

# **Shared Vision Sacramento**

## **Collaboration Charter**

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Office on Violence Against Women

Grant Program:

Training and Services to End Violence Against Women with Disabilities

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# Our Vision

Our vision is that people who are blind or low vision, living in the Greater Sacramento Region, who experience interpersonal and sexual violence can identify and access client-centered, educational and therapeutic resources. We strive to create a replicable model of collaborative services and educational tools that will emphasize increased safety and decreased trauma.

# Our Mission

The mission of *Shared Vision Sacramento* is to transform the member agencies' capacity to empower survivors of interpersonal and sexual violence who are blind or low vision in the Greater Sacramento Region by:

- creating comprehensive policies and procedures
- equipping staff with client-centered, trauma-informed training
- fostering an organizational culture of awareness and inclusion
- creating and utilizing accessible technology
- developing resources and educational tools that will be accessible from all points of entry

# Our Values

- 1. Dignity:** We believe that every individual has an intrinsic and irrevocable right to be treated with honor and respect. We recognize the dignity of the individuals we work with by upholding autonomy, respecting privacy (both physically and emotionally), utilizing person-first language, removing access barriers, and implementing client-centered, trauma-informed programs and services.
- 2. Respect:** We believe in placing value in, and showing appreciation for, diversity in opinions, needs, lifestyles, and ideas. We believe in the active inclusion of survivors who are blind or low vision in the conception, implementation, and evaluation of programs designed to end interpersonal and sexual violence.
- 3. Autonomy:** We believe that every individual has the right to govern their own thoughts and actions and make independent, informed, and un-coerced decisions that best suit their needs.
- 4. Empowerment:** We believe that every individual has the right to access knowledge, resources, options, and education to take action and make choices that best reflect their needs and preferences. As service providers, our role is to partner with individuals to tailor resources and support to their unique desired outcomes, and reduce barriers that may limit a person's ability to act freely and of their own volition.
- 5. Safety:** We believe that every individual deserves to live in an environment that is satisfying, accessible, appropriate, and safe. We respect each individual's right to determine what a safe environment looks and feels like to them.

# Our Assumptions

1. Everyone has the right to live a life free of violence and abuse.
2. Everyone has the right to discover, develop, and achieve their full potential.
3. Survivors of interpersonal and sexual violence are the experts on their own lives and experiences.
4. Everyone has the right to make choices that best reflect their individual needs and preferences.
5. Interpersonal and sexual violence are *never the fault of the survivor*.
6. Interpersonal and sexual violence happen in all communities, regardless of race, gender identity, religion, ability, or socioeconomic status.
7. There is no “right” way to respond or react to interpersonal and sexual violence.
8. Each survivor defines what “success” means to them. WEAVE and Society for the Blind are partners (not managers) on each individual’s journey to success.
9. We recognize that ableism can impede the self-determination of individuals who are blind or low vision, Deaf or hard of hearing, or who have physical disabilities.
10. We believe in using language that is respectful and appropriate for each client or survivor.

# Member Agencies

## WEAVE

WEAVE is the primary provider of services to victims of domestic violence and dating violence and the sole rape crisis center in Sacramento County. WEAVE provides 85% of the services to domestic violence victims in the County, and is responsible for providing 24/7 crisis intervention, advocacy, legal and prevention services as they relate to sexual assault. WEAVE serves more than 12,000 victims of domestic violence, dating violence, sexual assault, sex trafficking, and stalking each year through an array of services that includes crisis intervention, legal assistance, a 24/7 Support & Information line, individual and group counseling, 24/7 Sexual Assault Response Team, 24/7 Anti-trafficking Response Team, prevention education, and mobile advocacy programs in area hospitals, law enforcement, and social service agencies. WEAVE operates two confidential domestic violence shelters, six transitional housing units (four cottages and two apartments) with continuous onsite staff who provide voluntary counseling, case management, legal, charter school and play-care services for clients. Community members can also buy and donate recycled fashion through WEAVE's two retail stores: WEAVEWorks and TRUE. WEAVE holds the safety of survivors to be paramount in the design and delivery of all programs, and operates from a survivor-centered, trauma-informed perspective.

## Society for the Blind

Society for the Blind is Sacramento County's sole provider of training, assistance, and resources for blind and low-vision individuals. The agency's mission is to empower individuals living with low vision and blindness to discover, develop, and achieve their full potential. Programs and services focus on helping adults, youth, and seniors with low vision and blindness live as independently as possible by supporting them in building individual living and employment skills. Society for the Blind offers classes in orientation and mobility, independent living, braille literacy, and computers and assistive technology. In these classes, clients learn how to use non-visual and alternative techniques to travel safely and independently, navigate day-to-day tasks, and utilize contemporary computers,

assistive devices, and software programs. The agency also offers an onsite low-vision clinic and retail store. While Society for the Blind is headquartered in Sacramento County, the agency serves as the main rehabilitative teaching center for 26 counties in Northern California. Nearly 6,000 individuals participate in programs and services through classes at the teaching center, in-home training sessions, and community workshops.

## The Planning Team

### Beth Hassett, Chief Executive Officer of WEAVE, Inc.

As the CEO of WEAVE, Beth leads the charge to build a community that does not tolerate sexual assault, domestic violence, or sex trafficking. Beth is responsible for overseeing the agency's \$6.4 million budget that provides survivors in Sacramento County with safe shelter, transitional housing, therapeutic counseling, comprehensive crisis intervention and legal services, and school- and community-based prevention education. She is an active community volunteer, serving as the Vice Chair of the Sacramento First 5 and the Treasurer of the California Coalition Against Sexual Assault (CALCASA). Beth is also a member of the Board of Directors for several organizations -- Midtown Association, HomeAid Sacramento, Sacramento Theatre Company -- and the Community Advisory Board for KVIE Public Television. She is a frequent local, regional, and national presenter on topics of fundraising, marketing, non-profit management, and violence prevention and intervention. Beth's awards include the Ed Stout Memorial Award for Outstanding Victim Advocacy from the Congressional Victims' Rights Caucus (2016), the Valley Vision Community Leadership Award (2013), and the FBI Director's Community Leadership Award (2011). She was also a Sacramento Business Journal *Women Who Mean Business* honoree in 2012. Beth has two daughters and lives in Sacramento with her husband Kevin and pug Demetrius.

### Shari Roeseler, Executive Director of Society for the Blind

Shari Roeseler is a respected leader in the nonprofit sector. Prior to joining Society for the Blind, she served as Executive Director for St. Anthony Foundation, one of the largest non-profit social service agencies in San Francisco, with a staff of 130 and an annual budget of \$15 million. Shari served for nine years as the Vice President of Resource Development for the West Region of Mercy Housing, a

well-known national non-profit affordable housing organization. Roeseler has been committed to community service throughout her career. In 2006, she was selected to participate in a two-week international program at the United Nations in New York, focusing on women's economic development and HIV/AIDS education and services in developing countries. She has a B.A. in Social Work, Sociology, and Criminal Justice from the University of Wisconsin-Madison, and a Masters in Ethics/Bio-Ethics from Santa Clara University – Jesuit School of Theology. Shari has conducted numerous workshops on annual fundraising programs, board development, capital campaigns, proposal writing, and leadership development and ethics. She currently serves on the Board of Directors for Vision Serve Alliance, a national association of agencies serving people with vision loss, as well as Bread of Life Center and the UCD Health Community Advisory Board. Shari is an avid cyclist and also holds a second degree black belt in Kenpo Karate.

### **Molly Nugent, Program Manager for Shared Vision Sacramento**

Molly began as the *Shared Vision Sacramento* program manager in January of 2018. Prior to beginning this position, Molly served as a sexual assault advocate, long-term counselor, and Speakers Bureau member at the Santa Barbara Rape Crisis Center and a program adviser/coordinator for a large undergraduate department at UC Santa Barbara. During her time at UCSB, she worked in conjunction with the Disabled Students Program, and served on both the university's Trans Task Force and Eucalyptus Committee, working to improve the experiences of LGBTQIA+ students, staff, and faculty on campus. Molly holds a B.A. in History of Public Policy from UC Santa Barbara. She enjoys volunteering, dancing, and trail running with her indefatigable pup, Moki.



# Contributions and Commitments

The *Shared Vision Sacramento* Planning Team acknowledges that creating permanent organizational, attitudinal, and programmatic change within each agency requires both profound individual commitment and strong agency-wide buy-in. For this collaboration to be successful in building accessible, safe, and effective services for survivors who are blind or low vision, it is imperative that we devote the necessary time and resources to thoughtfully carry out our vision.

WEAVE and Society for the Blind have a history of partnership and collaboration in serving survivors of interpersonal and sexual violence who are blind or low vision. In 2015, WEAVE partnered on the *Navigating the Criminal Justice System* conference with Society for the Blind. In 2016, WEAVE secured one-year funding from the California Office of Emergency Services (CalOES), again in partnership with Society for the Blind, to support capacity assessments and investments to improve services for survivors with disabilities. By participating in the Office on Violence Against Women Training and Services to End Violence Against Women with Disabilities Grant Program, WEAVE and Society for the Blind will build upon this shared history to create sustainable, long-lasting systems change in both organizations.

WEAVE is serving as the “lead agency” for *Shared Vision Sacramento* and employs both the Agency Representative (CEO) and Program Manager. Other agency staff will also participate in planning activities as needed. WEAVE will oversee the financial management of the grant process, and will provide expertise on interpersonal and sexual violence-related services.

Society for the Blind employs the Agency Representative (Executive Director), and will serve as the liaison to the blind and low-vision community in the Greater Sacramento Region. Other agency staff from Society for the Blind will also participate in planning activities as needed.

**The Planning Team** recognizes the following shared commitments:

- We will dedicate time, effort, and agency resources to elevate our shared mission, vision, and values.
- We will produce accessible, inclusive content at every stage of the grant process.
- We will use person-first language in all communications.
- We will approach all tasks with a learning perspective.
- We will actively support internal and external relationships to promote sustainable, long-term systems change in both agencies.
- We will keep each other informed and provide timely responses and updates.
- We will give and show appreciation to all parties involved in the collaboration.
- We will emphasize self-reflection and growth, and will continuously address our own biases and assumptions relating to interpersonal and sexual violence and people who are blind or low vision.

**The Shared Vision Sacramento Program Manager** will lead the collaboration through the grant process by:

- facilitating collaborative meetings
- building and maintaining relationships with collaboration members, member agencies, and other key stakeholders
- ensuring the consistency of the collaboration's work with the grant program's goals
- drafting and editing deliverables and other key products (in accessible formats)
- preparing grant progress reports
- providing feedback to relevant community partners and agency staff
- serving as the liaison between Shared Vision Sacramento and the Vera Institute of Justice and Office on Violence Against Women
- attending all in-person meetings and webinars hosted by the Vera Institute of Justice and Office on Violence Against Women
- developing and maintaining proposal templates for each program

- completing the Performance Indicator Assessments every six months
- contributing to the Project Director listserv run by the Vera Institute of Justice
- attending monthly Project Director calls as scheduled by the Vera Institute of Justice
- managing the implementation of strategic plan initiatives
- representing the collaboration at local and national meetings, including technical assistance engagements
- ensuring accountability among member agencies and individual partners for accomplishing grant program goals
- committing to address the collaboration's sustainability once grant funds are no longer available

The Agency Representative (WEAVE) will participate in collaborative activities by:

- sharing expertise on domestic violence, sexual assault, sex trafficking, stalking, and survivor-centered services
- examining WEAVE's internal policies and protocols relating to the safety of survivors who are blind or low vision
- attending weekly two-hour collaborative meetings
- engaging in four hours of additional program work (monthly) outside of weekly collaborative meetings
- serving as the Program Manager's supervisor
- providing oversight on biannual grant progress reports and financial accounting, as well as Conference Request Forms and any other TA-related administrative requests
- attending collaborative meetings (including site visits with the Vera Institute of Justice and Office on Violence Against Women)
- garnering agency-wide buy-in
- providing feedback on collaborative content
- delegating to agency staff (outside of Planning Team) when their involvement is beneficial to the grant process
- serving as the lead communicator with WEAVE's Board of Directors

- serving as the primary public spokesperson for WEAVE, utilizing the collaboration's shared talking points and deferring to the Agency Representative from Society for the Blind when appropriate in media relations (see Communication Plan)
- formulating the collaboration's strategic plan with long-term sustainability in mind
- providing physical space at WEAVE for collaborative meetings
- committing to addressing the collaboration's sustainability once grant funds are no longer available

The Agency Representative (Society for the Blind) will participate in collaborative activities by:

- serving as the liaison to the blind and low-vision community in the Greater Sacramento Region
- bringing field-specific expertise and knowledge to the collaboration
- examining Society for the Blind's internal policies and protocols for addressing interpersonal and sexual violence
- attending weekly two-hour collaborative meetings
- engaging in four hours of additional program work (monthly) outside of weekly collaborative meetings
- attending collaborative meetings (including site visits with the Vera Institute of Justice and Office on Violence Against Women)
- garnering agency-wide buy-in
- providing feedback on collaborative content
- delegating to agency staff (outside of the Planning Team) when their involvement is beneficial to the grant process
- serving as the lead communicator with Society for the Blind's Board of Directors
- serving as the primary public spokesperson for Society for the Blind, utilizing the collaboration's shared talking points and deferring to the Agency Representative from WEAVE when appropriate in media relations (see Communication Plan)
- formulating the collaboration's strategic plan with long-term sustainability in mind

- providing physical space at Society for the Blind for collaborative meetings
- committing to address the collaboration's sustainability once grant funds are no longer available

# Decision Making Process and Authority

*Shared Vision Sacramento* will adopt a consensus-based decision making model, in which we will seek support from all Planning Team members before moving forward on decisions affecting the collaboration. During decision-making discussions, all partners will be encouraged to participate openly and share knowledge, expertise, and organizational resources with collaboration members. To determine consensus, we will utilize a gradient system with the following numerical options:

- 5: Full endorsement
- 4: Agreement, with need for clarification
- 3: Neutral, but willing to move forward
- 2: Disagreement, more discussion is needed
- 1: Absolute veto

All partners will be asked to present a vote after a proposed idea is presented, and all votes will hold an equal weight in the decision-making process. If all partners vote with a “3” or higher on a proposed idea, we will consider this a consensus. If any partner presents a “2” or a “1”, we will seek to clarify lingering questions or misunderstandings. In the event that support cannot be obtained following this secondary discussion, the proposed idea will be tabled by the group. If conflict arises during the decision-making process, we will refer to our conflict resolution protocol.

Decision-making authority will be determined using the following categories:

## Collaborative Decisions

Collaborative Decisions will be voted upon by all members of the Planning Team using the consensus model outlined above. These include but are not limited to:

- Development of the mission, vision, values, and assumptions of the collaboration
- Long-rang planning for the direction of the collaboration

- Policy creation and implementation
- Approval of the final deliverable products before submission to the Vera Institute of Justice and Office on Violence Against Women
- Confirmation of the process for conducting needs assessments and focus groups
- Confirmation of strategic planning initiatives as identified through the needs assessment process and findings

### Administrative, Logistical, and Program Management Decisions

Administrative, Logistical, and Program Management Decisions will fall under the authority of the Shared Vision Sacramento Program Manager. These include but are not limited to:

- Coordinating collaborative meeting logistics (arranging calls, reserving locations, coordinating guest travel, sending calendar invitations, documenting meeting minutes)
- Ensuring the accessibility of meeting spaces and materials (in consultation with staff at Society for the Blind)
- Determining when to involve the Vera Institute of Justice and/or the Office on Violence Against Women in collaborative meetings
- Ensuring accountability among collaboration members to the agreed upon work process, tasks, and timeline (see Contributions & Commitments, Draft Work Plan)
- Maintaining engagement of collaboration member agencies throughout the grant process
- Scheduling deadlines (within the general deliverable timeline designed by the Office on Violence Against Women)
- Drafting, editing, and submitting all grant deliverables to the Vera Institute of Justice and Office on Violence Against Women (with the approval of Planning Team members)
- Writing biannual grant progress reports
- Attending monthly Project Director calls and contributing to the Project Director listserv
- Tracking deliverables for the collaboration's strategic plan
- Completing the biannual Performance Indicator Assessments

- Scheduling Needs Assessment interviews and focus groups
- Overseeing and managing the collaboration's implementation phase

### **Lead Agency Decisions**

Lead Agency Decisions will fall under the authority of WEAVE. These include but are not limited to:

- Grant spending and budget modifications
- Establishing and authorizing Memorandums of Understanding (MOUs)
- Interviewing, hiring, and supervising of the SVS Program Manager
- Complying with grant administrative requests (Conference Request Forms, Grant Adjustment Notices)
- Engaging in Technical Assistance events
- Financial planning and resource purchasing

### **Agency Representative Decisions**

Agency Representative Decisions will fall under the authority of the CEO of WEAVE and the Executive Director of Society for the Blind. These include but are not limited to:

- Authorizing internal policy, operations, and budget changes at each agency
- Communicating with each agency's Board of Directors
- Approving final products and deliverables before submission to the Office on Violence Against Women

### **Board of Director Decisions**

Board of Director Decisions will fall under the authority of the agency oversight bodies at WEAVE and Society for the Blind. These include but are not limited to:

- Providing final approval on policy or procedural changes related to the mission or direction of the agency
- Providing final approval on overall agency budget



# Conflict Resolution Plan

All partners in the *Shared Vision Sacramento* collaboration are committed to the mission, vision, values, assumptions, and commitments summarized in this Collaboration Charter. We agree to approach all communication with respect, honesty, and sensitivity, and will be inclusive of survivors of interpersonal and sexual violence who are blind or low vision at every stage of the grant process.

If a concern arises, all partners agree to seek a resolution through respectful communication in our weekly grant planning meetings. We will use appropriate, empowering language, and will disagree with “ideas” and not “people”.

If conflict arises between agency staff members or community partners (outside of the Planning Team), concerns will be relayed to the Program Manager, who will make every attempt to seek a peaceful resolution, reporting concerns to the Agency Representatives (as Executive Directors) if their assistance is needed.

If a conflict arises concerning the Program Manager, the concerned party will communicate with the program manager’s supervisor (the Agency Representative from WEAVE).

If a conflict is unable to be resolved using the various methods detailed above, we will request assistance from our technical assistance provider at the Vera Institute of Justice. We will consult the Office on Violence Against Women for assistance only if all other conflict management methods have not produced a reasonable resolution.

# Confidentiality and Mandated Reporting

*Shared Vision Sacramento* believes that safe, ethical, and confidential communication is essential in upholding our five core values: dignity, autonomy, respect, empowerment, and safety. It is our responsibility to protect every survivor's right to choose how, and to whom, their experiences are shared.

## Survivor Confidentiality

Under California Evidence Codes 1035-1036.2 and 1037-1037.8, communication between a client and a domestic violence and/or sexual assault counselor is considered confidential communication. The evidence code defines a domestic violence and/or sexual assault counselor to be someone who is employed by an organization serving victims of domestic violence or sexual assault and either has a master's degree in counseling or a related field, or has completed at least 40 hours of specialized training in counseling domestic violence or sexual assault victims. All WEAVE staff members are required to participate in a 68 Hour peer-counseling training as a condition of employment. As a result, any and all WEAVE client communications, records, or information are considered confidential. Any employee of WEAVE who participates on the Planning Team or in any *Shared Vision Sacramento* collaborative meeting will not disclose any information about WEAVE clients unless voluntary written consent has been provided by the client. Information regarding WEAVE's safe house locations will also remain confidential.

Likewise, personal identifying Information about students, patients, or clients of Society for the Blind will not be shared or discussed in collaborative meetings without a voluntary release of information from the individual.

While members of the Planning Team will not be performing direct services through this collaboration, we recognize that our discussions (among the Planning Team and in any internal or external communications) may yield disclosures of personal experiences relating to interpersonal and sexual violence. Any disclosure that is received by a member of the collaboration will be held confidential, and will not be discussed outside of the collaborative meeting in which it is shared, except in cases of child, elder, or dependent adult abuse (as noted in the Mandated Reporting protocol below). In addition, any sensitive personal

information regarding members of the collaboration will not be discussed outside of the collaborative meeting in which it is shared, and will not be noted in any meeting records. Neither WEAVE nor Society for the Blind is considered a “public legislative body” under California’s Ralph M. Brown Act (Government Code sections 54950-54963), and is not required to release meeting records for public comment. All meeting records (agendas, minutes, summaries) will be created solely for members of the *Shared Vision Sacramento* collaboration and will not be released publicly.

Discussions may arise concerning the experiences of survivors of interpersonal and sexual violence who have disabilities. The names or any personal identifying information of survivors of interpersonal and sexual violence who have disabilities will NOT be shared (under any circumstances) during any collaborative meetings, or in any meeting records.

Any information that is collected during needs assessment surveys or focus groups will be considered confidential. Any data reports that result from the needs assessment survey will not contain any identifying information, and will not be linked in any way to individual participants. Once the raw data has been extracted from the reports, all needs assessment surveys and documents will be shredded. All needs assessment and focus group participants will be thoroughly informed of confidentiality protocol and mandatory reporting policies prior to participation.

### **Member Agency Confidentiality (WEAVE and Society for the Blind)**

As we formalize our collaboration, we will explore individual and organizational perspectives, engage in transparent assessments, and navigate our strengths and differences. While our discussions will remain courteous and professional, some sensitive information pertaining to member agencies may be revealed for the purpose of advancing our shared goal of agency-wide systems change. For example, information relating to agency funding and financial information will not be shared outside of the collaboration meetings, nor will it be noted in any records or meeting minutes. This same policy will apply for any communication regarding community partner agencies.

## Mandatory Reporting

Under the California Elder Abuse and Dependent Adult Civil Protections Act California law (WC Article 3 15630-15632), any mandated reporter who, in his or her professional capacity, observes or has knowledge of any incident that appears to be physical abuse, abandonment, isolation, financial abuse, or neglect, shall report the known or suspected instance of abuse by telephone or through a confidential internet reporting tool immediately or as soon as practically possible. A “dependent adult” is defined as any person between the ages of 18 and 64 who resides in this state and who has physical or mental limitations that restrict his or her ability to carry out normal activities to protect his or her rights, including, but not limited to, persons who have physical or developmental disabilities, or whose physical or mental abilities have diminished because of age (Article 2, 15610.23).

All three members of the Planning Team (the CEO of WEAVE, Executive Director of Society for the Blind, and the *Shared Vision Sacramento* Program Manager) are mandated reporters under this policy. As such, we will report all known or suspected reports of abuse as required by California law. At this time, all three members of the Planning Team do not qualify as a dependent adult under the definition provided in the above stated law (WC 15610.23). However, if at any time, additional employees from WEAVE or Society for the Blind are involved in discussions with the Planning Team, or if there is staff turnover among members of the Planning Team, we will disclose our status as mandated reporters, explain the Elder Abuse and Dependent Adult Civil Protections Act, and articulate our requirements under the law prior to participation. Likewise, all participants in needs assessment surveys and focus groups will be thoroughly informed of our confidentiality protocol and mandated reporting policies prior to participation.

*Shared Vision Sacramento* holds survivor autonomy as a guiding principle in our collaboration’s efforts to increase safety and decrease trauma. The Planning Team discussed in depth the reasons why mandated reporting may possibly result in adverse outcomes for survivors of interpersonal and sexual violence who are blind or low vision. For example, the client may have to cooperate with a lengthy, intrusive investigation into their personal life and choices, or may be re-victimized by the process and lose trust in service providers. It is our goal to increase transparency and mitigate any potential negative impact on survivors. By

communicating our status as mandated reporters in the individual's own language and at the earliest possible opportunity, survivors will control what information (if any) they wish to disclose. If a report is required, we will clearly explain what information will be shared, to whom it will be reported, and help the survivor create a safety plan (if he/she/they wishes to do so).

# Communications Plan

## Internal Communications

**Meetings:** During the Planning & Development Phase, the Planning Team will meet weekly on Mondays. If an alternate meeting time is suggested, all three members of the Planning Team must agree to the new schedule before the meeting time is confirmed. The length of the meetings will vary based on the weekly workload, but will be a minimum of two hours to encourage thoughtful participation. The last ten minutes of each meeting will be reserved for reviewing action items and next steps. The location of each weekly meeting will alternate between WEAVE and Society for the Blind to promote the immersion of agency representatives in and among both organizations. The Program Manager will be responsible for coordinating, scheduling, and facilitating all meetings. Members of the Planning Team agree to never cancel meetings for more than one week consecutively. The meeting schedule will be reevaluated every three months to accommodate quarterly schedule changes. The Program Manager will provide agendas ahead of each meeting, and electronic summaries after every meeting, check-in call, event, or webinar.

**Primary Communication Methods:** Our primary communication will be via email. Members of the Planning Team may also choose to communicate via telephone when the workload warrants deeper discussion outside of in-person meeting hours. Email will be used to coordinate meeting logistics, follow up on action items, and communicate about assignments.

**Accessible Communication:** All editable documents will be created in Microsoft Word Format, with black text on a white background, in 12-point size, Calibri font. If attachments are used in email communication, all attachments must be formatted in Microsoft Word. An electronic copy of meeting agendas and materials will be sent in advance. The Program Manager will work with Society for the Blind to ensure that all program materials and communications are accessible and appropriate.

**Editing Documents:** If editing is required on a document, the Program Manager will send the document first to the CEO of WEAVE (as lead agency), and then to the Executive Director of Society for the Blind, unless otherwise requested. The

Program Manager will provide due dates (noted in email subject line), and will give at least 48 hours lead time for edits and responses from agency representatives.

Communication among agency staff and board (outside of the Planning Team): Discussions between agency staff and board members at both agencies will be considered internal communication. Detailed information about the grant program will be contained within the Planning Team during the planning & development phase of the grant process, except when agency staff members are brought in to assist with portions of the planning process. If information needs to be distributed within the agency, the Planning Team agrees to communicate first with agency leadership. The agency representatives may relay general information about the grant process to board members.

## External Communications

The Vera Institute of Justice - Center on Victimization and Safety: The Program Manager will be the main point of contact with our Technical Assistance Provider, the Vera Institute of Justice. We will communicate with the Vera Institute of Justice for consultation and technical assistance relating to our grant deliverables and program goals. The Planning Team agrees to provide at least 72 hours lead time for edits and responses from Vera Institute of Justice staff.

Office on Violence Against Women (OVW): The Program Manager will be the main point of contact with the Office on Violence Against Women staff. We will communicate with Office on Violence Against Women staff to request approval for specific grant activities and submit deliverables.

Media/Community Audiences: The Planning Team acknowledges that our communication with the media may vary depending on the source or scenario. At WEAVE, all media requests are screened by the Chief Development and Marketing Officer. As the respective Executive Directors of WEAVE and Society for the Blind, both Beth Hassett and Shari Roeseler will serve as the public spokespersons for media communications regarding grant-related activities. WEAVE has a comprehensive procedure in place to ensure the safety of survivors in media communications. Neither WEAVE nor Society for the Blind will publicly confirm nor deny if a survivor is receiving services at either agency.

The Planning Team created media plans for the following potential scenarios:

- **Planned press releases/joint statement or event:** If *Shared Vision Sacramento* wishes to release a joint press release or statement about our collaboration, the Planning Team will convene to discuss the goals, intentions, and desired outcome of the specific message. We will consult with the development/media teams at both agencies to ensure appropriate messaging.
- **Conversations with donors or community members:** The Planning Team will create general talking points about the collaboration, WEAVE, and Society for the Blind to share in conversation (either casual or formal) with donors or community members. These talking points will likely evolve as we move through the planning and development phase of the grant process. We will continue to consult and revise these talking points in consultation with the Chief Development and Marketing Officer at WEAVE.
- **Incident-Specific Media Requests:** In the event that a reporter/media source contacts WEAVE or Society for the Blind to comment on a specific incident that occurred in the community (i.e. one that may involve a survivor of interpersonal and sexual violence who is blind or low vision), the Planning Team will convene (via phone or email if an in-person meeting is not feasible) to discuss a proper response or determine if a response is not necessary. We will communicate with WEAVE's Chief Development and Marketing Officer to ensure appropriate messaging.



# Planning and Development

## Draft Work Plan

| Timeframe     | Activity   |
|---------------|--|
| October 2017  | Accepted and signed OVW Grant Contract   |
| November 2017 | Agency Representatives attended New Grantee Orientation  |
| December 2017 | WEAVE hired Program Manager  |
| January 2018  | Program Manager began at WEAVE<br><br>Program Manager Introduced to Technical Assistance Provider at the Vera Institute of Justice |
| February 2018 | Named Collaboration <i>Shared Vision Sacramento</i><br><br>Conducted first Site Visit with the Vera Institute of Justice           |
| March 2018    | Drafted Mission/Vision/Values/Assumptions<br><br>Completed Performance Indicator System  |
| April 2018    | Completed remaining portions of Collaboration Charter  |
| May-June 2018 | Approval of Charter by OVW<br><br>Begin work on Focus Memo, Needs Assessment Plan  |

|                              |  |
|------------------------------|--|
| June-July 2018               | Continue planning Needs Assessment   |
| August-September 2018        | Approval of Needs Assessment plan by OVW   |
| October-November 2018        | Write Needs Assessment Findings Report<br><br>Submit Needs Assessment Findings Report to OVW |
| December 2018                | Approval of Needs Assessment Findings Report by OVW  |
| November 2018-January 2019   | Create Strategic Plan  |
| February 2019                | Approval of Strategic Plan by OVW  |
| February 2019-September 2020 | Implementation of Strategic Plan initiatives   |

# Glossary of Terms

## Ableism

A form of prejudicial and discriminatory behavior against individuals with disabilities. Ableism is often asserted through the creation of harmful stereotypes, denial of accessibility, institutionalized discrimination, and violence against individuals with disabilities, among other things.

## Abuse

Actions taken by an individual or institution(s) intended to inflict harm (with or without physical contact) for the purpose of gaining and maintaining power and control. We recognize that “power” and “control” are the common threads that link different types of abuses (i.e. domestic violence, sexual abuse, emotional abuse, financial abuse, technological abuse, and spiritual abuse, among others) and seek, through prevention education, to minimize the occurrence of this behavior.

## Accessibility

Accessibility refers to the capacity of an environment to support an individual’s right to move, access, communicate, and participate in a manner that is comfortable, safe, and appropriate.

## Advocate

The term can be applied broadly to any person who acts in support of and seeks to uphold the rights of another individual. At WEAVE, there are specific staff members with “advocate” in their title: Commercial Sexually Exploited Children (CSEC) advocate, Support-Line Advocate, Financial Empowerment Advocate, Prison Rape Elimination Act (PREA) Advocate, among others. We will use this term both in the broad sense (i.e. an advocate for the rights of others) and more specifically to reference particular positions at WEAVE.

## Assistive Devices/Technology

Any item, device, or piece of technology that is used to assist an individual in the performance of a particular task.

## Braille

A tactile system of communication in which characters are represented by raised dots that can be identified by fingertips.

## Caregiver

A person (paid or unpaid) who provides assistance with daily living activities for another individual or group of individuals.

## Caregiver Abuse/Violence

Caregiver abuse/violence is a pattern of abusive behavior that is used by a caregiver to exercise power or control over the person or people in their care. This behavior can manifest as physical abuse, sexual abuse, emotional abuse, financial abuse, technological abuse, or spiritual abuse. Caregiver abuse includes, but is not limited to, withholding or dispensing incorrect medication, refusing to provide assistance, controlling access to or destroying assistive devices, isolating the person from friends, family, or healthcare providers, or ignoring dietary restrictions.

## Consent

Consent means to agree, approve, or permit an action or behavior. It is legally impossible to give consent for sexual activity if an individual is intoxicated, unconscious, or underage. Consent must be given each time a sexual act occurs, no matter how many times an individual has consented before or if an individual changes their mind.

## Crisis Intervention

Crisis intervention aims to help survivors resolve their immediate crisis, regain or develop healthy coping skills, and access necessary and available resources to meet their crisis.

## Disability

The World Health Organization's definition of disability is in line with Shared Vision Sacramento's mission, vision, values, and assumptions. Disability occurs when the interaction between an individual and the society in which he/she/they live results in the perception of a limitation. The concept of disability originates from society, not the individual. It is society that must remove barriers and make accommodations for the individual in all environments, and not the individual who needs to conform to society's expectations.

## Domestic Violence

Domestic violence is a pattern of behavior where an intimate partner uses intimidation, threats of or actual violence in order to maintain power and control in their relationship. It can also be referred to as domestic abuse, intimate partner violence, or battering.

## Emotional Abuse

Emotional abuse, often referred to as psychological abuse, is any act that belittles, devalues, or invalidates a person's identity or self-worth. This often includes, but is not limited to, humiliating, manipulating, intimidating, isolating, blaming, or infantilizing.

## Financial Abuse

Financial abuse is the intentional act of controlling a person's access to economic resources, often forcing the victim to become financially dependent upon the abuser. Financial abuse includes, but is not limited to, denying access to money, causing someone to get fired or evicted, ruining credit, spending excessively, destroying property, forcing or forbidding work, stealing, or making a person "earn" their money (i.e. sex trafficking).

## Institutionalized or Systemic Discrimination

Institutionalized or system discrimination is prejudicial and discriminatory mistreatment of an individual or group of individuals that is incorporated into the structures, policies, procedures, and social customs of society and its institutions.

## Light Perception and Light Projection

These terms describe the ability to perceive the difference between light and dark, or daylight and nighttime. A person can have severely reduced vision and still be able to determine the difference between light and dark, or the general source and direction of a light. The stereotypical assumption – that people who are blind or have low vision live in a type of "blackness" that sighted people see when they close their eyes – is generally not accurate. Although every person sees differently, including persons with low vision, an individual who has light perception/projection can perceive the presence or absence of light. Some people describe light perception as knowing when a room light is on or off, or being able to walk toward a lighted lamp on a table in an otherwise darkened room.

## Low Vision vs. Legal Blindness

Legal blindness is a definition used by the United States Government to determine eligibility for vocational training, rehabilitation, schooling, disability benefits, low vision devices, and tax exemption programs. It's not a *functional low vision definition* and doesn't say very much at all about what a person can and cannot see.

- Part 1 of the U.S. definition of legal blindness states this about *visual acuity*: A visual acuity of 20/200 or less in the better-seeing eye with best conventional correction (meaning with regular glasses or contact lenses). This is a 20/200 visual acuity measurement, correlated with the Snellen Eye Chart: If a person can only read line 1 (the big "E") from 20 feet away while wearing regular glasses or contact lenses, the doctor records his/her/their vision (or visual acuity) as 20/200 with best correction.
- Part 2 of the U.S. definition of legal blindness states this about *visual field*: a visual field (the total area an individual can see without moving the eyes from side to side) of 20 degrees or less (also called tunnel vision) in the better-seeing eye.

- In 2007, the Social Security Administration updated the criteria for measuring legal blindness when using newer low vision test charts with lines that can measure visual acuity between 20/100 and 20/200. Under the new criteria, if a person's visual acuity is measured with one of the newer charts, and they cannot read any of the letters on the 20/100 line, they will qualify as legally blind, based on a visual acuity of 20/200 or less.

## A Functional Definition of Low Vision

Not all eye care professionals agree with an exclusively numerical (or visual acuity) description of low vision. Here's another — more functional — definition of low vision:

- Low vision is uncorrectable vision loss that interferes with daily activities. It is better defined in terms of function, rather than [numerical] test results. In other words, low vision is "not enough vision to do whatever it is one needs to do," which can vary from person to person. Most eye care professionals prefer to use the term "low vision" to describe permanently reduced vision that cannot be corrected with regular glasses, contact lenses, medicine, or surgery.

## Person-first language

Person-first language respectfully presents individuals before their disabilities. The intention behind using person-first language is to shift away from language that references individuals only in terms of their disability, and highlight the personhood of each individual. However, we recognize that some individuals with disabilities have their own preference for how their disability is discussed. While we will generally use person-first language in our communications, we will observe, listen, ask (when appropriate), and respect an individual's preference for how they be addressed.

## Physical Abuse

Physical abuse is the intentional act of maintaining power and control by inflicting (or threatening to inflict) injury or pain upon another person's body. This includes, but is not limited to, grabbing, slapping, strangling, withholding medication or food, imprisoning or blocking, punching the wall, throwing objects, or putting

someone in a dangerous situation. Physical abuse can also include threatening or harming animals, including but not limited to: service animals, therapeutic animals, emotional support animals, and/or family pets.

## Rape Trauma Syndrome

The name given to the complex array of symptoms which may be experienced by survivors of rape or sexual assault. RTS is usually experienced in three nonlinear phases: (1) Acute, (2) Outward Adjustment, and (3) Resolution.

- The acute stage typically occurs within the first days or weeks of the assault or rape, but there is no specific duration or timeline during which symptoms may occur. Behaviors range from crying, laughter, numbness, denial, memory loss, sleep and eating disturbances, and difficulty concentrating, among others. The acute phase is often characterized by shock and disbelief, denial or minimization, confusion, and fear. Survivors in this phase are typically not ready to participate in counseling services.
- The outward adjustment phase may last for several months to years after the assault or rape. Survivors in this stage often appear to be going on with life as it was before. Symptoms range from depression, mood swings, suicidal ideation, loss of trust in oneself and others, isolation from friends/family/activities, anxiety or panic attacks, and feelings of helplessness, among others. Survivors may be motivated to come to counseling during this stage after experiencing a flashback or triggering event (i.e. anniversary, new relationship, among other things).
- The resolution stage is typically characterized by survivors integrating the experience into their lives. During this phase, survivors may have occasional flashbacks, depression, or anxiety, but they often feel more equipped to handle them. Though the assault or rape is never forgotten, symptoms from the acute and outward adjustment phases have been alleviated or, sometimes, eliminated.



## Safety Planning

A process in which advocates work with clients to create a personalized, feasible plan to reduce the risk of future harm. Safety planning involves thinking through possible risk factors or warning signs, considering options, and determining ways to stay safe.

## Sexual Assault/Abuse

Sexual assault/abuse is any unwanted sexual activity perpetrated against another person. Sexual abuse includes, but is not limited to, coercion, rape, contraceptive manipulation, forced pregnancy or abortion, and demanding or sending unwanted sexual pictures.

## Sex Trafficking

When a trafficker forces, tricks, or manipulates an individual into commercial sex. For anyone under 18, engaging in commercial sex (even without force or manipulation) is considered sex trafficking.

## Spiritual Abuse

Spiritual abuse is any act that belittles or damages a person's religious practices or sense of self. This type of abuse often includes, but is not limited to, denying access to religious or cultural practices, using religious beliefs to justify abuse, disallowing hobbies, mocking personal beliefs, refusing to allow self-care.

## Stalking

Stalking is a course of conduct directed at a specific person that would cause a reasonable person to feel fear or suffer emotional distress. This includes, but is not limited to, repeated and unwanted attention, harassing, threatening, following, and intimidation. Stalking may be committed in person or through technology (over the phone or via the internet).

## Technological Abuse

Technological abuse is any act that uses technology to intimidate, control, isolate, or harm another person. This includes, but is not limited to, controlling passwords and financial accounts, controlling social media or using social accounts to monitor behavior and location, GPS tracking, making threats to use social media against someone, cutting off or limiting electronic communication, or controlling access to or destroying assistive devices.

## Total Blindness

Total blindness is the complete lack of light perception and form perception, and is recorded as "NLP," an abbreviation for "no light perception." Few people today are totally without sight. In fact, 85% of all individuals with eye disorders have some remaining sight; approximately 15% are totally blind.

## Trauma-informed

A program, organization, or practice that is “trauma-informed” considers the unique personal stories, strengths, and needs of clients who have experienced trauma and oppression in their lives. A “trauma-informed” practice considers the impact of this trauma (such as interpersonal and sexual violence) and oppression (ableism, racism, sexism, and poverty, among others) in working with clients to create a healing environment that is safe, empowering, and client-driven.

## Visual Acuity and Low Vision

Visual acuity is a number that indicates the sharpness or clarity of vision. A visual acuity measurement of 20/70 means that a person with 20/70 vision who is 20 feet from an eye chart sees what a person with unimpaired (or 20/20) vision can see from 70 feet away.

20/70 can best be understood by examining a standard eye testing chart. In the United States, the Snellen Eye Chart is a test that ophthalmologists and optometrists use to measure a person's distance visual acuity. It contains rows of letters, numbers, or symbols printed in standardized graded sizes.

An eye doctor will ask a patient to read or identify each line or row at a fixed distance (usually 20 feet), although a 10-foot testing distance is also used. If the patient can read line 8 on the Snellen Eye Chart from 20 feet away while wearing regular glasses or contact lenses, the doctor records his/her/their vision (or visual acuity) as 20/20 with best correction.

If the smallest print the patient can read is line 3 on the Snellen Eye Chart from 20 feet away while wearing regular glasses or contact lenses, the doctor records his/her/their vision (or visual acuity) as 20/70 with best correction.

## Visual Impairment

Much like low vision, there are many different definitions of visual impairment. "Visual impairment" is a general term that describes a wide range of visual function, from low vision through total blindness.

Here is an example of the variations in the term "visual impairment" or "visually impaired" from the World Health Organization Levels of Visual Impairment:

- Moderate Visual Impairment: Snellen visual acuity = 20/70 to 20/160
- Severe Visual Impairment: Snellen visual acuity = 20/200 to 20/400 OR visual field of 20 degrees or less
- Profound Visual Impairment: Snellen visual acuity = 20/500 to 20/1000 OR visual field of 10 degrees or less

Like the term "legal blindness," "visual impairment" is not a *functional definition* that tells us very much about what a person can and cannot see. It is a classification system, rather than a definition.

# Appendix A: Media Talking Points

## Collaboration Talking Points

- *Shared Vision Sacramento* is a multi-year collaboration between WEAVE and Society for the Blind designed to remove barriers and improve access to services for survivors of interpersonal and sexual violence who are blind or low vision.
- This collaboration is funded by the United States Department of Justice Office on Violence Against Women, specifically under the discretionary grant program titled “Training and Services to End Violence Against Women with Disabilities Grant Program”.
- The collaboration receives technical assistance from the Vera Institute of Justice – Center on Victimization and Safety.
- The funding for this grant was awarded in October 2017 and will continue through September 2020.
- The lead agency on this grant is WEAVE.
- The Greater Sacramento Region refers to the four county metropolitan area of El Dorado, Placer, Sacramento, and Yolo counties.
- *Shared Vision Sacramento’s* vision is that people who are blind or low vision in the Greater Sacramento Region, who experience interpersonal and sexual violence can identify and access client-centered, educational, and therapeutic resources.
- *Shared Vision Sacramento* strives to create a replicable model of collaborative services and educational tools that will emphasize increased safety and decreased trauma.
- *Shared Vision Sacramento’s* mission is as follows:
  - To transform the member agencies’ capacity to empower survivors of interpersonal and sexual violence who are blind or low vision
  - Create comprehensive policies and procedures
  - Equip staff with client-centered, trauma-informed training
  - Foster an organizational culture of awareness and inclusion
  - Create and utilize accessible technology

- Develop resources and educational tools that will be accessible from all points of entry
- The Planning Team for *Shared Vision Sacramento* includes the CEO of WEAVE (Beth Hassett), the Executive Director of Society for the Blind (Shari Roeseler), and the collaboration's Program Manager (Molly Nugent).
- It is a goal of the collaboration to create fundamental shifts in how each agency interacts with and supports survivors of interpersonal and sexual violence who are blind or low vision.
- The collaboration believes that survivors are the experts of their own lives and experiences. We are partners in each survivor's unique road to success.
- *Shared Vision Sacramento* believes in the active inclusion, engagement, and participation of those we seek to serve in the design and outcome of this collaboration.

## WEAVE Talking Points

- WEAVE is committed to the mission and vision of *Shared Vision Sacramento*.
- WEAVE's mission is to build a community that does not tolerate sexual assault, domestic violence, and sex trafficking, and provides survivors with the support they need to be safe and thrive.
- WEAVE's vision is a community free from violence and abuse.
- WEAVE was established in 1978.
- WEAVE is committed to breaking the cycle of violence by educating the community to better understand the issues of domestic violence, sexual assault, sex trafficking, and stalking.
- WEAVE holds the safety of survivors to be paramount in the design and delivery of programs, and operates from a client-centered, trauma-informed perspective.
- WEAVE is the primary provider of services to victims of domestic violence and dating violence in Sacramento County.
- WEAVE is the sole rape crisis center in Sacramento County.
- WEAVE is responsible for providing 24/7 crisis intervention, advocacy, legal, and prevention services as they relate to sexual assault.

- WEAVE serves more than 12,000 victims of domestic violence, dating, sexual assault, sex trafficking, and stalking each year.
- WEAVE offers the following services:
  - Two confidential domestic violence shelters
  - Four transitional housing cottages/ two apartments (1 is ADA accessible)
  - 24/7 Support and Information Line
  - Individual and group counseling
  - 24/7 Sexual Assault Response Team
  - 24/7 Anti-trafficking Response Team
  - Emergency transitional housing for survivors of sex trafficking
  - School and community-based prevention education
  - Mobile advocacy programs in area hospitals, law enforcement, and social service agencies
  - Case management
  - Legal services
  - Charter/play-care services

## Society for the Blind Talking Points

- Society for the Blind is committed to the mission and vision of *Shared Vision Sacramento*.
- Society for the Blind's mission is to empower individuals living with low vision and blindness to discover, develop, and achieve their full potential.
- Society for the Blind's programs focus on helping adults, youth, and seniors with low vision and blindness live as independently as possible by supporting them in building individual living and employment skills.
- Society for the Blind was established in 1954.
- Society for the Blind offers classes in the following areas:
  - Orientation and Mobility
  - Independent Living
  - Braille Literacy
  - Computers and Assistive Technology
- Society for the Blind offers an on-site low-vision clinic

- The low-vision clinic at Society for the Blind is one of the longest-running community-based eye clinics in the Sacramento Region
- Society for the Blind has an on-site retail store called NorthState Assistive Technology that sells braille products, calculators, canes and accessories, clocks, large print keyboards, fun and games, health aids, kitchen products, writing aids, video magnifiers, marking and labeling tools, sewing items, and personal organization tools, among other things.
- Society for the Blind is the main rehabilitative teaching center for 27 counties in Northern California
- Society for the Blind serves nearly 6,000 individuals through classes at the teaching center, in-home training sessions, and community workshops

# Appendix B:

## Program Manager Job Description

**Position:** OVW Disabilities- Program Manager

**Reports to:** Chief Executive Officer

**FLSA Status:** Full-Time, Exempt

**Revision Date:** December 2017

WC Code 8742

### Job Summary

Under the general direction of the Chief Executive Officer, the Project Manager serves as dedicated staff to a multi-year collaboration between WEAVE and The Society for the Blind designed to remove barriers and improve access to services for victims of domestic violence, sexual assault and stalking who are blind or low vision. The Project Manager is charged with moving the collaboration through the planning and development, and implementation phases of the project and will lead the multi-disciplinary team in developing key deliverables and implementing performance indicators. In addition, the Project Manager will serve as the primary contact with other OVW Disabilities funded projects, OVW program staff and technical assistance providers and will establish and maintain written and verbal documentation of the process and the project.

### Responsibilities

- Leading collaboration through the planning and development phase by:
  - Scheduling meetings, conference calls, deadlines, and agendas
  - Facilitating collaboration meetings
  - Documenting decisions regarding planning and development deliverables.
  - Building upon knowledge about the grant and the intersection of violence and disabilities
- Building and maintaining relationships with collaborative partners



- Ensuring the creation, submission and approval of five key deliverables
- Overseeing and managing the implementation phase of the project
- Drafting and editing deliverables based on the outcomes and decisions of the collaboration
- Preparing grant and progress reports by
  - Working with data management staff to ensure the timely entry of data by program staff and retrieving and analyzing reports
  - Collecting narrative reports and anecdotal information from program staff 2
  - Writing, reviewing, and submitting reports in a timely manner
- Providing feedback on grant progress to program managers and staff
- Serving as liaison to the Vera Institute of Justice and the Office of Violence Against Women
- Assist program staff with questions regarding the Office on Violence Against Women Disabilities grant
- Attend department meetings and trainings as they relate to job duties
- Attend meetings and trainings upon grantors' request.
- Develop and maintain proposal templates for each program
- Other duties, as assigned

### ADA Job Characteristics

Work environment is primarily in a busy office setting. Local travel (driving) may be required to meet, coordinate, and/or collaborate information with external sources. Lift and carry 25 lbs., extend both arms above the head and/or reach below the waist; stoop, squat, crawl, bend the back to open lower-level filing drawers, or to retrieve stored items; climb a ladder to retrieve items from shelves; climb stairs or use an elevator. Sit frequently and/or or stand when filing, copying, etc. Use fine manipulation (hands and wrist) to operate a keyboard, write reports, take notes; utilize desk calculator, file and copy documents. Corrected vision to normal range. Speak in normal vocal tone and range, and communicate clearly and concisely to others. Apply above average reasoning and detail as required in the accomplishment of job duties.

## Minimum Requirements

- Bachelor's degree in Business or Public Administration, or related field and at least two years' experience in either the disability or violence against women fields.
- Excellent project management and facilitation skills
- Superb written communication skills and good analytical ability
- Skilled collaborator and communicator
- Experience in planning, implementing and evaluating programs for compliance
- Advanced computer skills in MS Excel, Word, PowerPoint, Office and Outlook. Type 45-50 wpm with accuracy.
- Strong organization skills.
- Must be diplomatic
- Passion for planning and coordinating
- Can balance the process and the outcome 3
- Provide copy of valid California driver license, have reliable transportation, and submit current proof of vehicle insurance.
- Satisfactory completion of WEAVE's 68-peer counselor training program.