

**THE  
RIGHT  
RESPONSE  
COLLABORATIVE  
CHARTER**

*The Right Response Collaborative  
Member Agency Logos*



QuickTime™ and a decompressor are needed to see this picture.



QuickTime™ and a decompressor are needed to see this picture.

QuickTime™ and a decompressor are needed to see this picture.

# THE RIGHT RESPONSE CHARTER

## INTRODUCTION:

Living with a physical disability is a well-documented risk factor for domestic violence and sexual assault. (Sobsey, D. Violence and Abuse in the Lives of People with Disabilities 1994; Rand M and Harrell E (2009) Crime Against people with Disabilities, 2007 US Dept of Justice, Bureau of Justice Statistics.) When adjusted for age variation, people with disabilities experienced higher rather of violence than people without a physical disability. ( Rand, MR and Harrell, E (2009) Crime against people with disabilities, 2007 US Dept of Justice, Bureau of Justice Statistics) Women with disabilities are for longer periods of time than non-disabled women (Young, Nosek, et al 1997). Disabilities can make a victim more vulnerable to her abuser, who may control her ability to move, dress, eat, or report the abuse. When victims are able to reach assistance, disabilities present barriers to communication with medical care and police, and the ability to achieve victim safety.

The Right Response Collaborative represents the shared commitments of six agencies including community-based organizations, law enforcement and prosecution. Each of the community-based organizations provides direct support and advocacy services for persons who are victims/survivors of domestic or sexual violence and are Deaf/hard of hearing or who have a physical disability. We have joined together to create a sustainable and seamless system of appropriate response and services to victims/survivors within the City of Los Angeles.

Many of the member agencies of the Right Response Collaborative have worked together previously in various capacities. All member agencies have worked with Peace Over Violence, the lead agency, towards improving services for victims/survivors who are Deaf/hard of hearing or who have a physical disability. We therefore begin this collaboration with strong working relationships and many shared values. Our history of successfully working together on other projects strengthens our collaborative and guides our vision.

The Right Response Collaborative does not represent any one of these organizations independently; it represents our shared expectations, commitments, responsibilities and goals while respecting each member's unique perspective. Our combined efforts will guide, strengthen and sustain services for victims/survivors who are Deaf/hard of hearing or who have disabilities within the City of Los Angeles.

### **The Right Response Vision Statement:**

The Right Response Collaborative envisions that within the City of Los Angeles, victims/survivors of domestic and sexual violence who have disabilities or who are Deaf or Hard of Hearing will receive timely, effective, and seamless responses from criminal justice and community-based agencies that are physically and attitudinally accessible and provide full and effective communication access in an atmosphere of dignity and respect.

### **The Right Response Mission Statement:**

The mission of the Right Response Collaboration is to work together to promote an integrated continuum of physically and attitudinally accessible services for victims/survivors of domestic and/or sexual violence who are Deaf/hard of hearing or who have disabilities by:

1. Promoting collaboration and increasing knowledge and resource sharing among community-based agencies and law enforcement.
2. Enhancing the existing service system through establishment of policies and procedures that increase accessibility, responsiveness and support for victims/survivors who are Deaf/hard of hearing or who have a physical disability and reflect an understanding of the challenges and needs of survivors.
3. Supporting accountability and responsibility of community based organizations, law enforcement and prosecution as an

integral part of the continuum of services.

### **Core Values:**

The Right Response Collaborative is guided by common values and beliefs. Further, we believe that victims/survivors of domestic and/or sexual violence who are Deaf/hard of hearing or who have disabilities have equal rights to quality services. Therefore we set forth the following core values as an integral part of the Right Response Collaborative:

There are core values related to survivors and core values related to how the collaborative functions:

Related to the collaboration:

- In collaboration, all partners have an equal voice. The opinions of the members will be treated with respect and consideration.
- By encouraging and facilitating the sharing of each of our unique perspectives and areas of expertise, collaboration strengthens each partner's ability to respond appropriately to the needs of victims/survivors who are Deaf/hard of hearing or who have a physical disability.
- We hold ourselves, and each other, responsible for our commitments to victim/survivors who are Deaf/hard of hearing or who have a physical disability.
- We commit to removing barriers, including attitudinal, physical and communication.
- We commit to using people first language. The voices and experiences of individuals who are victims/survivors and who are Deaf/hard of hearing or who have a physical disability are at the center of our work in this collaborative.

- We commit to using culturally competent language when referencing the Deaf community or members of the Deaf community.
- We commit to ensuring ethical communication among our members. Ethical communication involves communication that is truthful, direct, tactful, and tolerant of diverse perspectives for the purpose of achieving informed and responsible decision-making. Ethical communication involves access to communication, resources and opportunities for all members, as well as the encouragement of mutual respect and understanding among members.
- We commit to respecting the confidentiality of each person who seeks services while understanding the constraints placed by California law. Confidentiality protects people who have been abused from further victimization. Where reporting is mandated, we will explain the process, risks, and benefits and ensure that a safety plan is in place.
- Each agency in the Right Response Collaborative is rooted in the belief that collaboration is essential for successful systems change and social change.

#### Values related to survivors

- We believe that people who are deaf/hard of hearing or people who have physical disabilities should not face physical, attitudinal, and communication barriers when they are in need of services.
- We believe that every person, deaf/hard of hearing or who has a physical disability and those who are not should be able to live a life that is free of fear, harm, abuse, control and violence.

- We believe that people who are deaf/hard of hearing or who have a physical disability should be able to live as independently as possible without the demands and control of another.
- We believe that each survivor, including those who are deaf/hard of hearing or have a physical disability, has the right to be treated with dignity and respect.
- We respect that a victim/survivor's sharing of information about domestic violence and sexual assault is difficult and often dangerous. This is true for survivors who are deaf/hard of hearing or who have a physical disability and those who do not.
- We empower each victim/survivor who is deaf/hard of hearing or who has a physical disability to make decisions and choices related to needed changes, because so often they have not been offered control of their own lives.

**Core Assumptions:**

- Service providers to individuals who are deaf/hard of hearing or who have physical disabilities and who are deaf/hard of hearing, and service providers to survivors of violence wish to offer appropriate, accommodating and welcoming services to those who present for services
- Services providers to people who are Deaf/hard of hearing or who have physical disabilities may not always be attuned to the symptoms of violence or abuse
- Service providers to people who are survivors of violence are not always attuned to the issues of those who are Deaf/hard of hearing or who have physical disabilities.
- Victim service providers, law enforcement, the criminal justice system and society in general may not feel comfortable with, or know how to communicate with

persons who are Deaf/hard of hearing or who have a physical disability, and they may rely on practices, systems and means of communication which do not adequately meet the needs of these individuals, such as talking to a caregiver instead of a victim or using a child as a sign language interpreter.

- Persons who are Deaf/hard of hearing or who have a physical disability are at high risk for sexual and domestic violence.
- Persons who are Deaf/hard of hearing or who have a physical disability are often not aware of how to access domestic violence or sexual assault services and resources
- Persons who are Deaf/hard of hearing or who have a physical disability often face physical, attitudinal and communication barriers to obtaining services. They often have fewer options and have severe financial, health, and child care constraints, and cannot communicate with providers or access safe facilities.
- When there is available access and accommodation, victims/survivors of domestic or sexual violence who are Deaf/hard of hearing or who have a physical disability can be actively involved and make decisions about the services they will receive.

## **COLLABORATIVE PARTNERS**

The Right Response Collaborative is comprised of six partner agencies, which include victim service providers, physical disability service providers, and law enforcement agencies. Each collaborative partner was selected because of the key role that the agency plays in addressing domestic violence and sexual violence against victims/survivors with disabilities, as well as the agency's demonstrated commitment to affecting systems change to improve community and criminal justice responses to such violence. Each



partner has designated a representative(s) to participate in the collaborative.

The collaborative partners and their designated representatives are:

**Greater Los Angeles Agency on Deafness, Inc.**

The Greater Los Angeles Agency on Deafness, Inc. (GLAD) works to ensure equal access of the deaf/hard-of-hearing communities to the same opportunities afforded their hearing counterparts. GLAD's services promote the social, recreational, cultural, educational, and vocational well-being of its deaf/hard-of-hearing constituents. GLAD also acts as a coordinating agency that addresses the broad social service needs of deaf/hard-of-hearing people through direct service provision, advocacy, research, and dissemination of information regarding deafness to parents, professionals, and consumers.

Representative: SooHyun Tak, Director of Human Services.

SooHyun Tak directed and supervised a Domestic Violence Advocacy program as Manager of Social Services and Advocacy at the Chicago Hearing Society before coming to GLAD to assume the role of Director of Human Services

**Los Angeles City Attorney's Office**

The Office of the Los Angeles City Attorney is one of the largest government legal offices in the country. The City Attorney, Carmen A. Trutanich, is the chief criminal prosecutor for the City of Los Angeles, with jurisdiction to prosecute all misdemeanor criminal offenses and infractions that occur within the City limits. He is also the chief legal advisor and general counsel to the Mayor and the City Council, as well as all boards, departments, and officers in the City of Los Angeles. The Office has a number of specialized units, including the Family Violence Unit that handles the most serious domestic violence, child abuse and stalking cases. The Family Violence Unit assigns an attorney, an investigator and a victim advocate to each case. Victim Advocates

provide support services to victims of these offences throughout the prosecution of the case.

Representative: Eve Sheedy, Director of Domestic Violence Policy.

Eve Sheedy, Esq. is the Director of Domestic Violence Policy in the Los Angeles City Attorney's Office. In this capacity, she works with prosecutors, defense attorneys, judges, service providers and others to protect the safety and rights of people who are victims of domestic violence and their children. She is the Chair of the Los Angeles City Task Force Legislative Committee, Chair of the Ad Hoc DV/Gang Nexus Committee, a member of Los Angeles County Domestic Violence Death Review Team and Chair of Domestic Violence Death Review Report Team. Eve is also an elected Board Member of the Statewide Domestic Violence Coalition, the California Partnership to End Domestic Violence. In that capacity she chairs the Board Policy and Governance Committee and the Amicus Committee. She also sits on the Steering Committee of the Violence Prevention Coalition of Greater Los Angeles, wherein she co-chairs the Policy Committee.

### **Los Angeles Police Department**

The Los Angeles Police Department (LAPD) employs over 9,200 officers to protect and serve the more than 3 million residents of the City of Los Angeles. The LAPD's jurisdiction covers 465 square miles of the City. Because Los Angeles is one of the most ethnically and geographically diverse cities in the country, LAPD officers work out of 21 divisions around the city, speak over 30 languages, and have access to interpreters 24 hours a day to reach citizens in additional languages. The LAPD has specialized units that respond to and investigate complaints of domestic violence and sexual assault.

Representative: Cynthia Gonzales, Detective II.  
Los Angeles Police Department Domestic Violence Coordinator

Detective Gonzales is currently assigned to the Los Angeles Police Department's Detective Bureau under the command of Commander Michael Moriarty. Detective Gonzales has been with the department for

17 years. She has worked various assignments as both a Sergeant and Detective Supervisor. Gonzales is committed to building partnerships to address Domestic Violence concerns in the communities of Los Angeles.

## **Peace Over Violence**

Peace Over Violence (POV) is a non-profit, feminist, multicultural organization dedicated to building healthy relationships, families and communities free from sexual, domestic and interpersonal violence. To achieve this mission, POV provides direct services in the following areas: Emergency, Intervention, Prevention, Education and Advocacy. In addition to direct services, since 1971, Peace Over Violence has successfully advocated for policy changes to assist victims of sexual assault, domestic violence, and other interpersonal crimes in Los Angeles.

Representatives: Peggie Reyna, Director of Deaf, Disabled & Elder Services and the Anti-Stalking Project, Denice Labertew, Director of the West San Gabriel Valley Center and Legal Advocacy Project.

The project director, Peggie Reyna, Director of Deaf & Disabled Services, is a nationally recognized trainer and advocate for women who are Deaf/hard of hearing or who have a physical disability. Peace Over Violence has been a key advocate over the past 37 years for the many changes in policies, procedures, and attitudes regarding interpersonal violence.

Denice Labertew, J.D. has been working in the field of sexual and domestic violence for over 16 years. Her background includes serving as a crisis line counselor and advocate, as well as an educator and activist. While in law school, Ms. Labertew, developed the Legal Advocacy Project for Peace Over Violence (formerly the Los Angeles Commission on Assaults Against Women) a sexual assault and domestic violence prevention and intervention agency. The Legal Advocacy Project provides civil legal assistance for sexual assault and domestic violence

survivors, and deepens the understanding of the issues survivors face in the legal community. Through partnerships with pro-bono attorneys, and self-help legal assistance the Legal Advocacy Project has provided civil legal assistance to over 400 survivors each year.

In addition, Ms. Labertew has served in many leadership roles within the sexual assault and domestic violence community including on the Los Angeles County Sexual Assault Coordinating Council, the Los Angeles County Domestic Violence Council, the Los Angeles City Domestic Violence Task Force, and the California Partnership to End Domestic Violence, and has trained on issues of Violence Against Women locally, statewide, nationally and internationally.

### **Rainbow Services, Ltd.**

Rainbow Services, Ltd. (Rainbow) is a private, nonprofit agency that works to end the cycle of family violence by providing shelter and comprehensive supportive services to domestic violence victims and their children. These services include emergency shelter, transitional housing, a 24-hour hotline, case management, individual counseling, support groups, health and wellness services, children's programs, parenting classes, life skills classes, and legal representation and advocacy. All services are provided in Spanish and English.

Representative: Marci Fukuroda, Director of Legal Services.

Marci Fukuroda is the Director of Legal Services at Rainbow Services, Ltd., in San Pedro, California. Ms. Fukuroda has over 13 years of experience working on civil rights and public policy issues. She currently oversees Rainbow's legal program, which assists clients with legal matters in the areas of family law and immigration. Prior to working at Rainbow, Ms. Fukuroda was a supervising attorney at the California Women's Law Center where she directed the Center's public policy work in the area of Violence Against Women.

## **Westside Center for Independent Living**

The Westside Center for Independent Living (WCIL) is a non-residential center dedicated to enhancing the quality of life for people with all kinds of disabilities. The goal of WCIL's peer-led programs and services is the elimination of economic, social, attitudinal and environmental barriers. WCIL's services include assistive technology services, benefits counseling and advocacy, housing services, independent living skills education, peer counseling, employment services, individual advocacy, personal assistance services, information and referral services, and systems changes advocacy.

Representatives:

Aliza Barzilay, Executive Director and Rosa Maria Chaturvedi, Information & Referral Specialist

Aliza Barzilay is a respected advocate for self-determination and equal access for people who have disabilities. She provides leadership on system change and advocacy activities, and community education around physical disability issues. WCIL's programs seek to eliminate barriers to inclusion.

Rosa Maria Chaturvedi is the Information and Referral Specialist-Case Manager at Westside Center for Independent Living, Inc. (WCIL) and brings nine years of experience in the field of advocacy for people with physical and mental disabilities. She is a strong supporter of the Independent Living movement as well as the rights and full integration of people with disabilities in their everyday life and their place of work. Rosa Maria provides community resources related to housing, transportation, food, physical disability issues and much more. She also makes available Case Management services for consumers at WCIL. Ms. Chaturvedi, utilizing her multi-lingual skills has also rendered expertise in self-help through education and support groups for the community at large as well as for the underserved population within the Los Angeles area.

## **COLLABORATIVE PARTNERS' ROLES AND RESPONSIBILITIES**

Members of the collaborative have agreed to make the following shared and individual commitments to the project, with the understanding that the roles and responsibilities of partners may change over time:

### **Shared Commitments**

Each collaborative partner will:

- Commit to creating systemic change within their agency that improves responses to, and services for, domestic violence and sexual violence against victims/survivors who are deaf/hard of hearing or who have disabilities.
- Provide a duly authorized representative to serve as the agency's point person for the collaboration. The representative's responsibilities will include the following:
  - Participate in all collaboration meetings and activities, including project-related meetings and activities scheduled by the Office on Violence Against Women (OVW) and the Vera Institute for Justice (Vera).
  - Contribute to the development and completion of project-related work, objectives, and deliverables.
  - Share information from collaborative meetings and activities with management, board and staff in each representative's agency.
  - Keep collaborative members apprised of any important information from the representative's agency or field of practice that might influence the collaborative's work.
  - Will consult with executive director, management, board, or other key stakeholder to discuss and policy or procedure changes recommended.
  - Obtain any necessary approvals from director, management, staff or other key stakeholder within the representative's agency, as needed to move the project forward.

- Participate in the project's planning and development phase, including developing the collaboration charter, planning and conducting the needs assessment, and developing a strategic plan for the project.
- Participate in the project's implementation phase.
- Work with other collaborative partners to ensure that the project budget usage reflects the goals and needs of the collaborative and each partner agency.
- Work with other collaborative partners to reevaluate the collaboration's objectives and activities, as well as the roles and responsibilities of partner agencies.
- Submit invoices and reimbursement requests to the lead agency in a timely manner.
- Submit documentation and information to the lead agency, as needed, to support project activities and reporting requirements.

### **Individual Member Agency Responsibilities**

In addition to the shared responsibilities described above, individual members agree to assume the following individual responsibilities.

#### **Greater Los Angeles Agency on Deafness, Inc. will**

- Provide expertise on the experiences and needs of persons who are deaf/hard of hearing to other members of the collaborative.
- Provide a representative to the Collaboration who will attend all meetings and participate in the process.
- Serve as a liaison between the collaborative and other local agencies that serve Deaf people.
- Examine and assess its own policies and procedures for screening deaf and hard of hearing people for domestic violence and sexual assault and providing services to them.

- Examine policy and procedures to ensure safety if both a victim and batterer are receiving services at the agency.
- Examine policy and procedure related to confidentiality if both victim and perpetrator are clients.
- Assess staff awareness and sensitivity to DV/SA issues and provide education to all staff and volunteers.
- Provide direct services to victims of domestic violence and sexual assault who are deaf/hard of hearing, as needed and appropriate, during the implementation phase of the project.
- SooHyun Tak, the member agency representative, meets monthly and directly after each meeting with the Associate Executive Director, Jennifer Olson to report on the activities of the Collaborative.

**Los Angeles City Attorney's Office will**

- Provide expertise on issues regarding the criminal prosecution of domestic and sexual violence and crimes against persons with disabilities.
- Provide a representative to the Collaborative to participate in the entire process of the project.
- Examine policies and procedures to ensure effective and appropriate communication with Deaf/hard of hearing people and people with disabilities so that they understand the proceedings.
- Assess staff need for education in areas of physical disability and deafness in order to more effectively deal with victims who are deaf/hard of hearing or who have disabilities.
- Serve as a liaison between the collaborative and local prosecution agencies.



- Ms. Sheedy meets regularly with Maureen Siegal, Assistant Chief of the Criminal Division to report on the status of the Right Response Collaborative.

### **Los Angeles Police Department will**

- Provide expertise on issues regarding law enforcement response to domestic and sexual violence and crimes against persons with physical disabilities.
- Serve as a liaison between the collaborative and local law enforcement agencies.
- Review/ assesses accommodation issues when involving deaf/hard of hearing people and people with physical disabilities are investigated. Because issues at the scene of a crime are immediate and dangerous, sometimes the accommodation needs people who are deaf/hard of hearing or who have disabilities may not be attended to. This will be explored in the needs assessment.
- Explore and address transportation for people with disabilities when they need to visit LAPD, prosecution offices, shelters, or DV/SA offices. The Police are the first responders, and as such are pivotal in connecting victims to the next steps. The needs assessment will determine a need for adaptation of information given to victims.
- Determine what resources are necessary to effectively assist those who are Deaf/hard of hearing or who have physical disabilities.
- Detective Gonzales meets regularly with her commander, Commander Michael Moriarty, to apprise him of the status of the Right Response Collaborative.

### **Peace Over Violence will**

- Serve as the lead agency for the project. As lead agency, POV will:
  - Provide a Project Director for the collaborative who will oversee all project activities and participate in all Project Director-related meetings and activities, as required by OVW and Vera.
  - Provide a Project Assistant who will assist the Project Director in organizing and facilitating project activities.
  - Ensure compliance with all administrative grant requirements, including submitting work product and progress reports to OVW.
  - Serve as the fiscal agent for the project, including reimbursing collaborative partners according to their subcontracts for personnel and administrative costs and submitting program and fiscal reports to OVW, as required.
  - Serve as the primary contact between the collaborative and OVW/Vera.
  - Schedule and convene collaboration meetings and activities.
  - Administer and pay for “common” project-related costs, such as costs associated with the development and dissemination of training and materials, ASL interpreters, meeting supplies, printing, and travel.
  - Serve as the primary contact for the media regarding the work of the collaborative.
- Provide expertise on issues regarding domestic violence, sexual violence, and the experiences of victims of domestic or sexual violence among persons who are Deaf/hard of hearing and who have disabilities.
- Serve as a liaison between the collaborative and local domestic violence and sexual assault service providers.
- Provide services to individuals who are Deaf/hard of hearing or who have a physical disability who are victims of domestic or sexual violence, as needed and appropriate, during the

implementation phase of the project.

- Review policy and procedure related to hotline access for deaf, hard of hearing, disabled people.
- Review plan for succession and sustainability for Deaf/hard of hearing, Disabled program.
- Evaluate need for more integration of the deaf/hard of hearing/disabled program into the general agency.
- Evaluate general staff awareness of and response to people who are deaf/hard of hearing or who have a physical disability.
- The Project Director meets monthly with the Executive Director and Associate Director to review the progress and specifics of the Collaboration. The Executive Director and Associate Director are included in all email communications of the Collaborative. The Project Director met with the POV Board early on in the collaboration and reports to the Board twice a year. The Board will be included in the Needs Assessment Process

**Rainbow Services, Ltd. will**

- Provide expertise to the collaborative on issues regarding domestic violence and shelter-based services for victims.
- Serve as a liaison between the collaborative and local domestic violence shelters and service providers.
- Provide services to victims of domestic or sexual violence with disabilities, as needed and appropriate, during the implementation phase of the project.
- Assess communication and access for deaf people within the agency: interpreters, TTY, Videophone access

- Assess staff awareness of hearing loss, physical disability among applicants for service.
- Assess physical access for people with disabilities.
- Examine how to decrease isolation for clients who are deaf/hard of hearing or who have disabilities and integrate them into the full program.
- Provide Education to staff and monitor staff response to people who are deaf/hard of hearing or who have disabilities.
- The Director of Legal Services provides regular updates to the other directors about the Right Response Collaborative at weekly meetings. The Administrative Team meets on a monthly basis and also receives regular updates about the Right Response Collaborative at these meetings. The Executive Director will consult with Rainbow's Board of Directors, and seek their approval when appropriate, when a change has a significant impact on the agency's budget, finances, or service provision.

### **Westside Center for Independent Living will**

- Provide expertise to the collaborative on issues regarding the needs and experiences of persons with physical disabilities.
- Serve as a liaison between the collaborative and local physical disability service providers.
- Provide services to individuals with physical disabilities who have experienced domestic or sexual violence, as needed and appropriate, during the implementation phase of the project.
- Examine policy and procedure related to the need for screening for DV/SA at the time of client intake.
- Review safety plan for situations in which both a victim and batterer are receiving services at the agency.

- Review policies ensuring confidentiality if both victim and perpetrator are clients.
- Promote staff awareness and sensitivity to Domestic Violence/Sexual Assault issues.
- Because one of the representatives to the Collaborative from WCIL is the Executive Director, she is immediately aware of the activities and discussions of the Collaborative.

Working together, the partners believe that they can have a substantive influence within the City of Los Angeles to streamline the identification and intervention made by our members on behalf of persons who are deaf/hard of hearing or who have physical disabilities and have experienced interpersonal violence.

By identifying gaps and barriers within each of our organizations, through the needs assessment process, we will be able to identify areas that need change within each of our systems so that we may better work together. By involving key stakeholders in the needs assessment process, and reporting to them on a regular basis as to the findings of each phase of the needs assessment process, they will be partners in the implementation of changes phase.

## **Decision Making Process:**

The Right Response Collaborative is committed to an empowerment model of decision-making. Where there is initial disagreement, every effort will be made to find common ground and reach consensus by providing each member with an opportunity to be heard. We enter into this process with a philosophy of efficiency and decisiveness.

In those circumstances where consensus is not, and appears unlikely to be, readily achieved, the collaborative members will follow the gradient decision-making process as listed below:

5. Definitely (100% agreement)
4. OK (I can agree but need some clarification)
3. Acceptable (I will support the decision but have some objections and/or modifications)
2. Maybe (I have as many objections as I have reasons to support this decision)
1. WAIT (I cannot support this and do not want the collaborative to move forward with this decision. We need to discuss this further or place this issue on hold.)

We will move forward if all the collaborative members vote at “3” or above, taking into account any suggested modifications. We will not move forward if a member of the collaborative feels that doing so will negatively impact the mission and vision of the Right Response Collaborative.

However responsibility for certain decisions have been preset by agreement of the collaborative. They are:

1. Administrative oversight of the Right Response Collaboration project, including OVW reports and communications with our VERA technical advisor are the responsibility of Peace Over Violence. This responsibility includes insuring compliance with all obligations and deadlines imposed by OVW and VERA, as well as keeping the Collaborative members up to date regarding such communications and reports.

2. Fiscal management is the responsibility of Peace Over Violence. However, Peace Over Violence remains committed to keeping and open dialogue regarding fiscal management if and when fiscal issues arise.
3. Policy directions and initiatives are the responsibility of the collaborative.
4. Need for expenditures will be open to discussion within the collaborative as this need arises.
5. Decisions made by the members of the Right Response Collaborative are presumed to be made with the authority of their respective agencies unless an express statement by the collaboration member indicates otherwise.

### **Positive Conflict Resolution Process:**

The members of the Right Response Collaborative recognize that, while we share a common goal, we may have a difference of opinion/perspective on how to reach those goals. At times these differences may create challenges or barriers to effective communication. We understand that conflict is a natural part of team building and collaboration work. We agree that a positive conflict resolution process creates a safe space for sharing opinions and ideas and contributes greatly to the success of the collaborative.

Our guidelines for a positive conflict resolution process include the following:

- We will seek to build trust between and among all Right Response Collaborative members by following through on our commitments.
- We will practice strong listening skills and allow all voices to be heard, whether or not we agree with the statements or opinions being shared.

- We will not use negative body language such as eye rolling or other forms of indirect communication;
- We will express disagreement without focusing on individual personalities.
- We will commit to ethical communication to avoid inciting or enhancing conflict;
- We will keep an open mind and seek solutions that promote collaboration and teamwork.

### **Individual Conflict Resolution:**

Should a conflict occur between members of the collaborative the following steps would be taken in order to resolve the conflict:

- The members of the collaborative who are in conflict will meet and attempt to work it out between themselves. If, for any reason, a member does not feel comfortable meeting directly with the member with whom they have a conflict, they can proceed as described below.
- If the members are unable to resolve the conflict (or are unable to discuss the matter between themselves) they will meet with the Project Director to discuss the reason for the conflict and seek resolution.
- If the Project Director is unavailable, involved in the conflict, or if the members in conflict do not feel comfortable approaching the Project Director about the matter, the members in conflict will contact a designated alternate, chosen by the full collaborative membership. Marci Fukuroda is the designated alternate.
- Ideally, conflicts should be discussed and resolved in person or by telephone, TTY or Video Phone, not e-mail. The collaborative agrees that conflicts will be resolved by e-mail only if no other process is possible.



- If, in the opinion of the Project Director or the Alternate, the matter at issue is one of importance to the group, the Project Director will add the matter to the next meeting agenda.
- The person identifying a problem can present the issue to the collaborative membership, or request the Project Director to do so.
- All members of the collaborative will be given the opportunity to be heard in the group meeting.
- If the collaborative is unable to come to a resolution using the decision making process (as outlined in the Charter) the Project Director will request mediation and guidance from VERA.

### **Confidentiality Plan:**

As a collaborative we are aware that in order to promote collaboration and increase knowledge among partners, establish policies that increase accessibility, responsiveness and support for victims/survivors who are Deaf/hard of hearing or who have a physical physical disability, and to support accountability and responsibility in service provision, we must establish an environment where the free flow of information is encouraged. To that end, members of the Right Response Collaborative agree to the following guidelines of confidentiality:

### **Victim/Survivor Confidentiality:**

We understand that members of the collaborative are required to abide by different rules, laws and guidelines for confidentiality of victims who have a physical disability or who are deaf/hard of hearing. We therefore commit to honor the confidentiality of victims/survivors who have a physical disability or who are deaf/hard of hearing except in cases where a victim/survivor has provided

consent or waiver, in cases where there is a serious risk of bodily harm, or a report is mandated.

No member of the collaborative will seek disclosure of information that is legally protected from disclosure from any other member of the collaborative, such as confidential information about any client who is deaf/hard of hearing or who has a physical disability. It is agreed by all members of the collaborative that NO names of or identifying information about victims/survivors are ever raised or discussed. Each victim/survivor who is deaf/hard of hearing or who has a physical disability has the right to confidentiality of information shared with the Collaboration member to whom they are known. If a situation exists in which a victim/survivor who is deaf/hard of hearing or who has a physical disability is representative of a general issue that is being discussed, all identifying information is changed so that the identity of the survivor remains confidential.

### **Collaborative Partner Confidentiality:**

In order to encourage open and honest conversations amongst members of the collaborative, we seek to provide a “safe haven” wherein thoughts, feelings and perspectives may be shared. To this end, we agree that members may speak openly about their respective agencies and/or practices of their respective agencies without being held to be speaking on behalf of their agency. We further agree that when such personal statements are made, members will keep that information “in the room” and will not share it with persons who are not members of the collaborative. Absent emergency circumstances, legally obligated disclosure shall occur after the person who made the statement is informed that such disclosure will be made.

### **Confidentiality Within Needs Assessment:**

The confidentiality of information gathered as part of the collaborative needs assessment will be protected except where the law requires a mandatory report. All participants in the Needs Assessment will be advised in writing and in person of the limitations in the confidentiality of their responses. See Mandated reporting below

## **Mandated Reporting:**

Members of the collaborative acknowledge that this agreement does not negate their responsibility to report abuse, as required by California Law. California Law requires all mandated reporters to report knowledge or suspicion of abuse of children, elders and vulnerable adults. Mandated reporters include persons employed by social, health, and law enforcement agencies.

Knowledge or suspicion of abuse of children is reported to the Los Angeles County Child Protective Services Hotline at 1-800-540-4000. Knowledge or Abuse of elders or vulnerable adult is reported to the Adult Protective Services hotline for Los Angeles County at 1-877-477-3646.

All mandated reporters **must report** actual or suspected abuse. The reporting responsibility is **individual** for each mandated reporter. Mandated Reporters who fail to report actual or suspected abuse can be charged with a misdemeanor, punishable by a jail sentence, a fine, or both.

Should disclosure happen in a focus group, the collaborative member representative who receives information of abuse or neglect of an elder, vulnerable adult or child, is responsible for filing the report within his or her agency or individually according to his or her organization's guidelines. If two representatives receive the information, then the two mandated reporters would decide who will make the report, and then that reporter will inform collaboration organizations at the next meeting. The collaboration will then be informed.

The Collaboration discussed whether or not the Collaboration would discuss the issue prior to anyone filing a report, but we decided against it. The law states that the mandated reporter must file a report as quickly as possible. Convening a meeting to do this on short notice is unwieldy, and the law states that the responsibility falls on the individual to make the report, even when working in an organization. The individual would follow his/or her own agency protocol for

reporting, but even when a supervisor does not agree, the individual who suspects abuse must report it.

Domestic Violence reporting is a separate issue: Health practitioners employed in a local or state public health department, health facility, licensed clinic or physician's office are mandated reporters. Only physical injuries caused by domestic violence which are observed during the provision of medical services for a physical condition must be reported. If a provider is not treating a patient for a physical condition, the provider is not required to report domestic violence injuries (e.g., advice nurses).

The members of the collaborative feel confident that safeguards are in place which will decrease the likelihood that mandated reporting requirements will be triggered by the information shared.

All participants will be informed during the recruiting phase that focus groups and interviews are being held for people who have physical disabilities and those who are deaf/hard of hearing to find out more about people's experience accessing a variety of organizations. Some of these people will be survivors/victims known to member organizations. The recruiter will explain that the focus group is not to discuss to personal experiences of abuse/violence but to discuss access to and experiences with Collaboration member organizations. We will explain at the time of recruitment that support and help is available at that moment if needed, and at the focus group venue, if necessary, but reiterating that the focus group's purpose is not to discuss individual histories of domestic violence and sexual assault. We encourage all victims/survivors to use the services of the member organizations.

At the beginning of the focus groups and interviews, the purpose will be clearly stated again, that we are gathered together to discuss experiences that people who are deaf/hard of hearing or who have a physical disability have had with the Collaboration member organizations, and not the specifics of what led the participants to contact our member organizations.

In addition to the facilitator in the room, there will be a counselor or support person representing the organization where the meeting is

taking place. A clear statement will be made at the beginning that should someone wish to talk privately, the counselor or support person is available to talk in a private room.

Any representative of a member agency who determines that a mandatory report is necessary, and files a report, will inform the collaborative members, that this has been done. In any situation requiring a report to Adult Protective Services, the Department of Children and Family Services or law enforcement, the report will be made by the mandated reporter **in the reporter's agency** and in compliance with the appropriate mandated reporting statutes.

### **Communication Plan:**

The members of the Right Response Collaborative are committed to open and ethical communication on a regular basis throughout the grant period.

### **Internal Communication:**

The members of the Right Response Collaborative will meet bi-weekly, either in-person or by conference call, for the purpose of developing our charter, needs assessment and the goals and objectives for the grant.

Members of the collaboration will complete agreed on portions of the work between in-person meetings and submit to the Project Director no later than 10 days prior to the next in-person meeting. The Project Director will disseminate to all collaboration members for review no later than 5 days prior to the next in-person meeting.

Email and/or conference call communications will be used to guide the work between meetings.

We will re-evaluate the amount of time needed for in-person meetings each month as we move into other stages of the project

Two (2) day meetings will be held when a VERA technical advisor is requested to join with us for the purpose of guidance into the next phase of the Right Response Project.

Members of the collaborative will share information about the goals and objectives of the Right Response Collaborative with Executive Directors, staff and volunteers of their individual agencies as appropriate.

The Executive Directors of member agencies are invited to attend all of the Right Response Collaborative meetings. When this is not possible, the representative member will keep the Executive Director informed of the collaborative progress and decisions.

### **External Communication:**

#### **VERA:**

The Project Director or Project Assistant will have regular bi-weekly phone conversations and email communications with our VERA technical advisor. The Project Director will complete all necessary reports to OVW on a timely basis.

### **Media Communications:**

Recognizing the importance of education through print, broadcast and electronic media, The Right Response Collaborative will seek to be an initiator, as well as responder to the media. Media contact and communication will be handled by Peace Over Violence, as the primary voice of the Right Response Collaboration. The Right Response Project Director will be the designated spokesperson for the collaborative.

Should the Project Director not be available, the person who received the media inquiry will direct the inquirer to the Executive Director of Peace Over Violence for response. Media requests for interviews or information will be responded to within 24-hours or sooner depending on the urgency of the timeline of the news agency.

Should there be an interview with media, the Project Director will disseminate all information shared with the media to the member agencies within a timely manner.

In preparation for responding to the media, the members of the collaborative will develop specific talking points which will promote uniform, positive messages about our goals and activities and will include:

1. What is the Right Response Collaborative: A collaborative of anti-violence, physical disability support agencies and government agencies joined together to create policy change within our own agencies and in our communities, and seamless, sustainable systems of service delivery and in order to better serve victims/survivors of inter-personal violence who are Deaf/hard of hearing or who have a physical disability.
2. Who the member agencies are: Peace Over Violence, The Westside Center for Independent Living, Rainbow Services for Women, The Los Angeles City Attorney's Office, The Greater Los Angeles Agency on Deafness, The Los Angeles Police Department.
3. When: The Right Response Project is a three-year project. The Project is currently in the planning phase. We expect to host a press conference as we move into the implementation phase.
4. Why: Women who are Deaf/hard of hearing or who have disabilities are especially vulnerable to violence and abuse. Although these women are at increased risk for violence and abuse, there are limited outreach, education, access, and services in our community.
5. In the second and third years of the Right Response Project Peace Over Violence will provide a media response training for members of the collaborative. The collaborative will then host a press conference as an opportunity to educate the media and the general public about our agencies services and the work of the collaborative.

## Glossary of Terms

**Abuse:** Abuse is an umbrella term, which includes, but is not limited to, domestic violence, sexual abuse, child abuse and elder abuse, as well as all other types of abuse defined herein.

- **Economic Abuse:** Maintaining or threatening to maintain control over finances for the purpose of exerting power and control over another including, but not limited to: maintaining total control over financial resources, withholding access to money, or forbidding attendance at school or employment.
- **Emotional/Psychological Abuse:** An act or pattern of behavior intended to undermine a person's self-worth, autonomy, and mental health for the purpose of exerting power and control over another including, but not limited to: engaging in constant criticism, belittling, or name calling, damaging a partner's relationship with the children, inflicting physical harm on loved ones, such as children and pets, destroying property, etc.
- **Isolation:** Restricting a person's freedom, controlling his/her personal and social contacts, and controlling his/her access to information and participation in groups or organizations. Isolating tactics include, but are not limited to: not allowing a person to have visitors, forcing a person to stay only in one room of the house, not allowing a persons to use the telephone, TTY, video phone or computer, not allowing a person to go out alone, not allowing use of ASL to communicate with a person who is Deaf, removal or control of a wheel chair or other assistive device, etc.
- **Medical Abuse:** Any act or threat designed to interfere with a person's proper medical care or treatment including, but not limited to: withholding medication or over medicating, not allowing a victim/survivor to obtain medical care or physical therapy, refusing to provide an ASL interpreter for a medical exam or an explanation of a diagnosis.



- **Physical Abuse**: Includes non-consensual physical contact or the threat of non-consensual contact intended to exert power and control over another. This includes, but is not limited to: grabbing, pinching, shoving, slapping, hitting, hair pulling, biting, etc.
- **Sexual Abuse**: Forcing, coercing, attempting or threatening to coerce any non-consensual sexual contact with a person for the purpose of exerting power and control over that person. This includes, but is not limited to: marital rape, forcing sex, attacks on sexual parts of the body or treating another in a sexually demeaning manner for the purpose of power and control.
- **Systems Abuse**: Policies, procedures, or practices for responding to domestic violence and/or sexual violence that minimize or trivialize a victim/survivor's complaints of abuse or otherwise have the effect of discriminating against, or unjustly harming, the victim/survivor.
- **Institutional Abuse**: The mistreatment of a person living in an institution such as a nursing home, foster home, group home, or board and care facility, brought about by poor or inadequate care and support. Institutional abuse refers to abuse by individuals and/or abusive practices within the institution or community at large in regard to institutional care.
- **Abuser**: Someone who perpetrates abuse (see definition of "abuse" above) against another. In domestic violence, an abuser is also referred to as a batterer.

**Accessibility**: The ability to effectively participate in systems and institutions to obtain services and information available the general public.

**Accommodation**: A modification or adjustment to a program, practice, environment, or job requirement that makes it easier for a person with a physical disability to participate in the same manner as other people.

**ADA**: The Americans with Disabilities Act is a 1990 federal law that protects the civil rights of people with disabilities in the areas of housing, employment, education, public transportation and public accommodations.

**Advocacy**: An act or process of speaking out on an issue in order to exert influence over others on behalf of an individual or group for the purpose of affecting a positive change for the individual/group. Advocacy can occur at an individual or systematic level.

**Anger Management Program**: An anger management program is designed to educate people who have a comprehensive problem with anger, specifically whose problems with anger emerge in many aspects of their life. The issues addressed in anger management programs are different than those related to the exercise of power and control over an intimate partner. Responsible anger management programs address cognitive behavior skills and communication skills. These programs teach people to be assertive in a positive, non-confrontational manner, as well as the importance of taking responsibility for one's actions. These programs also address the distinction between an anger problem and domestic violence.

**Batterers Intervention Program (BIP)**: A treatment program designed to hold batterers accountable for their abusive behavior and promote victim safety. Often court-ordered, these probation-approved programs use a group format with a curriculum to teach alternatives to using power and control tactics. Anger management is not a substitute for BIP.

**Caregiver**: A person who provides direct support to another, either formally, such as a paid personal assistant, or informally, such as an unpaid family member or friend. The term is often used to denote a person who assists people who are very young or elderly, or people with disabilities. Some people with disabilities prefer the term Direct Support Staff to caregiver.

**Child Abuse**: Abuse (see definition of "abuse" above) that results in harm to a child or puts the child at risk of harm. Neglect, or not providing for a child's needs, is a form of child abuse.

**Collaboration**: A mutually beneficial and well-defined relationship entered into by two or more individuals and/or agencies to achieve results that they are more likely to achieve together than alone. This relationship includes commitment to mutual relationships and goals, a jointly developed structure, a shared responsibility, mutual authority, mutual accountability, and the sharing of resources and awards.

**Confidential Communication**: Any communication between a victim/survivor and another person who is a professional, para-professional or peer, that is protected by law or policy, from being disclosed to a third party without the permission of the victim/survivor. The exceptions to this are the issues that fall within the mandated reporting laws. See Mandatory Reporting below.

**Consensus**: General agreement among members of a group in which each party has a right and opportunity to participate in decision-making.

**Consumer**: A person who utilizes services provided by a community-based agency. This person may also be referred to as a client, participant, customer, or survivor.

**Crisis Intervention**: Methods used to offer immediate, short-term help to an individual who experiences an event that produces emotional, mental, physical, and behavioral distress or problems. Intervention can include, but is not limited to, the use of personal, social, legal, medical, and/or financial services and resources.

**deaf**: The condition of having partial to total hearing loss.

**Deaf**: Of or pertaining to a community of Deaf individuals who share a common language and culture.

**Physical disability**: A physical or mental condition that limits an individual's ability to interact with his/her environment and to perform functions required by his/her environment.

**Discrimination**: The act or practice of treating a person or group differently than others based on categorical or stereotypical judgments about that person or group. Discrimination is often based

on a person/group's real or perceived sex, sexual orientation, race, nationality, age, or physical disability.

**Domestic Violence**: A pattern of abuse (see definition of "abuse" above) designed to achieve power and control over an intimate partner. Acts constituting a pattern of domestic violence often increase in frequency and severity over time.

**Domestic Violence Advocate**: An employee or volunteer of a domestic violence victim service organization who counsels or assists domestic violence victims and has completed the 40-hour domestic violence training described in California Evidence Code §1037.1(a)(2). A domestic violence advocate engages in individual advocacy on behalf of domestic violence victims, including but not limited to: providing court accompaniment, case management, and assistance with accessing public benefits and services.

**Domestic Violence Victim Service Organization**: A nongovernmental program or organization that provides shelter, programs, or services to domestic violence victims and their children, including domestic violence shelters and other programs whose primary mission is to provide services to domestic violence victims.

**Elder Abuse**: Abuse (see definition of "abuse" above) that results in harm to an elderly person, age 65 or older, or puts that elderly person at risk of harm. Neglecting or deserting an elderly person whom one is responsible for, and/or taking or misusing an elderly person's money or property are also considered forms of elder abuse.

**Emergency Domestic Violence Response Services**: Services provided by a domestic violence victim service organization to respond to an immediate and present danger of domestic violence. These services include, but are not limited to:

- **Hotline**: 24/7 service to individuals seeking information related to domestic violence.
- **Shelter**: Temporary housing to provide safety to women and children at an undisclosed location for a period of 30 to 45 days.

**Emergency Sexual Assault Response Services:** Services provided by a sexual assault crisis agency to respond to sexual assault emergencies that have recently occurred. These services include, but are not limited to:

- **Hotline:** 24/7 service to individuals seeking information related to sexual assault.
- **Rape kit:** The collecting of biological and physiological evidence after a rape has taken place. Rape kits can lead law enforcement to the perpetrator, and can also bolster the case in court if it goes to trial.
- **Emergency medical care:** 24-hour medical care provided by an Emergency Sexual Assault Response Service. The medical care is usually comprehensive and free of cost.

**Ethical Communication:** Ethical communication is communication that is truthful, direct, tactful and tolerant of diverse perspectives for the purpose of achieving informed and responsible decision-making. Ethical communication involves access to communication resources and opportunities for all, as well as the encouragement of mutual respect and understanding for all.

**Goal:** The ultimate end toward which effort is being directed. Goal-setting involves establishing specific, measurable and time-targeted objectives for accomplishing an identified goal.

**Hard of Hearing:** The condition of having mild to moderate hearing loss. The term is typically used to refer to an individual who has some hearing, can use his/her hearing for communication purposes, and feels reasonably comfortable doing so.

**Independent Living Services:** Services provided by a community-based agency that maximize independence and self-determination, especially among persons with a physical disability who live in the community rather than in a medical facility. These services can

include, but are not limited to: advocacy, peer counseling, skills training, education, and referral services.

**Informed Decision:** A decision based on proper and sufficient information.

**Mandatory Reporting:** Laws that require members of certain professional groups to report certain instances of abuse and/or neglect to law enforcement, social services, and/or other regulatory agencies.

California Law requires all mandated reporters to report knowledge or suspicion of abuse of children, elders and vulnerable adults. Mandated reporters include persons employed by social, health, and law enforcement agencies.

Knowledge or suspicion of abuse of children is reported to the Los Angeles County Child Protective Services Hotline at 1-800-540-4000. Knowledge or Abuse of elders or vulnerable adult is reported to the Adult Protective Services hotline for Los Angeles County at 1-877-477-3646.

All mandated reporters **must report** actual or suspected abuse. The reporting responsibility is **individual** for each mandated reporter. Mandated Reporters who fail to report actual or suspected abuse can be charged with a misdemeanor, punishable by a jail sentence, a fine, or both.

Domestic Violence reporting is different: In situations of domestic violence injuries, health practitioners employed in a local or state public health department, health facility, licensed clinic or physician's office are mandated reporters. Only physical injuries caused by domestic violence which are observed during the provision of medical services for a physical condition must be reported. There are no medical providers in the Collaborative.

**Mission Statement:** A brief written declaration of a group's fundamental purpose that articulates an overall goal, provides a sense of direction, and guides decision making.

**Objective:** A measurable and defined step that contributes to the fulfillment of a specified goal.

**People-First Language:** The use of respectful language in reference to people with disabilities. It requires the following: (1) avoidance of the following terms: afflicted, cripple, crippled, defective, feeble-minded, handicapped, handicap, idiot, lunatic, imbecile, insane, invalid, maimed, moron, suffering, wheelchair user, wheelchair bound (2) use of: person, people, individual, individuals, adult, adults, child, children, or youth in sentence construction so that the language refers to individuals (a) with disabilities or with conditions that result in physical disability, (b) who have disabilities or who have conditions that result in physical disability, or (c) who use or who need assistive technology.

**Perpetrator:** A person who engages in criminal behavior.

**Sexual Assault Advocate:** An employee or volunteer of a rape crisis center who counsels and assists victims of sexual assault, has completed a certified training program on the counseling of sexual assault victims, and meets one of the following requirements: (1) is a psychotherapist, (2) has a master's degree in counseling or a related field, (3) has one year of counseling experience, at least six months of which is in rape crisis counseling, or (4) has completed the 40-hour training for sexual assault advocates, as described in Evidence Code § 1035(a)(2). A sexual assault advocate engages in individual advocacy on behalf of sexual assault victims, including but not limited to, providing crisis intervention, accompaniment, case management, and assistance with accessing counseling and other services.

**Survivor:** A term that is typically used to refer to an individual who has left an abusive relationship or an individual who has been sexually assaulted in the past, where the person has taken steps toward addressing the physical and psychological trauma that s/he experienced as a result of the abuse or assault. Domestic violence and sexual assault advocates sometimes prefer to use the term "survivor" instead of "victim" because they consider the term to be more empowering for the individual.

**System**: A network of individuals, agencies, and institutions that address a common issue, such as domestic violence, sexual violence, or the needs of individuals with disabilities.

**Systems change**: The process of permanently improving the capacity of existing systems (see definition of “system” above) that address an issue such as domestic violence, sexual violence, and/or the needs of individuals with disabilities who have experienced domestic violence or sexual violence.

**Rape Crisis Center**: A nongovernmental organization that provides the following services for sexual assault victims: 24-hour crisis intervention, follow-up counseling services, in-person counseling, including group counseling, accompaniment services, advocacy services, information and referrals, community education, rape prevention presentations, and self-defense programs.

**Transitional Housing**: A residential program that provides temporary housing and supportive services for victims/survivors of domestic violence. These programs are designed to enable victims/survivors to achieve self-sufficiency and permanent housing. Typically, residents enter the program after residing in an emergency shelter, may remain in the transitional program for up to one year, and are required to establish and work toward goals that promote economic and emotional stability.

**Victim**: A person against whom a crime is committed. In the context of domestic violence and sexual assault, this term is typically used to refer to a person who is currently experiencing, or who has recently experienced, abuse or an assault.

**Victim/Survivor**: A phrase that recognizes two perspectives on the experiences of people who have experienced domestic violence, sexual violence, and/or stalking. (See definition of “victim” and “survivor” above).



## The Right Response Collaborative Work Plan 2008-2011

<u>DATE/TIME</u>	<u>KEY ACTIVITIES</u>	<u>DELI VER ABLE</u>
<u>October 2008</u>	<u>Accept and Sign Project</u> <u>Finalizing Collaboration Members</u> <u>Naming Our Collaboration</u>	<u>X</u> <u>X</u> <u>X</u>
<u>November 2008</u>	<u>Administrative &amp; Logical Issues</u> 1. <u>Finalize Budget &amp; Sub Contracts</u> 2. <u>Determine Meeting Schedule</u>	<u>X</u> <u>X</u>
<u>February 9, 2009</u>	<u>Developing Our Vision</u>	<u>X</u>
<u>March/April 2009</u>	<u>Creating Our Mission Statement</u>	<u>X</u>
<u>May 2009</u>	1. <u>Identifying Our Contributions and Commitments</u> 2. <u>Exploring Our Shared Values and Assumptions</u> 3. <u>Defining Key Terms</u>  <u>All Site Meeting-Indianapolis</u>	<u>X</u> <u>X</u> <u>X</u> <u>X</u>
<u>June 2009</u>	<u>Determining How We Will Work Together</u> 1. <u>Decision Making Authority &amp; Protocol</u> 2. <u>Conflict Resolution Protocol</u> 3. <u>Communications Plan (internal &amp; external)</u> 4. <u>Confidentially</u>	<u>X</u> <u>X</u> <u>X</u> <u>X</u>
<u>July 2009</u>	<u>Submit Charter Draft to VERA for review</u> <u>VERA TA Site Visit @ GLAD</u>	<u>X</u> <u>X</u>
<u>August 2009</u>	<u>Review VERA TA of Charter With Collaboration Members</u> <u>Develop Collaboration Work Plan</u>	<u>X</u> <u>X</u>
<u>September 2009</u>	<u>Begin Revision of Charter</u> 1. <u>Conflict Resolution Protocol</u> 2. <u>Communications Plan</u> 3. <u>Add Mandated Reporting Plan</u>	<u>X</u> <u>X</u> <u>X</u> <u>X</u>

<u>October 2009</u>	<u>Submit Charter to OVW</u>	<u>X</u>
<u>November 2009</u>	<u>All Site Meeting-Columbus, OH</u> <u>Begin Needs Assessment Development</u> <ol style="list-style-type: none"> <li>1. <u>Identifying Our Needs Assessment Goals</u></li> <li>2. <u>Identify Relevant Existing Data</u></li> <li>3. <u>Determine Data Collection Methods</u></li> <li>4. <u>Identify Target Populations</u></li> <li>5. <u>Explore Collaboration Member Agencies Interest, Expertise &amp; Influence</u></li> <li>6. <u>Identify Sites of Policy &amp; Procedure Change</u></li> </ol>	<u>X</u> <u>X</u> <u>X</u> <u>X</u> <u>X</u> <u>X</u>
<u>December 2009</u>	<u>VERA TA Site Visit-Focus on Needs Assessment</u> <u>Designing Our Methodology:</u> <ol style="list-style-type: none"> <li>1. <u>Identify Purpose of Needs Assessment</u></li> <li>2. <u>Determine Structure for Needs Assessment</u></li> <li>3. <u>Determine Best Recruitment Strategies</u></li> <li>4. <u>Determine Confidentially Plan</u></li> <li>5. <u>Write Introduction for Needs Assessment</u></li> </ol> <u>Review OVW Critique of Charter and begin revision</u>	<u>X</u> <u>X</u> <u>X</u> <u>X</u> <u>X</u>  <u>X</u>
<u>January 2010</u>	<u>Creating Tools/Materials for Needs Assessment</u> <ol style="list-style-type: none"> <li>1. <u>Develop Scripts and Questions for Each Focus Group</u></li> <li>2. <u>Develop Scripts and Questions for Individual Interviews</u></li> <li>3. <u>Develop Consent Forms</u></li> </ol>	<b><u>In Process</u></b>
<u>February 2010</u>	<u>Submit Revised Charter to OVW</u> <u>Documenting Our Needs Assessment Process:</u> <ol style="list-style-type: none"> <li>1. <u>Review 1<sup>st</sup> Draft of Needs Assessment Document</u></li> <li>2. <u>Continue Development of Scripts &amp; Questions</u></li> </ol>	<u>X</u>
<u>March 2010</u>	<u>Develop Needs Assessment Focus Group Invitations</u> <ol style="list-style-type: none"> <li>1. <u>Set Dates &amp; Times for Each Focus Group</u></li> <li>2. <u>Identify Interviewers for Each Group</u></li> </ol>	
<u>April 2010</u>	<u>Begin Initial Needs Assessment Interviews</u>	

<u>May 2010</u>	<u>All Site Meeting- Continue Needs Assessment Interviews</u>	
<u>June 2010</u>	<u>Analyzing The Data Collected</u> <ol style="list-style-type: none"> <li>1. <u>Identify Major Themes</u></li> <li>2. <u>Identify Key Findings &amp; Supporting Evidence to Include in Report</u></li> </ol>	
<u>July 2010</u>	<u>Documenting Our Needs Assessment Findings</u> <ol style="list-style-type: none"> <li>1. <u>Complete Needs Assessment Report</u></li> <li>2. <u>Summary of Methodology Used</u></li> <li>3. <u>Key Findings</u></li> <li>4. <u>Conclusion</u></li> </ol>	
<u>August 2010</u>	<u>Developing Our Strategic Plan</u> <ol style="list-style-type: none"> <li>1. <u>Determine Approach to Strategic Plan</u></li> <li>2. <u>Who Should Be Involved In Process</u></li> <li>3. <u>What Will Our Process Look Like</u></li> <li>4. <u>What Principals Will Guide Our Decisions in the Strategic Plan.</u></li> </ol>	
<u>September 2010</u>	<u>Identify Short-Term Priorities &amp; Initiatives:</u> <ol style="list-style-type: none"> <li>1. <u>Determine Key Activities</u></li> <li>2. <u>Determine When Activities Will be Done &amp; By Who.</u></li> <li>3. <u>Create Systems-Change Justification</u></li> <li>4. <u>Identify Anticipated Results</u></li> <li>5. <u>Address Issues of Sustainability</u></li> <li>6. <u>Identify Long-Term Priorities &amp; Initiatives</u></li> <li>7. <u>Create Plans to Sustain Our Work</u></li> <li>8. <u>Identify Areas of Interest for Future Work</u></li> </ol>	
<u>October 2010</u>	<u>Document the Plan</u> <ol style="list-style-type: none"> <li>1. <u>Draft the Strategic Plan</u></li> <li>2. <u>Get Buy-In From Member Agencies</u></li> <li>3. <u>Finalize Strategic Plan</u></li> </ol>	
<u>November 2010/ August 2011</u>	<u>IMPLEMENTATION PHASE!</u>	
<u>September 2011</u>	<u>Final Report to OVW</u>	

