus of our Work**

It is important to us that our focus of work be consistent with our value of “nothing about us without us.” (See Values on pages 22 to 26) Therefore, based on the scope and expertise of the participating organizations who have a voice at the table, our collaboration has decided to focus our work on people with disabilities who have experienced sexual violence.

## **Language**

We value the dignity of all people and recognize each individual as a unique person. To reflect this belief, we commit to using people first language.

Our collaboration also recognizes that people who experience sexual violence each have their own ways of identifying themselves and we are committed to respecting the preferences of each individual. For the purpose of the Charter, we have decided to be inclusive of the language used by participating organizations; therefore we will use the term survivor/victim when talking about people who experience sexual violence.

## **Design**

In our attempt to create a document that is as accessible as possible to a range of visual needs, including to those who are visual learners, we have decided to:

- Use Arial font;
- Use at minimum, 16 point font for the body of the text;
- Use spacing of at least 25 percent of font size<sup>1</sup>;
- Use Microsoft Word heading styles;
- Include tables, diagrams, and other visual depictions;
- Explain all tables, diagrams and other visual depictions in text to be accessible to screen readers;

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<sup>1</sup> *Accessible Print Materials: Formatting Guidelines to Accommodate All Audiences*; Massachusetts Department of Public Health, Office on Health and Disability, 2007.

- Offer this document in alternative formats including Braille and audio. To request this document in alternative formats contact Shelley Yen-Ewert at 617-649-1287 or [syenewert@barcc.org](mailto:syenewert@barcc.org).



## Vision Statement

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The MASS Collaboration envisions Boston as a city in which the culture within and between victim services, criminal justice, transportation, and disability advocacy and service systems promote the healing, empowerment, and safety of people with disabilities who have experienced sexual violence.

Survivors/victims with disabilities will receive equal, responsive, safe, barrier-free services from compassionate professionals, staff, and volunteers who are knowledgeable about and comfortable with supporting survivors/victims with disabilities.

## Mission Statement

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The mission of the MASS Collaboration is to change the culture within and between all collaborating systems to enhance services to promote healing, empowerment and safety for people with disabilities who have experienced sexual violence. We will accomplish this by incorporating the voices and needs of survivors/victims with disabilities to:

- Build formal and informal connections between our systems;
- Increase the knowledge, skills and confidence of professionals, staff, and volunteers;
- Enhance and develop policies and protocols based on best practices and current research about serving survivors/victims with disabilities in order to increase access to safe, responsive services.

## Member Agencies

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### **Boston Area Rape Crisis Center (BARCC)**

The mission of the Boston Area Rape Crisis Center (BARCC) is to end sexual violence through healing and social change. BARCC strives to fulfill this mission by offering free, comprehensive care to victims of sexual violence and their families, and by providing community awareness and prevention services to reduce victimization and perpetration. For nearly 40 years, BARCC has helped thousands of victims; with over 50,000 on the hotline alone. Today, BARCC remains committed to creating a world in which sexual violence is history. As a high volume center, BARCC is known for their ability to collect and analyze field practice data to gain knowledge of survivor and community needs. This information is combined with the latest research to develop new and improved programs and to create systemic change that benefits survivors and reduces perpetration. BARCC has received numerous awards including the National Crime Victim Service Award in 2009. More information on BARCC can be found at [www.barcc.org](http://www.barcc.org).

Gina Scaramella, Executive Director is the collaboration representative for the Boston Area Rape Crisis Center and part of the collaboration's Executive Leadership.

## **Boston Center for Independent Living (BCIL)**

The Boston Center for Independent Living (BCIL) is the second oldest Independent Living Center in the country. Through a team of over 30 staff, BCIL serves people with any disability and any age in Boston and 34 surrounding communities. As part of a national network of over 500 Independent Living Centers, BCIL's mission is to improve the lives of people with disabilities by providing needed services and advocating for the rights of consumers. Services include a personal care attendant (PCA) program, peer mentoring, and support for people to obtain housing, secure benefits and health care, and gain employment. Advocacy work includes, among others, ensuring the accessibility of the MBTA on both the fixed and paratransit routes and the parity and quality of health care in hospitals. BCIL also offers information and referral to enhance consumer and community knowledge of available services and programs as well as to answer the general accessibility concerns facing residents and visitors to the city. In all, thousands are impacted each year through BCIL's work. More information on BCIL can be found at [www.bostoncil.org](http://www.bostoncil.org).

Bill Henning, Executive Director, is part of the collaboration's Executive Leadership.

Karen Schneiderman, PhD, Senior Advocacy Specialist is the collaboration representative.

## **Massachusetts Bay Transportation Authority (MBTA)**

The MBTA is the nation's oldest and fifth largest public transportation agency. It consists of a network of fixed-route buses, subways, commuter rail trains and commuter ferries, as well as an extensive paratransit service. In total, the MBTA serves 175 cities/towns and provides 1.3 million trips per day.

Numerous departments comprise the MBTA, including The Department of System-Wide Accessibility, the Operations Department (which contains THE RIDE) and the Transit Police Department—each of which has a role within the collaboration. All three departments are distinct from one another and are overseen by the MBTA's General Manager/MassDOT Rail & Transit Administrator. More information on the MBTA can be found at [www.mbta.com](http://www.mbta.com).

### **MBTA'S Department of System-Wide Accessibility and Office of Transportation Access—THE RIDE**

The MBTA's Department of System-Wide Accessibility (SWA), established in 2007, works with all other MBTA departments to execute the MBTA's mission of becoming the global benchmark for accessible public transportation. SWA is committed to creating a fixed-route system that is safe, dependable and inclusive, thereby expanding the transportation options for all customers, including those with disabilities. The Department is involved with the development of policies,

procedures and trainings related to improving accessibility, the review of all design plans, and oversight of an internal access monitoring program.

The Office for Transportation Access—THE RIDE is the MBTA's door to door paratransit service. On average, THE RIDE provides over 8,000 customer trips per day. Organizationally, it is nested within the MBTA's Operations Department.

Laura Brelsford, Assistant General Manager for System-Wide Accessibility, Melissa Dullea, Director of Planning and Schedules, and Mike Lambert, Deputy Administrator and Assistant to the General Manager are part of the collaboration's Executive Leadership.

Laura Brelsford is also the MBTA's representative within the collaboration. Carol Joyce-Harrington, Assistant Manager, MBTA-THE RIDE, is the MBTA Liaison.

## **MBTA Transit Police**

In 1968, under Chapter 664 of the Acts of 1968, legislation signed into law the creation of a cross jurisdictional department that could police the Massachusetts Bay Transportation Authority's growing transportation network. The MBTA Transit Police's primary function is to protect the lives and safety of MBTA patrons, MBTA employees and the public in general. As part of that function, officers respond to possible criminal activity which occurs on the

MBTA and investigate such crimes. In addition, responsibilities include the prevention and investigation of internal security issues, including employee theft and contract / vendor fraud. The Department is also charged with the protection of MBTA property and revenue.

The MBTA Transit Police's fundamental duties are to safeguard lives and property within our transportation system and uphold the constitutional rights of all people by following a set of core values that reflect the finest nature of policing. Those set of core values are: Fairness, Truthfulness, Professionalism, Perseverance, Treating All Persons with Dignity and Respect, Service before Self and Integrity.

While the MBTA Transit Police Department has primary jurisdiction on MBTA property and vehicles, MBTA Transit Police Officers have full police authority throughout and within the 175 cities and towns comprising the MBTA service district. Policing responsibility is shared with local cities and towns by means of concurrent jurisdiction and in a few instances through mutual aid agreements.

Andrea Purcell is the MBTA Transit Police's representative within the collaboration. In her role as a Detective in the Criminal Investigation Unit, she investigates crimes that occur on the MBTA and its property.

On November 6, 2008, the MBTA Board of Directors appointed Deputy Chief Paul MacMillan as the Chief of the MBTA Transit Police Department. Chief MacMillan is the first MBTA Transit Police Officer to rise through the ranks to be Chief in the forty year history of the MBTA Transit Police Department. Chief MacMillan is part of the collaboration's Executive Leadership.



## **Overview of Planning and Development Phase**

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In 2011 our collaboration received an Office of Violence Against Women, Education and Technical Assistance Grants to End Violence Against Women with Disabilities Grant Program. Our collaboration had written this grant with the support of Boston area agencies that work with persons with disabilities, including persons with disabilities who have experienced abuse. Both our collaboration and this community have been excited about the possibilities for improvement of services for survivor/victims with disabilities through this grant.

This grant is a cooperative grant with a planning and development phase, and an implementation phase. The final outcome of this work will be sustainable systemic change within and between the collaborating organizations.

We started the planning phase by developing our Charter. The Charter was the result of many months of in-depth discussions where our collaboration had the opportunity to share and learn from each other, grapple with complex topics, integrate new perspectives into our worldviews, and grow in trust with each other. The purpose of the Charter is to define the direction of our work, document inter-agency commitment, memorialize our decisions, and create a structure to allow our process and work to continue.

At each organization we also met with leadership, staff at all levels of the organization, and when applicable, volunteers to introduce the project, the reasons for working on the project, and the grant process. At the meetings staff were provided with the opportunity to ask questions and provide input.

After the Charter was complete, we developed a Needs Assessment Plan. Because the findings from the Needs Assessment would drive the initiatives conducted during implementation, we invested considerable time developing the questions and determining whom we would recruit as participants. In particular, because the MBTA and Transit Police Department are unique partners in this work, we developed a distinctive set of questions relevant to transportation and law enforcement. At the MBTA which is a large, complex organization, we discussed which staff and leadership to include to ensure needed representation while making the needs assessment manageable.

During the Needs Assessment we spoke with survivor/victims of sexual violence, people with disabilities, and survivor/victims with disabilities. We also spoke with frontline staff/employee/officers, volunteers when applicable, supervisors, and leadership at each of the collaborating organizations. More detail about the needs assessment is below.

After completing the needs assessment we developed a Needs Assessment Report, which compiled all of our findings from the

Needs Assessment. We came up with nine key findings that cut across all or most of the organizations. (Key Findings are provided below) The Project Manager met with the leadership of each agency separately to discuss the findings at their agency and to obtain input. Leadership all expressed a strong commitment to addressing needs raised in the Needs Assessment and shared ideas for solutions.

Our technical assistance provider at Vera Institute of Justice met with the leadership and core collaboration to facilitate the strategic planning process. All participants were provided with a summary of findings for each agency to ensure that the group could engage in discussion across agencies for strategic planning.

This Strategic Plan outlines the work that our organizations will implement to make changes within and between our organizations, so that we can collectively improve response and services for survivor/victims with disabilities.

# Brief Summary of Needs Assessment

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## Review of Methodology

The Needs Assessment was conducted primarily through focus groups and one-on-one interviews. We also surveyed the Transit Police officers using an electronic survey tool.

Focus groups were conducted with:

- Survivors of sexual violence (with option of one-on-one interview)
- People with disabilities (with option of one-on-one interview)
- Frontline staff/employees/officers
- Supervisors (if an agency had a larger group of supervisors)

Interviews were conducted with:

- Survivors of sexual violence with disabilities
- Supervisors (if agency only had one or two supervisors)
- Leadership

We completed the following:

<b>Audience</b>	<b># Groups &amp; Interviews</b>	<b># People</b>
People with disabilities	3	8
Survivor/victims of sexual violence	3	5

Survivor/victims with disabilities	4	4
BARCC	8	28
BCIL	7	9
MBTA	19	74
Transit Police	5	16

A survey was also sent out to officers at the Transit Police Department. Out of approximately 200 police officers, 53 officers completed the survey with a response rate of approximately 26.5%.

## Summary of Key Findings

### 1. Key Finding: Access

People with disabilities shared that it's important to think about all forms of access (e.g. physical, communication) and to consider the needs of people with invisible disabilities as well as those with visible disabilities. In our service delivery system, there are strengths and gaps to access for survivors/victims with disabilities. In addition to ensuring access, including providing accommodations, people with disabilities said that it is important for organizations to clearly communicate that they are accessible and can provide accommodations; otherwise the assumption is that an agency is inaccessible.

## 2. Key Finding: Safety

For survivors with disabilities safety includes the physical environment, messages in the physical environment, the presence of staff/employees, screening of staff/employees and the actions/language of other people around them. There are both strengths and gaps at all organizations.

## 3. Key Finding: Staff Comfort and Knowledge

Survivors/victims with disabilities state that staff comfort and knowledge about sexual violence and disabilities is important to their experience of disclosing/reporting or receiving services. Most frontline staff/officers want to do the right thing and rely on their own judgment to respond to or provide services to survivor/victims with disabilities. Additional organizational structure would help staff feel more confident and skilled, particularly with survivors with mental health disabilities or disabilities that impact cognition.

## 4. Key Finding: Staff Stress and Safety

Staff in our organizations experience high levels of work stress, including but not limited to being impacted by hearing disclosures/reports or witnessing acts of sexual violence.

Attention should be paid to the impact of stress and safety on staff to ensure high quality interactions with survivor/victims of sexual violence with disabilities. The types of staff support and stress reduction offered should be in-line with the organizational culture.

## 5. Key-Finding: Reporting

Organizations can facilitate disclosures/reporting by increasing visibility, maintaining privacy and confidentiality, and ensuring that staff provide a positive first response.

## 6. Key-Finding: Follow-Up and Investigation

After a victim with disability reports, it is important that the organization maintains follow-up communication with the victim and conducts an investigation that is not re-victimizing. There is a greater need for clarity regarding investigative policies and the roles of MBTA employees, RIDE employees and Transit Police officers regarding the investigation of reports. In addition, a major gap is that some employees at the MBTA and RIDE may not share information about a victim's report.

## 7. Key Finding: Mandated Reporting

There are gaps to mandated reporting policies or the communication of mandated reporting policies at all organizations.

## 8. Key Finding: Policy

There are some gaps to policies within all of the organizations of our collaboration; however the type of gap differs for each organization. The majority of organizations generate policies in reaction to incidents nor lack written policies entirely. All

organizations expressed some gaps in communicating policies or ensuring that policies are understood and remembered.

## 9. Key Finding: Capacity and Collaboration

There are individuals in all organizations who have expressed a willingness and commitment to make organizational change. It is important to ensure that changes are in-line with agency mission and capacity. It is a strength that all organizations have previous experience with organizational change, the majority through collaborations.



## Overview of Short-Term Initiatives

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There were many needs identified in the needs assessment. Our collaboration has prioritized several short-term initiatives to be completed by the end of the grant period. We prioritized initiatives based on the following criteria:

- Alignment with our collaboration's vision and mission;
- Addresses concerns in our needs assessment raised by people with disabilities, survivor/victims, survivor/victims with disabilities, **and** staff across agencies;
- Will create sustainable systemic changes within and between our agencies;
- Will provide opportunities to expand the depth of the collaboration through the involvement of additional staff in workgroups; and
- Practically, creates a manageable amount of work that can be built on for future work.

Our short-term initiatives for the implementation phase of this current grant period are to:

1. Promote universal access and enhance safety of the physical and communication environments of collaborating agencies.
2. Cultivate a policy environment within collaborating organizations that encourages safe disclosures, promotes access, and discourages abuse by clients/staff.

3. Build the comfort and capacity of staff of all agencies to effectively respond to survivors with disabilities.
4. Develop resources for collaborating organizations regarding referrals and communication.

All initiatives will create sustainable change by focusing on systemic change either within organizations or between organizations. The first initiative focuses on changing the environment within each of our organizations to be safer and more accessible. The second and third initiatives focus on creating structures to help staff be more comfortable and effective in responding to or serving survivor/victims with disabilities. The structures created are policies and protocols, the integration of new knowledge into existing on-going training structures, and structures to better address staff stress. The fourth initiative is focused on ultimately creating structures of inter-agency coordination and referral.

## **Staffing of Short-Term Initiatives**

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The work of our short-term initiatives will be divided among several groups. This will allow for the participation of more staff from each collaborating organization and result in increased knowledge and deeper relationships within our collaboration.

An overview of the staffing of the collaboration during the implementation phase is provided below. For more details see Detailed Description of Short Term Initiatives.

### **Collaboration Staff**

This will include the Project Manager and Project Coordinator. The Project Manager will be responsible for holding the big picture of the collaborative work, ensuring that there are linkages between the workgroups and core collaboration, facilitating the process and ensuring that deadlines are met. The Project Manager will be the liaison with Vera and OVW and will be responsible for submitting deliverables to OVW.

The Project Coordinator will assist with coordinating the details of the collaboration work and developing materials for the collaboration. The Project Coordinator will also research information needed for the development of materials.

## **Core Collaboration**

The core collaboration is composed of the representatives from each of the agencies. The core collaboration will work on:

- Promoting universal access and safety;
- Enhancing staff capacity and comfort through staff appreciation and support.
- Developing resources for collaborating organizations regarding referrals and communication.

The core collaboration members will each commit to 16 hours of work a month including meeting every other week for 3 hours/meeting.

## **Policy and Protocol Workgroups**

There will be three policy and protocol workgroups working on cultivating policy environments at each agency.

- The Policy and Protocol Workgroup will work on mandated reporting policies and universal screening of access policies. Members will each commit to 10 hours of work a month including meeting twice a month for 2 hours/meeting.
- The RIDE Securements Workgroup will work on the securement policy at the RIDE. Members will each commit to a minimum of 5 hours of work a month including meeting at least once per month for 2 to 3 hours.
- The MBTA Customer Accountability Workgroup will work on examining recourses for handling issues with customer

behaviors, including perpetration of sexual violence.

Members will each commit to a minimum of 5 hours of work a month including meeting at least once per month for 2 to 3 hours. Members will each commit to 10 hours of work a month including meeting twice a month for 2 hours/meeting.

### **Training Development Workgroup**

There will be one workgroup working on enhancing organizational trainings to enhance staff capacity and comfort with responding to or providing services to survivor/victims with disabilities.

### **Leadership**

Leadership must approve all of their agency policies, protocols and trainings. The leadership who will provide approval are:

- BARCC: Gina Scaramella, Executive Director
- BCIL: Bill Henning, Executive Director
- Transit Police: Paul MacMillan, Chief. Policies must also be approved by Administrative Services. Trainings must also be approved by the Training Unit.
- MBTA: At the MBTA, there are multiple leaders who will need to approve policies, protocols and trainings. The section entitled Detailed Description of Short-Term Initiatives will outline which leaders, at minimum, must approve specific policies, protocols and trainings. These leaders may also determine that approval needs to also be obtained by other senior level leaders.

At the MBTA policies which may have legal implications must also be approved by the Legal Department.

## Detailed Description of Short-Term Initiatives

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Under Initiative 1: Promote universal access and enhance safety of the physical and communication environments of collaborating agencies.

The Key Activities are:

### **A. Develop tools for reviewing the access and safety of physical and communication environments.**

From March to May 2014, the Core Collaboration will develop several agency specific tools to review the accessibility and safety of the collaborating organizations. Tools to review access will be developed for BARCC, the Transit Police Department, and the MBTA (both subway and RIDE). Our collaboration will review access in a wholistic manner seeking opportunities to assess for universal design in addition to accessibility compliance.

- At BARCC the tool we develop will review programmatic access. We will hire a consultant with expertise in universal design from the Institute of Human Centered Design to assess BARCC's physical and communication access. Some of our collaborative partners have existing relationships with the Institute of Human Centered Design and we plan to build on this relationship to utilize expertise that is beyond that of the collaborative partners. Knowledge gained from this process will be applied to further develop our accessibility review tools.

- At the MBTA the tool we develop will review communication access. As a result of the settlement agreement between MBTA and BCIL, MBTA has been working towards improving physical and programmatic access. In addition, they are currently in the process of developing a long-term complete accessibility assessment of all stations and assets, including Transit Police Department stations.
- At the Transit Police Department the tool we will develop will assess for communication and programmatic access.

Tools to review safety from the lens of a survivor/victim of sexual violence will be developed for BCIL and the MBTA subway system. The tool for MBTA will be a standard safety assessment focused primarily on physical safety. The tool for BCIL will focus on trauma-informed services.

Our goal is to develop tools that are as objective as possible, will allow for more consistent assessment across multiple agencies, and are user-friendly to the assessor(s); therefore, we will utilize a check-list format that allows for some comments by the assessor(s).

We will first identify and review existing safety and accessibility review tools. We will then select the tools that meet the criteria for the type of tools we wish to develop. After collecting information about available tools, we will adapt the tools to be specific to each agency and to the needs raised by people with disabilities, survivor/victims of sexual violence and survivor/victims with disabilities in our Needs Assessment. All tools will then be



reviewed by an Advisory Team composed of consumers/customers with disabilities and survivor/victims. The Core Collaboration will incorporate the feedback of the Advisory Team into the final product.

The Project Manager will submit all tools to OVW for review and approval.

## **B. Conduct Reviews of Collaborating Organizations**

In May 2014 the Project Coordinator will schedule the reviews for each agency. The reviews will be held in June and July of 2014.

The access reviews for BARCC, the Transit Police Department and MBTA subway and RIDE (communication review only) will be conducted jointly by the Disability Project Coordinator or Project Manager and staff at BCIL who identify as having a disability. BCIL leadership, in conjunction with the Core Collaboration, will determine which staff will participate in the review.

The Disability Project Coordinator or Project Manager will also conduct the safety review for BCIL and a few select stations at the MBTA. The Core Collaboration along with MBTA leadership will determine which stations to select. The MBTA subway system has 122 stations, so the information gathered is unlikely to be able to be generalized across all stations; however information gathered will provide a starting point to thinking about safety enhancements at the MBTA.

Our collaboration has decided to have the Disability Project Coordinator or Disability Project Manager conduct the

assessments because we believe that having one person conduct all assessments will help with consistency in interpreting the reviews. Along with the Project Manager or Project Coordinator:

- Staff from BCIL who identify as having a disability will conduct the access reviews.
- Staff or volunteers from BARCC who identify as being a survivor will conduct the safety access reviews.

We believe that the perspectives of people with disabilities and survivor/victims are critical to the quality of the assessment even though we recognize that one person with a disability/survivor can not represent all people with disabilities/survivors.

### **C. Develop Barrier Removal/Safety Enhancement Plans**

Based on the findings of the Access Reviews, the Core Collaboration and the leadership of BARCC, Transit Police, and MBTA (regarding communications) will, in June and July, develop priorities for barrier removal plans for each agency.

Based on the findings of the Safety Reviews, the Core Collaboration and the leadership of BCIL and MBTA will, in June and July, develop priorities for safety enhancements for each agency. The safety enhancement priorities for MBTA will focus only on the stations assessed and can be used by the MBTA for further development of priorities across the MBTA system.

Our collaboration will identify priorities using the following criteria:

- Addresses needs raised in the Needs Assessment

- Within the capacity of agency resources
- Addresses significant safety issues
- Addresses barriers that are not in compliance with ADA

The Project Manager will submit the Barrier Removal and Safety Enhancement Plans to OVW for review and approval.

Under Initiative 2: Cultivate a policy environment within collaborating organizations that encourages safe disclosures, promotes access, and discourages abuse by clients/staff.

The Key Activities are:

### **A. Develop Policy and Protocol Workgroup**

In March, our collaboration will form three policy and protocol workgroups.

1. Policy and Protocol Workgroup. This workgroup will be composed of one staff from each collaborating organization. They will work on two policies: A) Universal screening for accommodations and B) Mandated reporting of adults with disabilities.

2. RIDE Securement Workgroup. This workgroup will be composed of staff from the RIDE with consulting staff from BARCC and BCIL. The reason for this structure is because a considerable amount of work will require research and conversations of technical elements around transportation securements for people with disabilities. In order to maximize resources, this aspect of the work will be completed by staff from the RIDE. BCIL will provide consultation regarding the experience of people with disabilities in regards to securements in general and the communication around using securements. BARCC will provide consultation on trauma-informed communication around securements. The Securements Workgroup, in conjunction with the Core Collaboration, will determine when to utilize the consultation of BARCC and BCIL.

3. MBTA Customer Accountability Workgroup. This workgroup will be composed of staff from MBTA, MBTA RIDE and Transit Police with consulting staff from BARCC and BCIL. The reason for this structure is because a considerable amount of work will require research and conversations of technical elements around whether and how public transportation can hold customers who offend accountable. BCIL will provide consultation regarding the experiences of people with disabilities both as victims and as suspects. BARCC will provide consultation on forms of accountability outside of the criminal justice system and suspension of riders. The Customer Accountability Workgroup, in conjunction with the Core Collaboration, will determine when to utilize the consultation of BARCC and BCIL.

The Core Collaboration will develop role descriptions and criteria for workgroup members which the Project Manager will give to the leadership of each organization.

- Each organization will identify one staff person to volunteer to join the Policy and Protocol workgroup. This person may also be the organization representative; however, the representative should participate in no more than one workgroup.
- The MBTA RIDE will identify staff to participate in the Securements Workgroup. BARCC and BCIL will identify consultants for the workgroup.
- The MBTA, MBTA RIDE and Transit Police leadership will identify at least one staff each to participate in the Customer Accountability Workgroup. BARCC and BCIL will identify consultants for the workgroup.

The Core Collaboration will also develop a workplan guide for the workgroups. This guide will serve as a template to structure the work that the workgroup will do. The guide will include: a suggested timeline for key activities; information about the communication process with the core collaboration and other key individuals (e.g. legal department, consultants); and information about the required approval process for deliverables including which leadership must approve deliverables.

The Project Manager will provide an orientation to all work group members which will include:

- Team building.
- Orienting all work group members to the grant and the reason for this work.
- Orienting members to the collaboration's agreed upon vision, mission, and values as outlined in the Charter.
- Orienting members to the philosophy for working together as outlined in the Charter.
- Reviewing a summary of the needs assessment findings. In particular, sharing the findings that are relevant to the work of the workgroup.
- Acknowledging that members of the group may be impacted by discussions related to sexual violence against people with disabilities and providing resources for group members.
- Providing the workplan guide for their group and discussing adaptations that the group would like to make.
- Developing a meeting and communications structure with each workgroup.

## **B. Review and enhance or develop policy and protocol for universal screening for accommodation needs.**

This activity will be focused on policies at BARCC and the Transit Police Department. We will be working on these policies because staff at BARCC and officers at Transit Police talked about challenges to identifying whether a survivor/victim is in need of accommodations. People with disabilities shared that they are sometimes hesitant to ask for accommodations because they are unsure of the reaction they will receive. In BARCC staff's experience, when they ask survivor/victims about accommodation needs, survivor/victims with disabilities have said that it made them feel more comfortable sharing their needs.

In April and May, the Policy and Protocol Workgroup will review existing accommodation screening policies at these two agencies and collaboratively enhance or develop these policies as needed. If there is a specified agency format, these policies should be written in the agency format. In June, collaboration staff will provide the Core Collaboration with the policies, which the Core Collaboration will review. The Workgroup will then incorporate the Core Collaboration feedback and collaboration staff or the Workgroup agency representative will, in July, submit the policies to agency leadership for approval (see Section Staffing of Short-Term Initiative for appropriate agency leadership).

Once policies are approved, in August, the Policy and Protocol Workgroup will enhance/develop protocols as needed to accompany the policies. In September, the updated protocols will be vetted through the Core Collaboration and then through

leadership at each agency following the same process as with policies.

In October, once policies and protocols are approved, the workgroup, in conjunction with agency leadership will make plans for how to integrate information about these new policies into existing organizational training for staff.

- At BARCC, the information will be incorporated into new staff, intern and volunteer orientations/trainings and refreshers will be provided once a year at staff or team meetings and volunteer meetings.
- At Transit Police, the information will be incorporated into roll calls and/or in-service trainings and refreshers will be provided at least every three years following the schedule of policy updates.

The Project Manager will submit the updated policies, protocols and integration plans to OVW for review and approval.

### **C. Review and enhance or develop mandated reporting policy**

This activity will focus on policies at BARCC, BCIL, Transit Police, and MBTA RIDE. We will work on this policy because there were staff and when applicable, volunteers at all of the above organizations who expressed specific challenges or confusion with mandated reporting of adults with disabilities. It is unclear whether the lack of clarity stems from unclear policies or unclear communication of policies. For the RIDE, we will work on both



mandated reporting policies to the Disabled Persons Protection Commission and internal mandated reporting policies. The Needs Assessment showed that there was a lack of clarity about what disclosures or complaints need to be reported and who within the RIDE vendor and MBTA RIDE needs to be notified.

In June, the Policy and Protocol Workgroup will review existing mandated reporting policies at these agencies and collaboratively enhance or develop these policies as needed. If there is a specified agency format, these policies should be written in the agency format. In July, collaboration staff will provide the Core Collaboration with the policies, which the Core Collaboration will review. The Workgroup will then incorporate the Core Collaboration feedback and collaboration staff or the Workgroup agency representative will submit the policies to agency leadership for approval (see Section Staffing of Short-Term Initiative for appropriate agency leadership). The MBTA leader who must approve this policy is Melissa Dullea, Director of Planning and Schedules. At the MBTA, the MBTA RIDE workgroup representative will also submit the policy to the MBTA legal department. To minimize the review time, in April, the MBTA RIDE workgroup representative will provide the legal department with an estimated timeframe when the policy and protocol will need to be reviewed. In addition, when applicable, the Workgroup will consult with the legal department throughout the process of policy and protocol enhancement/development.

Once policies are approved, in July and August, the Policy and Protocol Workgroup will enhance/develop protocols as needed to accompany the policies. In September, the updated protocols will

be vetted through the Core Collaboration and then through leadership at each agency following the same process as with policies.

In October, once policies and protocols are approved, the workgroup, in conjunction with agency leadership will make plans for how to integrate information about these new policies into existing organizational training for staff.

- At BARCC, the information will be incorporated into new staff, intern and volunteer orientations/trainings and refreshers will be provided once a year at staff or team meetings and volunteer meetings.
- At BCIL, the information will be incorporated into new staff orientation and refreshers will be provided at staff meetings once a year.
- At Transit Police, the information will be incorporated into roll calls and/or in-service trainings and refreshers will be provided at least every three years following the schedule of policy updates. At Transit Police, the information will be incorporated into roll calls and/or in-service trainings and refreshers will be provided at least every three years following the schedule of policy updates.
- At the MBTA, MBTA RIDE leadership will issue the policy to the vendor companies who are contracted with the RIDE to provide the paratransit services. RIDE leadership, in conjunction with vendor leadership, will develop a plan to integrate information about the mandated reporting policy into vendor training.

The Project Manager will submit the updated policies, protocols and integration plans to OVW for review and approval. For the MBTA, because of possible delays in review time at the legal department, a draft of the policy and protocol will be submitted to OVW.

#### **D. Review and enhance policy and protocol for RIDE drivers on the use of securements.**

We will be working on this activity because riders talked about the importance of consistent, clear communication by drivers to help them feel safe when securements are being applied. Drivers talked about the challenges of applying securements which requires close contact with the customer.

In April and May, the RIDE Securement Workgroup will review and enhance the policy as needed. If there is a specified agency format, the policy should be written in the agency format. In June, collaboration staff will provide the Core Collaboration with the policies, which the Core Collaboration will review. The Workgroup will then incorporate the Core Collaboration feedback and submit the policy to agency leadership for approval (see Section Staffing of Short-Tem Initiative for appropriate agency leadership). If significant changes are made to the policy, the policy would need to be discussed at one of the MBTA RIDE public meetings. The MBTA leader who must approve this policy is Melissa Dullea, Director of Planning and Schedules.

Once policies are approved, in July and August, the Policy and Protocol Workgroup will enhance/develop protocols as needed to

accompany the policies. In September, the updated protocols will be vetted through the Core Collaboration and then through leadership at each agency following the same process as with policies.

Once the policy and protocols are approved, the policy will be issued to the vendor companies who are contracted with the RIDE to provide the paratransit services. RIDE leadership will, in conjunction with vendor leadership, develop a plan to integrate and promote the new policies and protocols with the vendor companies.

The Project Manager will submit the updated policies and protocols, and the plan for integration of these updated policies to OVW for review and approval.

### **E. Clarify recourses for addressing customers who perpetrate on public transit**

We will be working on this because both customers and drivers/operators on the MBTA subway and RIDE expressed safety concerns regarding repeat offenses by customers.

In June, the Customer Accountability Workgroup will identify current process and actions taken to handle issues with customer behaviors on both the subway and the RIDE. In June and July they will identify possible recourses for holding riders accountable in a fair way and draft a memo outlining these recourses. In August collaboration staff will provide the memo to the Core Collaboration for review. Once this feedback is incorporated, the Workgroup or collaboration staff will submit the memo to the Chief

Operating Officer of the MBTA, Chief MacMillan of the Transit Police Department, and the MBTA Legal Department for approval. To minimize the review time with the Legal Department, the Workgroup will, in June, provide the Legal Department with an estimated timeframe when the policy and protocol will need to be reviewed. In addition, when applicable, the Workgroup will consult with the legal department throughout the process of policy and protocol enhancement/development.

In September, after the memo has been approved, the Workgroup will develop talking points for communicating different outcomes to drivers/operators. For the RIDE, leadership will provide the memo and talking points to vendor leadership and, in conjunction with vendor leadership, will develop a plan to integrate this information into existing vendor training and communications.

The Project Manager will submit a draft of the Memo and Talking Points to OVW for review and approval.

Under Initiative 3: Build the comfort and capacity of staff of all agencies to effectively respond to survivors with disabilities.

The Key Activities are:

### **A. Develop Training Development Workgroup**

In March, the Core Collaboration will develop job descriptions and criteria for workgroup members which will be given to the leadership of each organization. Each organization will identify one staff person to volunteer to join the Training Development Workgroup. This person may also be the organization representative; however, the representative should participate in no more than one workgroup.

The Core Collaboration will develop a workplan guide for the workgroup. This guide will serve as a template to structure the work that the workgroup will do. The guide will include: a suggested timeline for key activities; information about the communication process with the core collaboration and other key individuals (e.g. legal department, consultants); and information about the required approval process for deliverables including which leadership must approve deliverables.

The Project Manager will provide an orientation to all work group members which will include:

- Teambuilding.
- Orienting all work group members to the grant and the reason for this work.
- Orienting members to the collaboration's agreed upon vision, mission, and values as outlined in the Charter.

- Orienting members to the philosophy for working together as outlined in the Charter.
- Reviewing a summary of the needs assessment findings.
- Acknowledging that members of the group may be impacted by discussions related to sexual violence against people with disabilities and providing resources for group members.
- Providing the workplan guide for their group and discussing adaptations that the group would like to make.
- Developing a meeting and communications structure with each workgroup.

## **B. Identify National Training Opportunities on Working with Survivor/Victims with Disabilities.**

On an on-going basis beginning in March, the Project Manager and/or Project Coordinator will research web-based training opportunities and ensure that these opportunities are sent to staff at all collaborating organizations, as applicable. These include trainings provided by Vera Institute of Justice.

In March the Project Manager or Project Coordinator will identify 2 to 3 in-person training opportunities with a maximum number of 12 people attending trainings during implementation.

## **C. Enhance trainings for staff of each organization on working with survivor/victims with disabilities.**

We will work on this because frontline staff and volunteers shared that they received insufficient training regarding working with

survivor/victims with disabilities. They stated that trainings would help them feel more equipped and confident to provide the best response or service to survivor/victims with disabilities.

For the MBTA, we will focus on enhancing subway trainings. Based on the findings of the Needs Assessment, the subway systems have clear policies and protocols regarding the process of responding to incidents; therefore the next step is to enhance training to increase staff's skills with communicating with survivor/victims with disabilities. At the RIDE attention must be paid first to ensuring that policies and protocols regarding response are clarified prior to enhancing trainings. In the future, RIDE trainings can be enhanced using knowledge gained from piloting the enhanced training within the subway system.

In March, the Project Coordinator will create an inventory of training needs based on the needs assessment findings for each agency. In April and May, the Training Workgroup will review existing trainings at each organization to determine what, if any, enhancements are needed to meet the training needs as determined by the Needs Assessment. In June and July, they will collaboratively enhance or if necessary, develop the trainings.

Collaboration staff will provide the enhanced trainings to the Core Collaboration for review in August. If applicable to the agency, the agency Workgroup representative will vet training materials through appropriate training coordinators or staff in August. Collaboration staff or the agency Workgroup representative will vet training materials through their agency leadership (See Staffing of Short-Term Initiatives). At the MBTA the leadership who must approve the enhanced trainings are Laura Brelsford,



the Assistant General Manager for System-Wide Accessibility and the Director of OCC/Training.

Leadership at each organization will ensure that these updated trainings are incorporated into the existing training structure.

The Project Manager will submit the updated training materials to OVW for review and approval.

#### **D. Encourage the practice of staff support and stress reduction within collaborating organizations**

We are working on this because frontline staff talked about the stresses of their job and the need to receive better support and appreciation. We believe that this can negatively influence survivor/victims with disabilities. Specific to the issue of sexual violence against people with disabilities, staff talked about the impact of hearing disclosures/reports or witnessing assaults. Addressing staff stress in a manner that is relevant to the agency culture, particularly when introducing work which may result in increased disclosures/reports from survivors/victims with disabilities, is essential to being able to provide sustained, knowledgeable responses to survivor/victims with disabilities.

In May, the Core Collaboration will identify the initial sites of change to pilot, including which organizations will be the sites of change and which aspects of the selected organization will be the sites of change (e.g. organization-wide, specific department in organization). From August through September, the Core Collaboration will then discuss and develop a short-term plan for the identified organizations to pilot.

The Project Manager will be submit the plan to OVW for review and approval.

Under Initiative 4, Develop resources for collaborating organizations regarding referrals and communication.

The Key Activity is:

**A. Map collaborating organizations' services and programs**

We will be working on this because staff expressed a need for improved knowledge about and coordination between partner organizations when responding to a survivor/victim with a disability.

In May, the Project Coordinator will develop an inventory of needs expressed in the Needs Assessment specific to the knowledge and resources needed by staff from partner organizations as well as issues of referral and coordination. The Core Collaboration will map out the collaboration's existing knowledge about each agency's services, resources, and processes for referral and coordination. In June, once this is completed, they will identify three areas of inter-agency needs to address. The Project Manager will schedule meetings to discuss these topics. In July, August and September one meeting will be held each month. The Collaboration representative from each agency will invite appropriate staff from collaborating organizations to these meetings to learn, discuss the issues and explore solutions. At the end of this process, the Core Collaboration will document what was learned through this process.

The Project Manager will submit Documentation of what was learned through this process to OVW for review and approval.

## Chart 1: Overview of Strategic Plan

Initiative 1: Promote universal access and enhance safety of the physical and communication environments of collaborating agencies											
		Who is Responsible?		Timeline							
Key Activities	Deliverable	Core Collaboration	Work Group/Identified Individual	Mar	Apr	May	June	July	Aug	Sept	Oct
<b>Develop tools for reviewing safety and access in the physical and communication environments</b>											
Identify and review known tools		x		x							
Select tools to be used and adapted		x		x							
Hire consultant to assess BARCC space			Project Manager and BARCC	x							
Share lessons learned with collaboration to inform development of accessibility review tools			PM and BARCC		x						
Adapt tools to each collaborating agency		x			x						
Identify and recruit advisory team of consumers/survivors to be part of advisory team		x		x	x						
Vet tool through advisory team of consumers/survivors		x				x					
	Review Tools										

<b>Conduct reviews of collaborating organizations</b>				Mar	Apr	May	June	July	Aug	Sept	Oct
Schedule reviews for each organization			Project Coordinator			x					
Conduct reviews at each organization			PC or PM. For access reviews, BCIL staff. For safety reviews BARCC staff or volunteers				x	x			
Bring results to collaboration for review and input		x						x	x		

Key Activities	Deliverable	Core Collaboration	Work Group/Identified Individual	Mar	Apr	May	June	July	Aug	Sept	Oct
<b>Develop barrier removal/safety enhancement plans for each agency</b>											
Determine priorities for each partner agency		x							x		
Conduct meetings with leadership for each agency to review priorities			Project Manager						x		
Reconcile team priorities with leadership priorities		x								x	
Write plan for each agency			Project Manager and/or Project Coordinator							x	
	Barrier Removal Plan										

<b>Initiative 2: Cultivate a policy environment within collaborating orgs that encourages safe disclosures, promotes access, and discourages abuse by staff and customers</b>											
		Who is Responsible?			Timeline						
Key Activities	Deliverable	Core Collaboration	Work Group/Identified Individual	Mar	Apr	May	June	July	Aug	Sept	Oct
<b>Develop Policy and Protocol Workgroups</b>											
Create job description for workgroup members		x		x							
Identify workgroup members		x		x							
Develop a workplan guide for workgroup members		x		x							
Provide orientation to workgroup members			PM	x							

<b>Develop Policy and Protocol for universal screening for accommodation needs</b>			Policy Workgroup	Mar	Apr	May	June	July	Aug	Sept	Oct
Review existing accommodations policies and protocols			x		x						
Obtain information about required agency policy formats, if any			x		x						
Enhance or develop policy as needed and draft in agency formats			x		x	x					
Obtain feedback from core collaboration			x				x				
Obtain agency leadership feedback and approval	Policy		x					x			
Enhance or develop protocols for agency policies			x						x		
Vet protocols through collaboration			x						x		
Obtain leadership approval	Protocol		x							x	
Make a plan for integration into each agency's communications and/or training	Plan		x								

<b>Review and enhance policy and protocol for RIDE drivers on the use of securements</b>			Securement Work Group	Mar	Apr	May	June	July	Aug	Sept	Oct
Review existing policy on the use of securements			x		x						
Obtain information about required agency policy formats, if any			x		x						
Enhance policy as needed and draft in agency format			x			x					
Obtain core collaboration feedback			x				x				
Obtain RIDE leadership feedback			x				x				
If needed, discuss policy at a public meeting with riders with disabilities			x				x				
Obtain approval of policy from RIDE leadership	Policy		x				x				
Enhance or develop protocols for agency policy			x					x			
Obtain feedback of protocols from core collaboration			x						x		
Obtain leadership feedback and approval of protocols	Protocol		x						x		
Make a plan for integration and promotion of policy	Plan		x						x		
Issue policy to vendors			RIDE leadership							x	



<b>Clarify mandatory reporting policy/protocol for BARCC, BCIL, Transit Police and the Ride</b>											
			Policy Work Group	Mar	Apr	May	June	July	Aug	Sept	Oct
Review existing mandated reporting policies and protocols			x			x					
Enhance or develop policy as needed and draft in agency format			x			x					
Obtain core collaboration feedback			x				x				
Obtain agency leadership feedback and approval.	Policy		x				x				
For MBTA RIDE, vet through legal department			x				x				
Enhance or develop protocols for each policy			x					x	x		
Obtain core collaboration feedback			x							x	
Obtain agency leadership feedback and approval	Protocol		x							x	
For MBTA RIDE, vet through legal department			x							x	
Make a plan for integration into each agency's training	Plan		x								x

<b>Clarify recourses for addressing customers who perpetrate on public transit</b>			Customer Accountability Workgroup	Mar	Apr	May	June	July	Aug	Sept	Oct
Determine what behaviors have resulted in suspension of riders (Ride vs. Fixed Route)			x				x				
Determine requirements for and limitations to suspending riders			x				x				
Develop memo on possible recourses for holding riders accountable in a fair way	Memo		x				x	x			
Obtain collaboration feedback on recourses			x						x		
Obtain MBTA leadership feedback and approval on recourses			x						x		
Obtain MBTA legal department approval on recourses			x						x		
Develop list of talking points for communicating different outcomes to drivers	Talking Points		x							x	
Integrate into subway and RIDE vendor systems			MBTA leadership								

<b>Initiative 3: Build the comfort and capacity of staff of all agencies to effectively respond to survivors with disabilities</b>											
		Who is Responsible?		Timeline							
Key Activities		Collaboration	Working Group/Individual	Mar	Apr	May	June	July	Aug	Sept	Oct
<b>Develop Training Development Workgroup</b>											
Create job description for workgroup members		x		x							
Identify workgroup members		x		x							
Develop a workplan guide for workgroup members		x		x							
Provide orientation to workgroup members			PM	x							
<b>Identify National Training Opportunities on working with Survivors with Disabilities</b>											
Research virtual training opportunities and send them out to staff			PM/PC	x	x	x	x	x	x	x	
Identify 2 to 3 in-person training opportunities and send a maximum of 12 people total.			PM/PC	x	x	x	x	x			

<b>Enhance trainings for staff of each org on working with survivor/victims with disabilities</b>			<b>Training Work Group</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>
Create inventory of training needs based on NA findings for each agency			PC	x							
Cross-reference training needs with existing trainings offered by collab			x		x						
Review existing trainings to determine what, if any, enhancements are needed			x		x	x					
Make recommendations for enhancements to existing trainings			x				x	x			
Obtain feedback on recommendations from core collaboration			x						x		
Obtain feedback and approval from agency training staff, if applicable			x						x		
Obtain feedback and approval from agency leadership										x	
Finalize changes to curricula/trainings	List of enhancements or training materials										

Enhance/develop staff appreciation, support and stress reduction				Mar	Apr	May	June	Jul	Aug	Sep	Oct
Identify initial sites of change within each organization (ie, organization-wide or just a department or individuals?)		x				x					
Discuss practical strategies for supporting staff at each organization		x							x	x	
Develop a short-term plan for each organization to pilot	Plans	x								x	

<b>Initiative 4: Develop resources for collaborating organizations/agencies re: referrals and communication</b>											
<b>Key Activities</b>		<b>Who is Responsible?</b>		<b>Timeline</b>							
<b>Enhance inter-agency knowledge, referral and coordination</b>		Collaboration	Work Group/Ind.	Mar	Apr	May	June	July	Aug	Sept	Oct
Review needs expressed in NA regarding inter-agency knowledge and coordination			PC			x					
Map collaboration's existing knowledge about programs, services and resources		x				x					
Identify three issues to discuss at meetings for collaboration learning and problem-solving		x				x					
Schedule meetings to invite relevant staff		x					x				
Invite staff to meetings		x					x	x	x		
Document what we learn through this process	TBD	x								x	

**Chart 2: Overview of Agency Commitments**

<b>Agency</b>	<b>Staff</b> (One staff can be chosen for multiple positions)	<b>Outcomes</b>
BARCC	<ul style="list-style-type: none"> <li>• Collaboration staff</li> <li>• Core Collaboration rep</li> <li>• Policy Workgroup rep</li> <li>• Consultant to Securement and Customer Accountability Workgroups</li> <li>• Training Workgroup rep</li> <li>• Safety review assessor</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of access based on barrier removal plan</li> <li>• Integration of mandated reporting and universal accommodation screening policies and protocols into new staff and volunteer trainings with yearly refreshers</li> <li>• Integration of enhanced trainings</li> <li>• Improved inter-agency referral and coordination</li> </ul>
BCIL	<ul style="list-style-type: none"> <li>• Core Collaboration rep</li> <li>• Policy Workgroup rep</li> <li>• Consultant to Securement and Customer Accountability Workgroups</li> <li>• Training Workgroup rep</li> <li>• Accessibility review assessor</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of safety based on safety enhancement plan</li> <li>• Integration of mandated reporting policy and protocol into new staff trainings with yearly refreshers</li> <li>• Integration of enhanced trainings</li> <li>• Integration of staff support and stress reduction practices (if prioritized by core collaboration)</li> </ul>

		<ul style="list-style-type: none"> <li>• Improved inter-agency referral and coordination</li> </ul>
Transit Police	<ul style="list-style-type: none"> <li>• Core Collaboration rep</li> <li>• Policy workgroup rep</li> <li>• Customer Accountability workgroup rep</li> <li>• Training workgroup rep</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of access based on barrier removal plan</li> <li>• Integration of mandated reporting and universal accommodation screening policies and protocols into roll call and/or in-service with refreshed at least every 3 years following policy update schedule</li> <li>• Integration of enhanced trainings</li> <li>• Integration of staff support and stress reduction practices (if prioritized by core collaboration)</li> <li>• Improved inter-agency referral and coordination</li> </ul>
MBTA	<ul style="list-style-type: none"> <li>• Core Collaboration rep</li> <li>• Policy workgroup rep</li> <li>• Securement policy workgroup members</li> <li>• Customer Accountability workgroup rep</li> <li>• Training workgroup rep</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of communication access based on barrier removal plan for subway and RIDE</li> <li>• Improvement of safety in assessed subway stations based on safety enhancement plan</li> <li>• Issuing of mandated reporting and</li> </ul>



		<p>securement policies and protocols to RIDE vendors and integration of these policies within RIDE vendor trainings. Provision to RIDE vendors of memo and talking points outlining possible recourses to customer behaviors</p> <ul style="list-style-type: none"><li>• Integration of memo and talking points of recourses to customer behaviors for subway</li><li>• Integration of enhanced subway trainings</li><li>• Integration of staff support and stress reduction practices (if prioritized by core collaboration)</li><li>• Improved inter-agency referral and coordination</li></ul>
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**Chart 3: Breakdown of Activities by Workgroup**

<b>Group</b>	<b>What they're working on</b>
Core Collaboration	<ul style="list-style-type: none"> <li>• Develop safety and access assessments and barrier removal/safety enhancement plans.</li> <li>• Recruit consumer/survivor advisory team</li> <li>• Review all policies and protocols enhanced/developed in implementation</li> <li>• Review all trainings enhanced in implementation</li> <li>• Develop structures for staff support, appreciation and stress reduction</li> <li>• Map organization resources and organize learning/discussion opportunities for staff at collaborating organizations</li> </ul>
Policy and Protocol Workgroup	<ul style="list-style-type: none"> <li>• Attend orientation</li> <li>• Review and enhance/develop policy and protocols on universal screening for accommodations for BARCC and Transit Police</li> <li>• Review and enhance/develop mandated reporting policy and protocols for BARCC, Transit Police, BCIL and the RIDE.</li> <li>• Develop plans to integrate training</li> </ul>

	<p>about these policies into existing agency training.</p>
RIDE Securements Workgroup	<ul style="list-style-type: none"> <li>• Attend orientation</li> <li>• Review and enhance policy and protocols on application of securements on the RIDE</li> <li>• Develop plans for training integration and promotion of these policies.</li> </ul>
MBTA Customer Accountability Workgroup	<ul style="list-style-type: none"> <li>• Attend orientation</li> <li>• Clarify recourses for addressing customers who offend on public transit</li> <li>• Develop talking points for communicating different outcomes to drivers/operators</li> </ul>
Training Workgroup	<ul style="list-style-type: none"> <li>• Attend orientation</li> <li>• Review and enhance existing trainings at organizations on working with survivor/victims with disabilities</li> </ul>
Project Manager	<ul style="list-style-type: none"> <li>• Develop orientation for workgroups and orient members of workgroup</li> <li>• Attend Core Collaboration, Workgroup, and Advisory Team meetings ensuring work aligns with agreed upon collaboration vision, mission, values and philosophies and providing linkage between the groups</li> <li>• Identify training opportunities for</li> </ul>

	<p>collaboration</p> <ul style="list-style-type: none"> <li>• Ensure completion of deliverables</li> <li>• Be the liaison with OVW and Vera</li> </ul>
Project Coordinator	<ul style="list-style-type: none"> <li>• Attend orientation</li> <li>• Attend Core Collaboration, some Workgroup, and Advisory Team meetings</li> <li>• Conduct safety and access assessments</li> <li>• Create inventory of training needs based on Needs Assessment</li> <li>• Create inventory of inter-agency knowledge and coordination needs based on Needs Assessment</li> <li>• Assist with development of deliverables</li> </ul>

**Chart 4: Core Collaboration Work by Month**

<b>Month</b>	<b>Activity</b>
March	<p>Access and Safety</p> <ul style="list-style-type: none"> <li>• Identify and review known tools</li> <li>• Select tools to be adapted</li> <li>• Recruit advisory team of consumers/survivors</li> <li>• Hire consultant to assess BARCC space</li> </ul> <p>Policy</p> <ul style="list-style-type: none"> <li>• Identify policy workgroup</li> <li>• Develop workplan for workgroup</li> </ul> <p>Training</p> <ul style="list-style-type: none"> <li>• Identify training development workgroup</li> <li>• Develop workplan for workgroup</li> </ul>
April	<p>Access and Safety</p> <ul style="list-style-type: none"> <li>• Share lessons learned from consultant</li> <li>• Adapt tools to each agency</li> <li>• Complete recruitment of advisory team</li> </ul>
May	<p>Access and Safety</p> <ul style="list-style-type: none"> <li>• Vet tools through advisory team</li> </ul> <p>Staff Care</p> <ul style="list-style-type: none"> <li>• Identify initial sites of change for each organization</li> </ul> <p>Inter-agency Coordination</p> <ul style="list-style-type: none"> <li>• Map collaborations existing knowledge of</li> </ul>

	<p>programs/services</p> <ul style="list-style-type: none"> <li>• Determine services/programs collaborating orgs want to know more about</li> </ul>
June	<p>Access and Safety</p> <ul style="list-style-type: none"> <li>• Complete access and safety tools</li> </ul> <p>Policy</p> <ul style="list-style-type: none"> <li>• Review universal accommodation policy</li> <li>• Review securement policy</li> <li>• Review mandated reporting policies</li> </ul> <p>Inter-Agency Coordination</p> <ul style="list-style-type: none"> <li>• Hold a meeting and invite staff</li> </ul>
July	<p>Access and Safety</p> <ul style="list-style-type: none"> <li>• Review results for access and safety reviews</li> </ul> <p>Policy</p> <ul style="list-style-type: none"> <li>• Review RIDE policy on securements</li> </ul> <p>Inter-Agency Coordination</p> <ul style="list-style-type: none"> <li>• Hold a meeting and invite staff</li> </ul>
August	<p>Access and Safety Review</p> <ul style="list-style-type: none"> <li>• Review results for access and safety reviews</li> <li>• Determine barrier removal/safety enhancement priorities for each agency</li> </ul>

	<p>Policy</p> <ul style="list-style-type: none"> <li>• Review protocols for securement policy</li> <li>• Review memo on recourses for customer accountability</li> </ul> <p>Training</p> <ul style="list-style-type: none"> <li>• Review training enhancements</li> </ul> <p>Staff Care</p> <ul style="list-style-type: none"> <li>• Discuss strategies for support, appreciation and stress reduction of staff</li> </ul> <p>Inter-Agency Coordination</p> <ul style="list-style-type: none"> <li>• Hold a meeting to invite staff</li> </ul>
<p>September</p>	<p>Access and Safety Review</p> <ul style="list-style-type: none"> <li>• Reconcile leadership and team priorities</li> </ul> <p>Policy</p> <ul style="list-style-type: none"> <li>• Review protocols for universal accommodation policy</li> <li>• Review protocols for mandated reporting policies</li> </ul> <p>Staff Care</p> <ul style="list-style-type: none"> <li>• Discuss strategies and develop a short-term plan for support, appreciation and stress reduction of staff</li> </ul> <p>Inter-agency Coordination</p> <ul style="list-style-type: none"> <li>• Document what was learned through the process</li> </ul>

## Key Long Term Initiatives

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There were many needs raised in the needs assessment both in regards to our collaboration and the general community. Based on these needs and our collaboration's vision and mission, the following are our key long-term initiatives:

1. **Replication:** We want the work done in our collaboration to inform the larger community of law enforcement, victim services, disability services, and transportation. Areas of replication include:
  - a. Our unique collaborative structure at the intersection of sexual violence and disability can be a model for other city's transportation systems.
  - b. Trainings developed can be replicated as technical assistance to other victim services, law enforcement, disability services, or victim services.
  - c. Tools and organizational strategies developed for staff safety and comfort will be available for replication.
  - d. Policies and protocols for reporting and investigation, referral accessibility
  - e. Service
  
2. **Accessibility:** We envision our collaborative work can result in a higher number of survivors with disabilities, including specific disabilities that may be focused on in the future, seeking sexual violence services.



- a. Develop specific safety, access, intervention and prevention initiatives focused on specific disabilities (e.g. cognitive, mental health), Deaf survivor/victims, and different survivor needs (e.g. acute vs. long term).
  - b. Engage the criminal justice system as a whole in this work.
3. **Outreach and Education and Training:** Share knowledge and resources with institutions, organizations, and the public about the intersection of sexual violence and disability.
- a. Leverage communication/outreach systems of collaborating members. This includes the public transportation capacity for messaging to the public about issues related to sexual violence against people with disabilities and including people with disabilities on BARCC's survivor's speaker's bureau.
  - b. Leverage training systems within collaborating organizations to increase awareness and accessibility among community and partner institutions and organizations including specific disability organizations, other victim

**4. Organizational Change and Culture:** Develop inter-agency structures to create environments supportive of staff.

- a. Developing organizational cultures that are open and supportive to staff who have disabilities and increasing representation of staff with disabilities at agencies.
- b. Developing organizational systems where staff support, appreciation and stress reduction are integrated into the professional structure of the agency in ways that fit into agency culture.

## Sustainability Plan

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Our collaborating agencies have a strong history of collaborating with each other to make change. In the needs assessment, leadership expressed a commitment to the collaboration and its work. In the long-term, we intend to sustain our collaboration in the following ways:

1. Seek existing mechanisms within our agencies. For example, in the Needs Assessment, it was noted that the MBTA Safety Department has been involved in some on-going collaborations and conduct regular safety audits on issues focused on in these collaborations (for example, on suicide).
2. Provide cross-training and explore opportunities to integrate cross-training into existing agency trainings.
3. Seek opportunities to partner in community-focused work. For example, providing co-training to community members.
4. Seek opportunities to partner in regards to applying for government funding and advocacy around government policy.
5. Continue coordination and cross-referrals.
6. Ensure that knowledge about the collaboration and its work continue at each organization. For example, if there is new leadership at the organization, ensuring they have knowledge about the collaboration.
7. Hold yearly meetings where collaboration members can provide updates to each other.

