**Shared Vision Sacramento**

Strategic Plan

July 2019

United States Department of Justice

Office on Violence Against Women

Grant Program:

Training and Services to End Violence Against Women with Disabilities

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# **Introduction and Overview**

## **Overview of Collaboration and its Goals**

Shared Vision Sacramento is a formal collaboration between WEAVE and Society for the Blind in the Greater Sacramento Region of California. This collaboration is funded by the Office on Violence Against Women – 2017 Training and Services to End Violence Against Women with Disabilities Grant Program. The purpose of this collaboration is to increase access to services at both agencies for survivors of interpersonal and sexual violence who are blind or low vision.

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 who seek services from state-recognized domestic violence agencies 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 therapeutic counseling, Sexual Assault Response Team, Anti-trafficking Response Team, school and community based prevention education, and mobile advocacy programs in area hospitals, law enforcement, and social service agencies. WEAVE operates two confidential shelters for survivors of domestic violence and sex trafficking, six transitional housing units with two additional units under construction (October completion) with available voluntary services including counseling, case management, legal, charter school and a children’s program. Survivors of sex trafficking receive housing assistance through a scattered housing model, as well. WEAVE operates three thrift stores with donated inventory, which provide free clothing and merchandise to clients and raise funds for WEAVE’s programs. 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 is the Greater Sacramento Region’s sole provider of training, assistance, and resources for people who are blind or low vision. The agency’s mission is to empower individuals living with low vision or 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 independent living skills and employment opportunities. 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 Shared Vision Sacramento planning team is comprised of Molly Nugent (Shared Vision Sacramento Program Manager), Beth Hassett (WEAVE CEO), and Shari Roeseler (Society for the Blind Executive Director). With technical assistance from the Vera Institute of Justice Center on Victimization and Safety, the planning team has thus far completed four deliverables during the planning and development phase of this grant program: The Collaboration Charter, Focus Memorandum, Needs Assessment Plan, and a Needs Assessment Findings Report.

### **Vision Statement**

Shared Vision Sacramento’s 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.

### **Mission Statement**

Our missionis 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,
* and developing resources and educational tools that will be accessible from all points of entry.

## **Description of Planning Process**

The Shared Vision Sacramento team is on track to complete five deliverables as part of the planning and development portion of the Office on Violence Against Women grant process. In early May of 2018, we completed our first deliverable – the Collaboration Charter – that outlines our guiding principles, communication strategies, and decision-making protocol. With guidance from our technical assistance providers at the Vera Institute of Justice – Center on Victimization and Safety, we engaged in many dynamic conversations about our personal commitments, the histories of the interpersonal violence and disability justice movements, and our agencies’ core values. It was out of these conversations that our collaboration’s mission and vision were born. In late June, the planning team submitted a Focus Memorandum, identifying our focus population and our capacity for sustainable systems change.

During the following summer months (July-September 2018), the Shared Vision Sacramento planning team developed a Needs Assessment Plan, describing our strategies for collecting data from our clients and agency staff members. We identified the key goals for our Needs Assessment, and mapped out the details for each data collection method. This included drafting scripts for focus group facilitators, designing accessible electronic surveys, and creating tools for gathering key quotes and themes from each listening session.

## **Needs Assessment Overview**

### **Brief Review of Methodology**

Once OVW approved our plan, we began implementing the Needs Assessment by training agency staff members at WEAVE and Society for the Blind to recruit clients for listening sessions. We hired an experienced facilitator, Ellen Schaefer of Group Works, to conduct the client listening sessions, and educated her on the guidelines and parameters of our project. The Shared Vision Sacramento Program Manager also recruited staff to participate in employee listening sessions. In November and December, we conducted eight client listening sessions (4 at WEAVE and 4 at Society for the Blind), and eight employee listening sessions (5 at WEAVE and 3 at Society for the Blind). We also sent out an accessible electronic survey to students at Society for the Blind in early January 2019. In total, we gathered data from around 90 participants.

In January 2019, the Shared Vision Sacramento planning team compiled and analyzed the aggregate data together. After evaluating key themes, standout quotes, and organizational implications, our team condensed the material into nine key findings, listed below. These results were assembled into a Needs Assessment Findings Report, which we submitted to the Office on Violence Against Women for review in March 2019. We received approval in April 2019.

### **Summary of Key Findings**

Below is a list of the nine key findings from the Shared Vision Sacramento Needs Assessment.

* **Key Finding 1:** Services that are empowering, client-centered, and respectful create a positive and healthy environment for clients and staff at both partner agencies.
* **Key Finding 2:** There are safety and access barriers at both agencies for individuals who are blind or low vision who have experienced interpersonal or sexual violence.
* **Key Finding 3:** There is a general lack of knowledge, empowerment, preparedness, and consistency among staff in providing needed accommodations at WEAVE.
* **Key Finding 4:** Staff at Society for the Blind are not clear what their role is in identifying and providing support for people experiencing interpersonal and sexual violence.
* **Key Finding 5:** There remains high concern and fear about information sharing among survivors of interpersonal and sexual violence.
* **Key Finding 6:** There is a general lack of comfort among staff at both agencies around providing support for survivors who are blind or low vision.
* **Key Finding 7:** Transportation is a significant barrier to accessing services at both agencies.
* **Key Finding 8:** There is a general lack of awareness among staff about the resources and services provided by each partner agency, which could impact safe and empowered decision-making by clients.
* **Key Finding 9:** The embedded advocacy model of service provision shows promise but it presents barriers to implementing long-term, sustainable changes at both agencies.

## **Overview of Strategic Planning Process**

Once the Office on Violence Against Women approved our Needs Assessment Findings Report, the Shared Vision Sacramento program manager began conducting meetings with staff (at all levels) of both WEAVE and Society for the Blind to share the results of our Needs Assessment. Our goal was to increase buy-in among staff and spread the word about the upcoming strategic planning process, in which many of our staff will be involved.

In May 2019, our technical assistance provider from the Vera Institute of Justice, Jannette Brickman, conducted a site visit in Sacramento to help us conceptualize our nine key findings. After a year of exploring ideas and initiatives, we utilized our findings to develop three short-term initiatives, and three long-term initiatives. For each initiative, we listed accompanying action steps and objectives, and plan to identify workgroups (comprised of staff at both agencies) to carry out each deliverable. We listed and described these initiatives below.

# **Initiative 1: Promote physical access and enhance safety at Shared Vision Sacramento agencies.**

This initiative was born out of Key Findings 2, 5, 6, and 9, which address safety and access barriers, lack of staff comfort (at both agencies) in serving survivors who are blind or low vision, survivors’ high concern around information sharing, and the limits of the embedded advocacy model. The main goals of this initiative are identifying specific safety and accessibility improvements at both agencies, enhancing our communication to clients who are blind or low vision, and increasing staff knowledge of accessible technology.

## **Objective 1.1:**

Our first objective is to conduct official Safety and Access Reviews at both WEAVE and Society for the Blind. To accomplish this, we will establish workgroups comprised of mixed-level staff from both agencies. These workgroups will review existing tools (created and utilized by other OVW grantees) to assess *both* safety and accessibility issues and barriers at each agency. Based on the specific policies and issues identified in these reviews, we will develop a barrier removal plan with accompanying action items. We expect that this plan will affect the direction of our remaining initiatives and objectives, so we chose to begin the implementation phase with this project.

## **Objective 1.2:**

Although WEAVE has purchased several assistive technology items in the past, our needs assessment revealed that staff generally do not know where these items are located or how to use them. We designed our second objective to address this issue. We will designate a WEAVE staff member to create an inventory of our accessible technology and identify the appropriate locations to house each item. This staff member will also test each item monthly to make sure there are no functional issues. If an issue arises with any of WEAVE’s technology, we will consult with a staff member at Society for the Blind for assistance. In addition, we will conduct an annual review on how to use each assistive technology item with all staff at WEAVE. To ensure that this process carries forward after our grant period ends, we will rewrite the identified staff member’s job description to include these responsibilities. We will begin implementing this objective as soon as our Strategic Plan is approved. This objective is not dependent on any other Activity and can occur simultaneously with other objectives.

## **Objective 1.3:**

Our third objective is to create an operational or practice guide that helps staff logistically and safely navigate serving survivors who are blind or low vision. The guide will be available in accessible formats and will address the unique services at WEAVE and Society for the Blind. For example, staff at Society for the Blind can utilize the guide to help develop a safety plan, navigate services, and locate resources for students who disclose their experiences with violence. Although Society for the Blind staff have the option to contact WEAVE for assistance, this guide will be a resource to empower staff to address disclosures in the immediate moment, before longer services can be arranged. At WEAVE, the guide will serve as a resource for advocates, counselors, and front-line staff for navigating services with survivors who are blind or low vision. The guide will also explain the inventory of accessible technology listed in Objective 2.

To accomplish this goal, we will first assemble a workgroup with staff from both WEAVE and Society for the Blind. This workgroup will identify the steps for working with survivors at both agencies, and draft the guide in an accessible format. The workgroup will also adjust the job descriptions of Society for the Blind to include the identified tasks and responsibilities listed in the guide. In addition, the workgroup will create a peer-to-peer matrix to match up the similar positions (and their contact information) at both agencies for peer guidance, transparency, and communication. Once the guide is completed, the workgroup will identify a position to conduct a yearly review for up-to-date accuracy. We anticipate we will create and finalize the guide between March-May 2020, after we conduct policy and procedure revisions at both agencies (noted in Initiative 2).

## **Objective 1.4:**

The Shared Vision Sacramento collaboration identified accessible client outreach as a key priority in the early stages of planning and development. Although a WEAVE advocate has been present at Society for the Blind in the past, the client focus groups revealed that information about WEAVE services is not widely distributed or understood. We designed our fourth objective with this issue in mind.

Once we have developed our guide (Objective 3), conducted our policy revisions (Initiative 2, Objectives 2-5), and modified our outreach materials (Initiative 2), we plan to create a series of educational audio recordings on WEAVE topics and services to be included in Society for the Blind’s *Access News* program. The *Access News* program is a telephone reader service that offers recordings of newspapers, magazines, newsletters, and other print media. Clients can access these recordings in several private rooms at Society for the Blind, or online on their mobile devices or computers. Our recordings will feature information on healthy relationships and WEAVE services, and clients will be access this information confidentially and at their own pace.

To accomplish this objective, we will identify a workgroup with staff from both agencies to identify appropriate WEAVE materials, edit recording scripts, and maintain accuracy on an annual basis. We will work with Access News staff to develop a new category and ensure user confidentiality. Once OVW has approved our scripts, we will identify staff members to record the audio and upload into Access News. To ensure that Society for the Blind staff can answer any questions that clients may have, the information included in these audio recordings will be noted in detail in the staff guides (Initiative 1, Objective 3).

## **Table 1: Initiative 1 Activities and Timeline**

|  |  |  |
| --- | --- | --- |
| **Initiative 1:** *Promote physical access and enhance safety at Shared Vision Sacramento agencies.*  | **Who is responsible?** | **By when?** |
| **Conduct Safety and Access Reviews at Society for the Blind and WEAVE** |  |  |
| Assemble Review Team comprised of staff from both agencies | SVS Planning Team | September 2019 |
| Identify which review tool to use at both agencies | Workgroup | September 2019 |
| Schedule reviews at both agencies | Workgroup | September 2019 |
| Conduct Reviews | Workgroup | October 2019 |
| Compose Barrier Removal Plan | Workgroup | Oct-Nov 2019 |
| Submit to OVW for approval | SVS Program Manager | Nov 2019 |
| Began removing barriers | Workgroup + Impacted Staff | Nov 2019-Sep 2020 |
| Enhance safety at each organization per the assessment | Workgroup + Impacted Staff | Nov 2019-Sep 2020 |
| **Create Inventory of Accessible Technology at WEAVE** |  |  |
| Identify point position at WEAVE responsible | SVS Planning Team | September 2019 |
| Rewrite job description of WEAVE position to include this responsibility | HR + SVS Program Manager | October 2019 |
| Conduct inventory of Accessible Technology at WEAVE at K St. and residential | TBD | Sep-Oct 2019 |
| Identify point position at Society for the Blind to conduct training on accessible technology | SVS Planning Team | September 2019 |
| Test equipment on a monthly basis at WEAVE K St. and residential | TBD (WEAVE) | November 2019-indefinitely |
| Conduct annual review of assistive technology all staff at WEAVE Counseling Center and Safehouse | TBD (WEAVE) | January 2019-indefinitely (annually) |
| Identify position at Society for Blind who WEAVE can call for repair/broken equipment | TBD (SFTB) | September 2019 |
| **Create a Safety Planning and Assessment Guide for WEAVE and Society** |  |  |
| Identify working group comprised of staff from both agencies | SVS Planning Team | March 2020 |
| Create meeting schedule | Workgroup | March 2020 |
| Identify steps for walking through the disclosure process with a survivor at Society | Workgroup | Late March 2020 |
| Identify steps for working with survivors who are blind or low vision at WEAVE | Workgroup | April 2020 |
| Create an accessible draft of a Guide/Manual | Workgroup | April 2020 |
| Review Guide for edits | Workgroup | April 2020 |
| Submit Guide to OVW for approval | SVS Program Manager | May 2020 |
| Rewrite job description of WEAVE position to include this responsibility | WEAVE HR | April 2020 |
| Rewrite job description at Society for the Blind to include this responsibility | Society HR | April 2020 |
| Create peer-to-peer matrix of positions at both agencies for staff to reach out/ask questions about the Guide | Workgroup | March 2020  |
| Identify where the Guides will be housed at both agency | Workgroup | March 2020 |
| Identify position to review the Guides annually for up-to-date accuracy | Workgroup | March 2020 |
| **Create audio segments/recordings** |  |  |
| Identify workgroup comprised of staff from both agencies | Workgroup | May 2020 |
| Identify what to record (existing WEAVE materials in English and Spanish)  | Workgroup | May 2020 |
| Edit WEAVE materials into script | Workgroup | June 2020 |
| Review and finalize scripts | Workgroup | June 2020 |
| Submit to OVW for approval | SVS Program Manager | Early July 2020 |
| Identify persons to perform recording | Workgroup | July 2020 |
| Set schedule for recording training | Workgroup | July 2020 |
| Train recorders | Workgroup | July 2020 |
| Set schedule for final recordings | Workgroup | August 2020 |
| Perform recordings | Recorders | August 2020 |
| Review recordings for Access | Workgroup | August 2020 |
| Communicate with Access News to add a new category to system | Workgroup | August 2020 |
| Upload recordings | Workgroup | August 2020 |
| Identify position to review recordings annually  | Workgroup | August 2020 |
| Review recordings annually for up-to-date accessibility | TBD | August 2020-indefinitely |

# **Initiative 2: Create best practices in policy and procedure that address safety and accessibility for survivors who are blind or low vision**

The Shared Vision Sacramento planning team created this initiative based on Key Findings 4, 5, 6. Clients and staff from both agencies shared an eagerness for clarity around handling disclosures, confidentiality, mandatory reporting, referrals, accommodations, and more. For this reason, we designed Initiative 2 to examine our agency policies and procedures around these issues. In some cases, we will make updates to existing policies, while others might require entirely new systems and procedures. A “policies and procedures” workgroup with staff from both agencies will be assembled to address the various objectives listed below.

## **Objective 2.1**

Our Needs Assessment revealed that there is a general lack of knowledge, empowerment, preparedness, and consistency among staff in providing needed accommodations at WEAVE. Our first objective for this initiative will be to review WEAVE’s policies and procedures at every agency entry point. We expect that we will revise our agency-wide accommodation policies and create procedures for asking clients about access needs. This objective will also require revising current and future grant and agency budgets to include accommodation line items. In addition, we plan to review our current data tracking systems to create best practices for collecting information around disability and accommodations. This will allow us to remain responsive to our ongoing and potentially growing needs as we better serve those who need accommodations. All policies and procedures will be sent to OVW for approval before implementation of any policy.

## **Objective 2.2**

In our Needs Assessment focus groups, WEAVE clients shared high concern around confidentiality and the safety of their personal information. This finding prompted us to explore issues related to information sharing at both agencies – are we upholding confidentiality to the best of our ability? Are we following relevant laws? Are we communicating our confidentiality policies in a way that is accessible and clear to clients? For this reason, we plan to perform a deep-dive analysis of our confidentiality policies and procedures in our second objective. The policies and procedures workgroup will review current procedures, check in regarding mandatory reporting (addressed in Objective 2.3), create a dual release of information if necessary, and establish procedures around consent and information sharing. All policies and procedures will be sent to OVW for approval before implementation.

## **Objective 2.3**

We will also perform a thorough review of our Mandatory Reporting policies (for dependent adults). This will involve identifying mandatory reporter positions at WEAVE and Society for the Blind. The policy and procedure workgroup will review the legal mandate and create a new policy that is client-centered and trauma-informed. We will also create procedures to address communication around mandatory reporting with clients. Although most clients at Society for the Blind will *not* be considered dependent adults, we plan to identify procedures in case the scenario occurs. All policies and procedures will be sent to OVW for approval before implementation.

## **Objective 2.4**

Our staff and client focus groups also yielded questions around safety procedures at Society for the Blind. In particular, staff noted examples when perpetrators showed up at Society for the Blind and it was not immediately clear how to respond. Although Society for the Blind leadership and staff managed to diffuse the situation, it prompted questions around plans and procedures for future scenarios. The policy and procedure workgroup will review best safety practices and establish a new procedure. We will also ask for feedback from staff before submitting to OVW for approval.

## **Objective 2.5**

Objective 2.5 explores the Society for the Blind intake process for new clients and students. In its current state, the intake process does not specifically address or screen for interpersonal or sexual violence, as staff have not yet been trained on recognizing and responding to these types of disclosures. The policy and procedure workgroup will review the current intake process for students and make edits (if appropriate) to include an interpersonal violence survey or assessment of some kind. WEAVE has implemented these types of tools with other community partners, so the policy and procedure workgroup (with staff from both agencies) will review and identify if this is a suitable step for Society for the Blind.

## **Objective 2.6**

After the policy and procedure workgroup has finalized all policies and received approval from OVW, we will review the Society for the Blind Student Handbook to assess for possible revisions. The current iteration of the Society for the Blind handbook predates the Shared Vision Sacramento partnership, so it does not mention our collaboration or reference any WEAVE services or materials. Our goal is to consult with WEAVE and Society for the Blind staff on the best language to represent our partnership, and discuss how referrals and confidentiality information will be relayed to students. We will send any revisions to OVW for approval.

## **Table 2: Initiative 2 Activities and Timeline**

|  |  |  |
| --- | --- | --- |
| **Initiative 2*:*** *Create best practices in policy and procedure that address safety and accessibility for survivors who are blind or low vision.* | **Who is responsible?** | **By when?** |
| **Review policies and procedures around accommodations at every point of entry for WEAVE** |  |  |
| Identify policy and procedure workgroup comprised of staff from WEAVE and Society | Workgroup | Early November 2019 |
| Review accommodation policies and procedures at WEAVE (at every point of entry) | Workgroup | Early November 2019 |
| Revise accommodations policies | Workgroup | Late November 2019-January 2020 |
| Create/modify data tracking system for accommodations | Workgroup | Late November 2019-January 2020 |
| Create procedures for WEAVE staff around asking clients about needed accommodations | Workgroup | Late November 2019-January 2020 |
| Create procedures for initiating accommodations | Workgroup | Late November 2019-January 2020 |
| Create procedures for explaining available accommodations | Workgroup | Late November 2019-January 2020 |
| Revise budget at WEAVE for accommodations | Workgroup | Late November 2019-January 2020 |
| Modify client materials around outreach and accommodations | Workgroup | Late November 2019-January 2020 |
| Edit and finalize client materials | Workgroup | February 2020 |
| Submit to OVW for approval | SVS Program Manager | February 2020 |
| **Create/revise confidentiality policy at SFTB** |  |  |
| Review currently confidentiality procedures at Society for the Blind regarding student disclosures | Workgroup | Late November 2019-January 2020 |
| Develop revised confidentiality policy | Workgroup | Late November 2019-January 2020 |
| Develop internal training on policy changes | Workgroup | Late November 2019-January 2020 |
| Review, edit, and finalize policies and training | Workgroup | Late November 2019-January 2020 |
| Submit to OVW for approval | SVS Program Manager | February 2020 |
| **Review current Mandatory Reporting policies** |  |  |
| Review legal mandate | Workgroup | Late November 2019-January 2020 |
| Identify positions at both agencies who are mandatory reporters | Workgroup | Late November 2019-January 2020 |
| Identify gray areas in the "dependent adult" definitions, including scenarios that may arise at both agencies | Workgroup | Late November 2019-January 2020 |
| Identify and develop a new policy and procedure for mandatory reporting (Elder and Dependent Adult Abuse) | Workgroup | Late November 2019-January 2020 |
| Review policy changes at staff meetings  | Workgroup | March 2020 |
| Review, edit, finalize policy | Workgroup | Late November 2019-January 2020 |
| Submit to OVW for approval | SVS Program Manager | February 2020 |
| **Review Intake Process at Society for the Blind** |  |  |
| Review current intake process for new clients at Society | Workgroup | May 2020 |
| Develop safety assessment language or IPV tool to use in intake process (if appropriate) | Workgroup | May 2020 |
| Review, edit, and finalize language/tool | Workgroup | May 2020 |
| Submit to OVW for approval | SVS Program Manager | June 2020 |
| **Create policy + procedure around perpetrators showing up on site at SFTB** |  |  |
| Review current policy | Workgroup | Late November 2019-January 2020 |
| Develop revised policy and procedure for responding | Workgroup | Late November 2019-January 2020 |
| Get feedback from staff regarding new policies | Workgroup | Late November 2019-January 2020 |
| Review, edit, and finalize policies | Workgroup | Late November 2019-January 2020 |
| Submit to OVW for approval | SVS Program Manager | February 2020 |
| **Revise Student Handbook at Society for the Blind** |  |  |
| Identify best language to represent our partnership and parameters | Workgroup | May 2020 |
| Revise confidentiality explanation based on outcome of our policy review process | Workgroup | June 2020 |
| Create dual release form (if appropriate) | Workgroup | June 2020 |
| Review, edit, and finalize language and forms | Workgroup | June 2020 |
| Submit to OVW for approval | SVS Program Manager | Early July 2020 |
| Add approved language and forms to student handbooks |  Workgroup | July 2020 |

# **Initiative 3: Build the capacity and comfort of Shared Vision Sacramento collaboration partners to effectively and safely respond and serve survivors who are blind or low vision.**

Our third initiative was designed to remedy the issues identified in Key Findings 3, 7, 8, and 9. Our needs assessment revealed that staff at both agencies are not equipped with the tools needed to serve survivors who are blind or low vision. At WEAVE, most frontline employees lack the knowledge and empowerment to initiative accommodations for clients who are blind, and for clients with disabilities in general. At Society for the Blind, staff lack clarity on how to respond to disclosures of interpersonal and sexual violence at their agency. The objectives and activities in this initiative will not only build staffs’ capacity to respond, but will also increase intra-agency communication for more positive collaboration.

## **Objective 3.1**

Objective 3.1 is the second phase of programming related to the “guide” (discussed in Objective 1.3). After we develop and finalize the guide, an identified workgroup (most likely comprised of staff who work on trainings and outreach at both agencies) will work on creating a comprehensive training to accompany the guide.

We plan to identify accessible methods for delivery – both online and in-person. After our curriculum is approved by OVW, we will schedule a training for all staff at WEAVE and Society for the Blind. To ensure that all new staff (who are hired post-training) receive the Guide training, our policy and procedure workgroup will build a new policy to require training within 90 days of onboarding. Our Human Resources teams will be essential in creating and implementing these policies. We anticipate that these new policies and trainings will also precipitate changes to our employee handbooks at both agencies. In addition, we plan to identify a position to conduct annual reviews of these trainings, and adjust their job description as necessary.

The Shared Vision Sacramento planning team anticipates that this objective will begin after the completion of the Guide, in approximately May of 2020.

## **Objective 3.2**

To enhance our collaboration and build long-term sustainability, our final objective is to create opportunities for peer-to-peer learning between WEAVE and Society for the Blind employees. Our hope is that increased communication and camaraderie among staff at both agencies will contribute to a stronger response system for survivors who are blind or low vision. If the roots of our collaboration are deeply embedded within both organizations, our partnership can continue to build well beyond the OVW grant cycle.

To accomplish this goal, we will hold joint retreats (at offsite locations) for all staff from both agencies to attend. A workgroup will identify an agenda for the retreat that emphasizes both relationship-building and educational activities.

The Shared Vision Sacramento planning team also plans to explore ‘Randomized Coffee Trials’ or a similar product that pairs up employees at WEAVE and Society for the Blind for more individualized communication, i.e. coffee or lunch meetings. Our hope is that these more casual meetings will enhance our agency-wide support and communication. We also anticipate that an increase in 1:1 communication between staff will lead to additional initiatives that we can continue to implement over time.

This objective will begin in September 2019 (once our Strategic Plan is approved) and last throughout the remainder of the grant period and beyond. We expect to schedule one of our joint retreats prior to the creation of the Guide, as the cross-collaboration between staff of all levels may produce ideas that will be valuable to that process. The revisions to the onboarding policies, however, will be addressed during the policy and procedure workgroup period, which is tentatively scheduled for late November through January 2020.

## **Table 3: Initiative 3 Activities and Timeline**

|  |  |  |
| --- | --- | --- |
| **Initiative 3:** *Build the capacity and comfort of Shared Vision Sacramento collaboration partners to effectively and safety respond and serve survivors who are blind or low vision.* | **Who is Responsible?** | **By when?** |
| **Create opportunities for peer-to-peer learning** |  |  |
| Identify position responsible for overseeing retreats/team outreach | SVS Planning Team | September 2019-September 2020 |
| Schedule date for retreat | SVS Planning Team | September 2019-September 2020 |
| Pick accessible offsite location | SVS Planning Team | September 2019-September 2020 |
| Create agenda/activities for the retreat | SVS Planning Team | September 2019-September 2020 |
| Purchase retreat materials/agenda | SVS Planning Team | September 2019-September 2020 |
| Host retreat every \_\_ year(s) | SVS Planning Team | September 2019-September 2020 |
| Explore Randomized coffee trials (peer-to-peer connections) | SVS Planning Team | September 2019-September 2020 |
| Identify position to moderate RCTs + send out emails 1x per month (new person each time) | SVS Planning Team | September 2019-September 2020 |
| Identify computer program for RCTs | SVS Planning Team | September 2019-September 2020 |
| **Create training on "The Guide"** |  |  |
| Identify workgroup to create curriculum for WEAVE + SFTB | Workgroup | May 2020 |
| Identify methods for delivery (online? In person?) | Workgroup | May 2020 |
| Draft curriculum | Workgroup | June 2020 |
| Review, edit, and finalize curriculum | Workgroup | Late June 2020 |
| Submit to OVW for approval | SVS Program Manager | Early July 2020 |
| Schedule initial training for all-staff at WEAVE + Society | Workgroup | July 2020 |
| Conduct Training for all-staff at WEAVE and Society | Workgroup | August 2020 |
| Revise onboarding policy to account for new-hire training around the Guide | Workgroup | Late November 2019-January 2020 |
| Submit to OVW for approval | SVS Program Manager | February 2020 |
| Identify position to perform annual review of training | Workgroup | Late November 2019-January 2020 |
| Annual review of training | Workgroup | February 2020-indefinitely  |

# **Long Term Initiatives**

While we plan to address many of our key findings during the remainder of our grant period, the Shared Vision Sacramento planning team recognizes that there are several goals that can be addressed in a longer-term capacity. We hope to explore these through additional funding in the future.

## **Long Term Initiative 1: Address barriers to transportation at both agencies**

One of our key needs assessment findings examined transportation barriers at WEAVE and Society for the Blind. We anticipate that this will arise again during our Safety and Access Review. In the future, we plan to have additional conversations around policy changes that might alleviate transportation barriers at both agencies. For example, we can examine where our Paratransit drop-off and pick-up points are in relation to the WEAVE Safehouse. We might also consider hiring transportation staff, or developing our embedded advocacy services. In the longer term, we plan to create a workgroup around this issue (with staff from both agencies) to explore all possibilities.

## **Long Term Initiative 2: Increase outreach to partner agencies and community organizations regarding best practices around serving survivors who are blind or low vision.**

Both WEAVE and Society for the Blind interact with the community on a regular basis. In natural conversations between agencies at conferences and meetings, we have encountered many questions about the Shared Vision Sacramento collaboration. Although we understand that this grant program is not primarily focused on community outreach, we are interested in exploring how we can help other agencies adopt a similar collaborative model. This might involve expanding our collaboration to include other agencies, or sharing perspectives on our experiences.

## **Long Term Initiative 3: Expand our co-advocacy model**

We anticipate that the initiatives and activities outlined in this plan will greatly increase our staff capacity to serve survivors of interpersonal and sexual violence who are blind or low vision. In the future, however, we would like to create a co- advocacy model to entwine our services together for seamless service delivery. Our ninth key finding touches on where we fall short with our current embedded advocacy model. This long-term initiative would explore this process in-depth and identify key steps for improving our collective response.

# **Conclusion**

The Shared Vision Sacramento planning team is exceedingly grateful for the support of the Vera Institute of Justice and the Office on Violence Against Women in the planning and development process of this grant program. Over the last year, we have grown as agency partners, individuals, and collaborators. The level of analysis and thoughtful planning would not have been possible without the thoughtful structure of the OVW Disability Grant Program. We look forward to seeing profound results in the implementation phase.