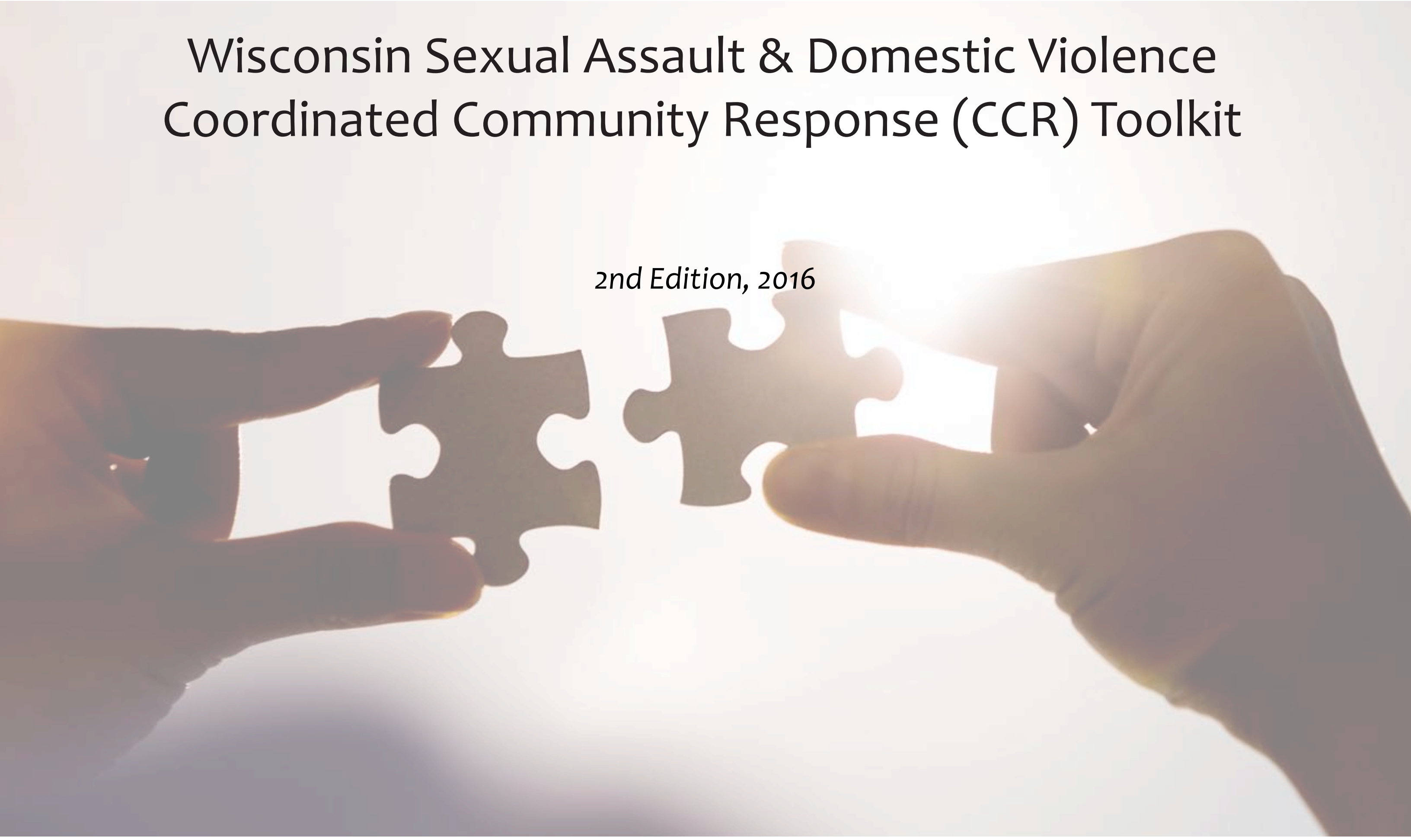
Wisconsin Sexual Assault & Domestic Violence Coordinated Community Response (CCR) Toolkit

2nd Edition, 2016



WISCONSIN COALITION AGAINST SEXUAL ASSAULT

end domestic abuse WI

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Introduction to the Coordinated Community Response (CCR) Toolkit

This Toolkit contains revisions and supplements to the original Wisconsin Domestic Violence and Sexual Assault Toolkit published in 2009 by the Wisconsin Coalition Against Sexual Assault and the Wisconsin Coalition Against Domestic Violence (now End Domestic Abuse Wisconsin).

This edition of the Toolkit contains four main segments:
- Laying the Groundwork – covers key foundational concepts and theories to generate a common understanding of domestic violence, sexual assault and multidisciplinary efforts to address both
- Establishing a Coordinated Community Response (CCR) – provides considerations about ways to structure a CCR team, including member recruitment and engagement, leadership roles, and meeting formats
- Coordinated Community Response (CCR) Activities – includes suggested activities and action ideas that your CCR team may choose to pursue
- State and National Resources – provides links to local resources as well as national CCR technical assistance projects, which offer a wide variety of webinars and other online archived resources

The goal for providing this Toolkit is to share concise and relevant information that will contribute to Wisconsin CCR teams' success and sustainability. We recognize that multidisciplinary work, by its very nature, is challenging. We hope that having tools and information readily available will remove one barrier to success as teams navigate their process for working together.

When multidisciplinary teams are operating at their best, the service system that victims of domestic violence and sexual assault are accessing in any given community becomes less fragmented. Successful CCRs cultivate an atmosphere where professionals around the table feel comfortable sharing struggles and frustrations, the team puts forth and actively works toward solutions that focus on victim safety and offender accountability, and every member shares the ultimate vision of ensuring that victims of domestic violence and sexual assault are safer as a result of reaching out for help.

Laying the Groundwork

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What is Domestic Violence?

Domestic violence is a learned pattern of behavior used by a person to gain power and control over their former or current intimate partner.

Domestic violence is not an isolated event, but an ongoing pattern of behaviors that a batterer uses to gain and maintain power and control. The fundamental difference between domestic violence and other forms of violence is that it occurs within the context of an intimate relationship that is supposed to be loving and safe. Abusers are intentional with their actions; often they are able to hide their "true colors" until they succeed in making their victim fully invested in the relationship. Abusers are strategic – they know exactly how to best manipulate their partner into submissiveness. The batterer chooses his/her abusive behavior because it accomplishes that goal. Because the abuser at one time acted loving and sincere, a victim may have hope that the abuser will change and the relationship will once again be that way. On the contrary, incidents of abuse often become more frequent and severe over time.

Domestic violence can happen to anyone regardless of race, ethnicity, gender, age, educational level, socioeconomic status and sexual orientation. Contrary to popular belief, domestic violence does not need to be physical to be abuse. Domestic violence can take many forms:

Physical: This includes (but is not limited to) slapping, hitting, punching, kicking, physical restraint, aggravated assault and forcing someone to take drugs.

Emotional: This includes (but is not limited to) extreme displays of jealousy and/or possession, intimidation, blaming the victim for their problems, degrading and/or disrespectful behavior and comments, withholding communication, social isolation and threats of physical or sexual violence.

Verbal: This includes (but is not limited to) name-calling, yelling, criticizing the victim's appearance, actions and/or beliefs and humiliating the victim in public.

Sexual: This includes (but is not limited to) sexual activity following a physically abusive incident, threats of infidelity, coerced sex acts and forcible intercourse.

Economic: This includes (but is not limited to) refusing to share control of family finances, destroying, giving away or selling a victim's property without her consent and using money as a tool to control the victim's behavior or get what they want.

Domestic Violence Statistics – United States and Wisconsin

- More than 1 in 3 women (35.6%) and more than 1 in 4 men (28.5%) in the United States have experienced rape, physical violence and/or stalking by an intimate partner in their lifetime[1].
- In 2001, about 85% of victimizations by intimate partners were against women and 15% of victimizations were against men. In other words, women are 5 to 8 times more likely than men to be victimized by an intimate partner[2].

[1] *National Intimate Partner and Sexual Violence Survey, 2010.*
[2] *Bureau of Justice Statistics Crime Data Brief, Intimate Partner Violence, 1993-2001. February 2003.*

Domestic Violence Statistics (continued from previous page)

- 714,000 (32.4%) of Wisconsin women and 492,000 (23%) of Wisconsin men have been physically abused, sexually assaulted or stalked by an intimate partner at some point in their lives[3]
- In 2012, 28,729 domestic abuse incidents were reported to law enforcement and referred to Wisconsin district attorneys' offices[4]
- In an average year in Wisconsin:
  - Approximately 40,000 women, children and men receive services from local domestic violence programs
  - 6,500-7,000 individuals utilize emergency shelter services[5]
  - There is a domestic violence homicide about once per week[6]

With these staggering statistics in mind, it may seem rational to think "Why doesn't she just leave?". Listed below are some of the reasons victims choose to stay in or return to an abusive relationship. In a CCR, understanding these barriers will assist you in crafting solutions that match victims' lived reality.

Commitment to the relationship: The abuser is the person the victim loves or once loved and may be the parent of the victim's children. This makes leaving the abuser especially difficult when violent episodes are followed by periods of affection and positive attention. The victim may want to end the violence, but also preserve the family relationship.

Diminished sense of self-confidence: Ending an intimate relationship is almost always difficult, but even more so when the victim's self-confidence has been destroyed by abuse. The abuser may have convinced the victim that no one else will ever love them, and/or that they are not deserving of love and success.

No place to go: Domestic violence is the cause of half of the homelessness in America's women and children. Often, the confidential shelters are full and homeless shelters are not equipped to deal with the safety needs of domestic violence victims.

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[3] *http://www.cdc.gov/violenceprevention/pdf/nisvs_report2010-a.pdf* & *US Census Data, 2010.*
[4] *Wisconsin Department of Justice, Domestic Abuse Incident Report 2012.*
[5] *WI Department of Children and Families.*
[6] *End Domestic Abuse Wisconsin Homicide Reports.*

Hope of change: Many abusers feel remorseful after abusing the victim. An abuser will promise never to hit the victim again, agree to seek counseling, acknowledge the wrongfulness of their violence or attempt to demonstrate their love for the victim in meaningful ways. Victims are hopeful that abusers will change.

Isolation: Many victims of domestic violence do not have support systems. Abusers have isolated them from family, friends and other supportive people in their lives. For example, abusers may prohibit victims from using the phone, humiliate them at family gatherings, insist on transporting them to and from work or censor their e-mail. Abusers are often highly possessive and excessively jealous.

Societal denial and stigma: Victims of domestic violence may fear that no one will believe that their partners abuse them. Abusers are often charming in public and keep their controlling behaviors behind closed doors. Victims of domestic violence also discover that many people and agencies in the community trivialize the impact of domestic violence or do not understand it at all. Victims may worry that they will be judged or blamed for the abuse by people that they turn to for help.

Abuser's threats: Even when a victim decide to leave, the abuser may threaten to seek custody of their children, withhold financial support, interfere with the victim's employment or housing, kill the victim and other family members, commit suicide or escalate the violence in an attempt to keep the victim in the relationship.

Dangers in leaving: Many victims believe that leaving is not going to make their life and their children's lives safer. Many victims of domestic violence are killed by their abusive partners after they have left them. Often, abusers escalate their violence in order to coerce the victim into reconciliation or to retaliate against the victim's departure.

Economic dependency: A predominant indicator of whether a victim of domestic violence will permanently separate from their abuser is whether they have the economic resources to survive without the abuser.

Leaving is a process: Most victims of domestic violence leave and return several times before permanently separating from the abuser. The first time a victim leaves may be a test to see whether the abuser will obtain help or stop their abuse. The victim may leave temporarily in order to gain more information about the resources available to victims before leaving the abuser permanently.

The Domestic Abuse Intervention Program (DAIP) in Duluth, MN, developed a "Power and Control Wheel" that describes some common abusive behaviors. The wheel is characterized by the pattern of actions that an individual uses to intentionally control or dominate his intimate partner. The Power and Control Wheel can be found on the following page. The rest of this section contains material excerpted directly from the DAIP website: http://www.theduluthmodel.org/training/wheels.html.

The Power and Control Wheel represents the lived experience of women who live with men who abuse them. It does not attempt to give a broad understanding of all violence in the home or community but instead offers a more precise explanation of the tactics men use to abuse women. We keep our focus on women's experience because the abuse of women by men continues to be a significant social problem – men commit 86 to 97 percent of all criminal assaults and women are killed 3.5 times more often than men in domestic homicides[1].

When women use violence in an intimate relationship, the context of that violence tends to differ from that of men. First, men's use of violence against women is learned and reinforced through many social, cultural and institutional avenues, while women's use of violence does not have the same kind of societal support. Secondly, many women who do use violence against their male partners are being abused themselves. Their violence is primarily used to respond to and resist the controlling violence being used against them. On the societal level, women's violence against men has a trivial effect on men compared to the devastating effect of men's violence against women.

By naming the power differences, we can more clearly provide advocacy and support for victims, accountability and opportunities for change for offenders and systems as well as societal changes that end violence against women.

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[1] *Supplementary Homicide Reports of the FBI's Uniform Crime Reporting Program in 2005, 1181 females and 329 males were killed by their intimate partners.*

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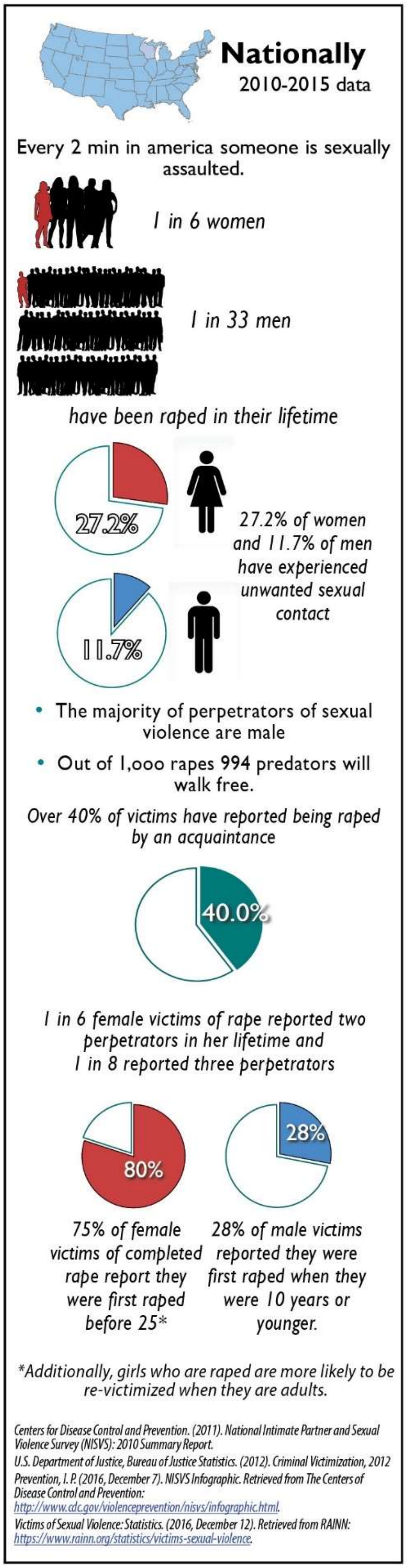
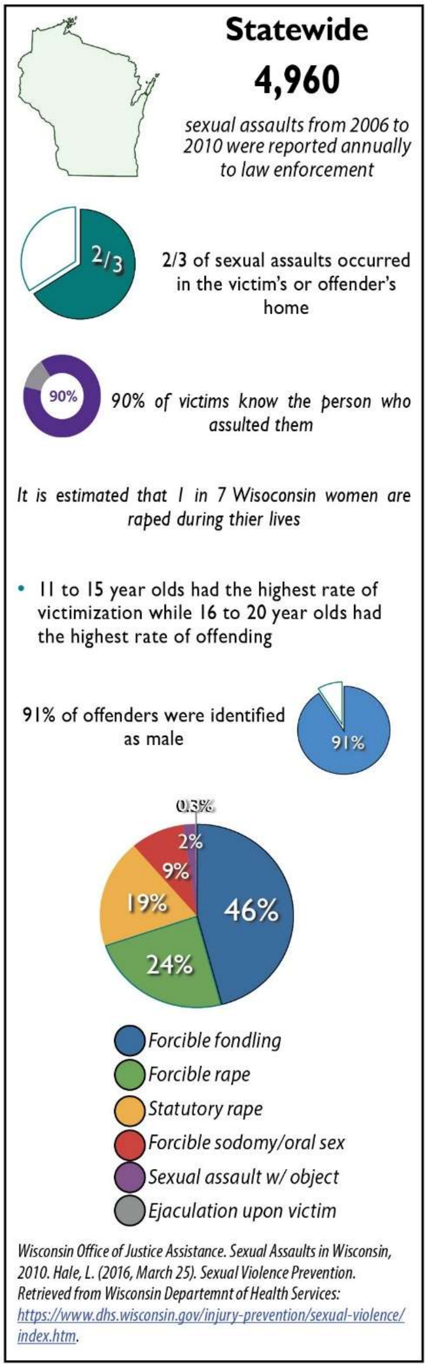


What is Sexual Assault?

Sexual assault refers to an actual or attempted act that is sexual in nature where consent is not obtained or freely given. It is a forced, coerced, or manipulated act that is sexual in nature, breaks a person's trust and safety, and is primarily motivated out of a need to feel powerful by controlling, dominating, or humiliating the victim.

This can include rape, sexual assault, incest, child sexual abuse, sex trafficking, sexual contact or sexual harassment. Non-contact unwanted sexual experiences are also forms of sexual violence and include exposure, voyeurism, making a victim look at or participate in sexual photos or movies, or verbal sexual harassment. Sexual violence is one of the most personal and invasive expressions of violence deeply affecting all genders, ages, races, ethnicities, ability levels, socioeconomic statuses, and sexual orientations.

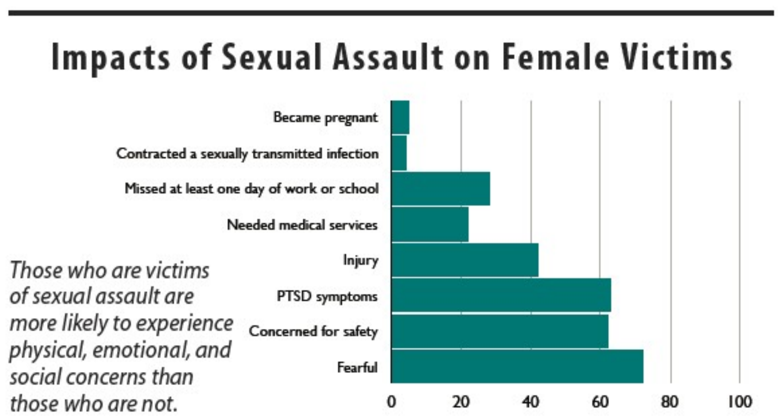
Sexual assault is widely accepted to be a vastly underreported crime. It is estimated that less than 30% of sexual assaults are reported to the police (U.S. Department of Justice, 2012). That makes collecting accurate data about sexual assault challenging. The statistics represented here come primarily from victimization studies, which survey the general public about their experiences with sexual assault. These surveys are considered to be more accurate because they include victims who did not report to the police.



Sexual Assault in Wisconsin

This information represents data from the 2010 Wisconsin Office of Justice Assistance report entitled 'Sexual Assaults in Wisconsin, 2010'. The information was collected between January 1, 2010 and December 31, 2010, representing only one year of reported sexual assaults.

The report is only one measure of incidences of sexual assault, keeping in mind the infrequency of reporting. This information and the OJA's report do not include reports made to hospitals or other health care providers and other service providers; they only reflect those reported to law enforcement. The actual number of sexual assaults in Wisconsin is estimated using a national data reporting system called the National Intimate Partner and Sexual Violence Survey.



national data: Centers for Disease Control and Prevention. (2011). National Intimate Partner and Sexual Violence Survey (NISVS): 2010 Summary Report.

This fact sheet was updated in 2016 by the Wisconsin Coalition Against Sexual Assault, Inc. (WCASA). WCASA is a membership organization of sexual assault centers, other organizations, and individuals throughout Wisconsin working to end sexual violence. For information sheets on other topics or to become a member, contact WCASA, 2801 West Beltline Highway, Suite 202, Madison, WI 53713, (608)257-1516, http://www.wcasa.org *.For more information about sexual assault or to receive support with a sexual assault experience, contact your local sexual assault program. This sheet may be reproduced in its original format only.*

Coordinated Community Response (CCR) Overview

End Domestic Abuse Wisconsin and the Wisconsin Coalition Against Sexual Assault share a common vision about the role of a Coordinated Community Response (CCR) team. At their core, CCR teams operate under the assumption that domestic violence and sexual assault are community issues and require the engagement of entire communities to address them. Since their inception in Wisconsin in the mid-1980s, CCR teams have brought together key players in community systems to develop strategies and procedures to improve their multi-system response to domestic violence and sexual assault. Intervention through a CCR is an effective way of using legitimate sources of power in a community to convey a message to perpetrators that the community cares about sexual and domestic violence and will do everything it can to protect the victim. Perpetrators of sexual assault and domestic violence can be very coercive and manipulative. Without coordination amongst various service providers, offenders often slip through the cracks and avoid accountability for their behavior, which may further dissuade victims from seeking assistance in their community.

Many CCR teams begin with the criminal/legal process in their coordination, but it's important to remember that is only one small piece of a community. Because the legal system is not a system that all victims choose to use, a comprehensive CCR team will also include representatives:

- Mental health and other health care providers
- School personnel
- Child protection workers
- Probation and parole agents
- Neighborhood center staff
- Clergy members
- Batterer's treatment and/or sex offender treatment providers
- Service providers from culturally-specific organizations
- Many other groups

A CCR must go beyond the legal system to truly create a wide network of support for all victims of domestic violence and sexual assault.

Each CCR team creates its own specific goals, but most CCRs develop goals around these four key areas:

1. Ensuring a victim-centered response to violence and access to community resources, which includes the following:
    - Prioritizing the safety, privacy and well-being of the victim

- Developing and implementing training designed to ensure responders are adequately equipped and knowledgeable when responding to victims
- Recognizing that victims are never responsible for the crimes committed against them
- Recognizing that offenders are always responsible for their crimes
- Respecting victims' input into the criminal justice response

2. Focusing on the offender, which includes the following:
    - Recognizing the nature of domestic abusers and sex offenders, including the nature of perpetration (i.e., most sexual assaults are perpetrated by an assailant known to the victim)
    - Understanding that a lack of focus on the offender may be exactly what the offender needs to keep offending

3. Ensuring diverse populations have a voice and access to culturally appropriate responses
    - Understand the unique needs of diverse and underrepresented populations within your community

4. Promoting a collective position that domestic violence and sexual assault are community issues, and that it takes an entire community to create an atmosphere where these crimes are not tolerated and community safety is increased
    - Provide community education and information

The Coordinated Community Action Wheel, modeled after the Duluth Power and Control Wheel, illustrates ways in which a variety of community systems can work together to increase victim safety and perpetrator accountability in domestic violence and/or sexual assault cases. To view this wheel, visit: http://www.ncdsv.org/images/CoordCommunActionModelwheel-NCDSV.pdf

Sexual Assault Response Team (SART) Overview

According to the Wisconsin Adult Sexual Assault Response Team Protocol[1], a Sexual Assault Response Team (SART) is defined as a multidisciplinary response team that provides direct intervention to sexual assault victims as they interact with the criminal justice system and coordinates effective investigative and prosecutorial efforts in connection with a report of sexual assault.

A Sexual Assault Response Team:

- Consists of four key disciplines: Advocacy, Sexual Assault Nurse Examiner (SANE), Law Enforcement and Prosecution
- Establishes a protocol to provide seamless victim centered and offender focused responses to victims of sexual assault as they interact with the criminal justice system
- Educates the criminal justice system and the community to raise awareness of sexual assault, decreases victim blaming and increases offender accountability
- Seeks feedback from victims of sexual assault to expand understanding of sexual assault dynamics, improve criminal justice system response and assess the effectiveness of the team
- Builds relationships with individual responders to sexual assault that increase opportunities for resolution in the event of a challenge or miscommunication among members of the SART
- Identifies valuable community resources and avoids duplication of services
- Shares information, knowledge and expertise among team members
- Performs case reviews to enhance and improve victim centered responses and offender accountability

The most pertinent differences between a CCR and a SART include the size of the team and the scope of the issues addressed. SARTs focus on case reviews of specific cases and has a criminal justice focus whereas CCRs do not typically perform case reviews.

[1] *Wisconsin Adult Sexual Assault Response Team Protocol, 2011.* *http://www.wcasa.org/file_open.php?id=203*

Successfully Addressing both Sexual Assault (SA) and Domestic Violence (DV) within a Coordinated Community Response (CCR)

Many CCR teams are "dual" – meaning they address issues related to both sexual assault and domestic violence. It can be challenging to hold both issues in equal regard, but there are ways that teams have been successful in doing so. This section of the Toolkit will highlight some challenges and solutions with regard to addressing both issues equitably in the context of CCRs.

Benefits of addressing both SA and DV in a CCR context include the following:

- In rural areas many of the same people are at the table
- Combined resources can help with programming and overhead costs
- If done well it can create community wide social change

Concerns of addressing both SA and DV in a CCR context include the following:

- There may not be parity between both issues
    - Addressing sexual assault can be hard because of shame and myths (victim blaming).
    - There may not be an understanding of the commonalities and differences between sexual assault and domestic violence
    - It can be challenging to address issues connected to sexual violence that are relatively mainstream (e.g. pornography, strip clubs)
    - Underreporting can lead to the assumption that sexual assault is not happening in their communities
- Some dual DV and SA agencies may have only one advocate available to attend meetings that is responsible for addressing both SA and DV concerns
    - Is it possible for one advocate to represent both issues well?
    - Even if a sexual assault advocate is at the table, the person may feel silenced or unsupported if they are the lone person representing both issues
- Systemically oppressed populations (e.g. persons of color, LGBTQ identified individuals, persons with disabilities, etc.) may be ignored
- Sexual assault may not be addressed in communities that do not have a sexual assault agency
- Communities may have an outreach office that provides services; however, resources may be limited
- Communities may have a dual SA/DV program that does not address both issues equitably

How to have a successful CCR that addresses both SA and DV:

- Learn from sexual assault and domestic violence survivors about what needs exist in the community
- Make a commitment to duality for SA and DV
- Dedicate equal time, funds, staffing and energy to both DV and SA
    - Events (e.g. plan something for both Domestic Violence Awareness Month and Sexual Assault Awareness Month)

  - Data collection
  - Trainings
  - Developing/gathering resources
  - Developing best practices
  - Media/policy
- Learn about the commonalities and differences between sexual assault and domestic violence
  - Think about the commonalities and areas where it makes sense to work together
    - Relationship violence (sexual assault within domestic violence)
    - Power, control and entitlement
    - Connection of oppressions
  - Think about the differences and how it might be best to approach these differences
    - Male victims
    - Victims with disabilities
    - Older adult victims
    - Sex trade/trafficking/brokered marriages
    - Child sexual abuse/incest/witnessing abuse
    - Teen victims
    - Exploitation by professionals
    - Stranger assault
    - Impact of sexual assault myths (e.g. she shouldn't have been drinking)
    - Impact of domestic violence myths (e.g. if it was a problem she would leave)
- Establish trust by respecting the equal importance of both issues
- Have equal representation at the table from both the sexual assault and domestic violence fields
  - Encourage dual SA/DV programs to commit to sending both a sexual assault and a domestic violence advocate to meetings
  - If there are stand-alone programs in the community, invite both to the table
  - Invite other community partners that are interested in sexual assault issues or domestic violence issues to the table
- Create an official name for the CCR that indicates that the CCR is working on both sexual assault and domestic violence issues
- Create a mission and vision statement for the CCR that reflects a commitment to end both sexual assault and domestic violence
- Support sexual assault and domestic violence partners to develop their own identities (with media/community groups/general public)
  - Define their own goals and direction
- Look for individual funding streams for SA and DV work
  - Do not change program needs to reflect funding requirements to fit into a DV mold when trying to do SA work and vice versa
- Promote DV and SA equally
- Educate others on different prevention and intervention approaches of DV/SA advocates
- For communities that have separate CCRs for SA and DV, find ways to collaborate on

commonalities, stay informed of each other's activities, and do cross training and education
- For communities that have a DV CCR and no SA services, give SA issues a place at the table; provide training and education on sexual assault, and bring in community leaders that are interested in addressing sexual assault

While this is not an exhaustive list of all the ways in which you can make a strong commitment to duality in your CCR, we hope that this section will generate opportunities for discussion within your team. Often these discussions do not occur, resulting in either sexual assault or domestic violence overshadowing the other. Opening the door to dialogue about the challenges can plant the seed for real solutions to emerge.

Establishing a Coordinated Community Response (CCR) Team

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Community Readiness

Adapted from the following resource: http://ovc.ncjrs.gov/sartkit/develop/build-assess.html

Assessing and understanding the following concepts will be key when looking at the readiness of your community to develop and sustain a Coordinated Community Response Team:

1. **Community perception of domestic and/or sexual violence**
    a. How is local media reporting domestic violence incidents?
    b. How is local media reporting sexual assaults?
    c. Do local schools and universities include seminars and presentations regarding sexual assault prevention?
    d. Do local schools and universities include seminars and presentations regarding domestic violence prevention?
    e. Does the community support a domestic violence response which includes volunteers?
    f. Does the community support a sexual assault response which includes volunteers?

2. **Victim services in the community**
    a. Victim identified needs
    b. Victim identified unmet needs
    c. Equal accessibility of services in urban and rural areas
    d. Equal accessibility for diverse populations including undocumented individuals
    e. Equal accessibility for individuals with limited English proficiency

3. **Victim resources in the community**
    a. What agencies provide services to domestic violence victims?
    b. What agencies provide services to sexual assault victims?
    c. Has a CCR been in the community before?
        i. What worked well?
        ii. What didn't work well?
        iii. What has changed since then?

4. **Data Collection**
    a. Jurisdiction
        i. Identify the county or counties for which the data is being collected
        ii. If looking on a smaller scale, identify the city/town or university for which the data is being collected

b. Trends of domestic violence
    i. Number of occurrences reported to law enforcement versus number of occurrences reported to community based advocacy
    ii. Number of occurrences reported to law enforcement versus number of arrests
    iii. Number of dual arrests
    iv. Number of arrests versus number of convictions
c. Trends of sexual assault
    i. Number of occurrences reported to law enforcement
    ii. Number of occurrences reported to community based advocacy
    iii. Number of occurrences reported to SANE
    iv. Number of occurrences reported to law enforcement versus number of arrests
    v. Number of sexual assault charges
    vi. Number of arrests versus number of convictions
d. Resources
    i. Availability of resources in your community including community based advocacy, child advocacy center, batterer's treatment programs, etc.
e. Protocols within agencies
    i. Examining protocols and understanding the roles of each agency represented on the team
f. Barriers
    i. Identify barriers to providing services to victims
    ii. Identify barriers to holding perpetrators accountable
g. System issues
    i. Identify issues within law enforcement and judicial systems in responding to victims
    ii. Identify issues with law enforcement and judicial systems to holding perpetrators accountable

5. What's next?

a. Review and analyze data
b. Identify the data trends
c. Assess for commitment of team members to the issue and to the team
d. Decide what the next steps should be
    i. Community Mapping
    ii. Action Planning/Goals and Objectives

iii. Timeline
iv. Carry out goals and objectives

Having a common understanding of the "baseline" quantitative and qualitative data will ensure that the strategies and solutions your team comes up with match with the reality of what's happening in your community. Without having an understanding of your community's readiness, your team may try to tackle projects and initiatives that are beyond the scope of what your team or the community can effectively handle. When collaborative projects fail, the team tends to lose motivation, members often stop attending, the team may dissolve and ultimately victims will feel the impact.

Successful Collaborations

This information was developed for the Accessing Safety Initiative, which is supported by Grant No. 2005-WT-AX-K003 awarded by the Office on Violence Against Women, U.S. Department of Justice. *www.accessingsafety.org*

Collaboration Defined

In its most concise form, **collaboration** means "to work together." According to the Fieldstone Alliance, collaboration is "a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve results they are more likely to achieve together than alone." This relationship includes commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and awards. In an effective collaboration, members are committed as much to the common collaborative objectives as they are to their own organizational goals. As a result of a successful collaboration, services are coordinated and improved, and each individual agency is able to respond more effectively with new expertise developed through the process.

Factors Influencing Successful Collaborations

There are many factors that contribute to a successful collaboration. According to a study of collaboration research by the Fieldstone Alliance, factors that lead to the success of a collaboration can be divided into six categories:

- **Environmental Factors** - Is there a favorable political climate? Is there a history of cooperation in the community?
- **Membership Characteristics** - Is there mutual respect and trust among members? Are the correct people involved? Does the purpose serve all? Is there flexibility among members?
- **Process and Structure** - Do participants have clear roles? Has the group developed policies and procedures? Do all members have a stake in the outcomes? Is the collaboration able to adapt?
- **Communication** - Is there an established communication plan? Is communication clear?
- **Purpose** - Is there a shared vision? Are the goals obtainable?
- **Resources** - Are there sufficient funds, staff and skilled leadership?

Elements to Strengthen Your Collaboration

1. **Succinct and Flexible Purpose**

   A collaboration's purpose is the reason for its creation: the purpose is the ultimate result that the collaboration desires. It is important to establish a solid mutual purpose to build the foundation of your collaboration and to ensure that all members are equally informed, in agreement and committed.

   Mission Statement

   The mission statement is the clearly-stated purpose behind the collaboration. It encompasses the goals and objectives toward which the collaborative will work. A strong mission statement will be the backbone of all collaborative efforts and is important to ensure commitment and coordination. A good mission statement should be meaningful for those within the collaboration and for the public.

- Be sure to compose a mission statement prior to engaging in specific activities
- Establish a consensus between *all* organizational partners on the content of your mission statement prior to its implementation
- Focus your mission on your core competencies and activities
- Allow your mission statement sufficient room for growth and change

Goals and Objectives

Collaborations need goals and objectives in order to be effective. Clear, motivating goals provide collaboration members with a sense of opportunity, challenge, and consequence, and they give the collaboration a sense of purpose. In essence, goals and objectives allow members to understand and participate in what the collaboration is doing. They are most effective when written down and agreed upon.

- Facilitate a process to define your collaborative goals and objectives
- Determine your goals for *how* you will achieve the ultimate result of your collaboration (your mission). For example, if your mission is "to improve accessibility to services for all victims of violence," a goal may be to "train sexual assault service providers to understand barriers to accessibility for Deaf women."
- Develop goals/standards for how your collaboration will work. Include goals related to collaborative communication, conflict, negotiation, meetings, leadership and relationships. For example, a goal related to communication may be to "maintain monthly newsletters," and a goal related to conflict may be to "promptly resolve conflict and learn from the experience to prevent future situations."

Work Plan

A strong work plan clearly articulates how to achieve the mission and goals of the collaboration. The work plan will allow the organizations in the collaboration to initiate collaborative processes with straightforward strategies. The work plan should explain *how* to accomplish the objectives of your collaboration. It should include:

- Key activities
- Who is responsible for the key activities?
- Resources necessary, including both what is available and what is needed
- A timeline
- Potential barriers to accomplishment
- A communications plan
- A description of the final product(s)

Once established, the work plan should be distributed to all members of the collaboration. The work plan will be an important tool to have at meetings, and may be adapted and improved as the collaborative process unfolds.

2. **Clearly Defined Roles and Responsibilities**

Distinct and meaningful roles form the collaborative foundation and ensure that the items listed in your work plan are accomplished effectively. Clarity and trust in each individual's roles and responsibilities are important to avoid members encroaching on the responsibilities of others or omitting necessary tasks, and to make sure that members' unique roles and expertise are utilized.

Strong Leadership

Strong, effective leadership is crucial to the successful operation of a collaboration. A leadership structure should be developed by recognizing the strengths and needs of each leader and organization. Multiple people at different levels of both policy and direct services should be engaged in leadership.

Consider what type of leadership structure would be effective in your collaboration. For example, a leadership structure may include one or several rotating point people in leadership roles, a steering committee, or sub-committees.

Actions for Effective Leadership

- Define goals and guide the group
- Facilitate and support the team
- Validate and trust individual, group and organizational strengths
- Monitor the group's progress
- Help overcome obstacles and minimize conflict
- Provide sufficient structure so that the collaboration achieves its goals, while also remaining flexible enough to encourage creativity and positive change

Individual Respect and Responsibilities

In collaborations, each member makes an important contribution and shares ownership of the project. In a successful collaboration, all contributors and their roles are respected and trusted.

- Engage each individual's and agency's strengths in the collaborative process
- Respect each member's areas of expertise and skill
- Define individual roles in order to ensure positive, transparent, and effective interaction
- Do not interfere with a member's role unless it is harming the collaboration or assistance is requested

Organizational Cultures

It is a fundamental responsibility for key partners to mutually respect other agencies' organizational cultures and value each partner's contribution to the collaboration. It is important to recognize that while each agency has come together to pursue the same objectives, each is coming from its own unique position and may have a different way of understanding the problem or accomplishing the goals.

It may challenge the collaborative to reconcile these different approaches, but understanding distinct roles, perspectives and expertise is an invaluable attribute when working together. Diversity of experience and opinion will generate new ideas and solutions, and understanding different approaches can improve each agency's ability to serve clients with varying needs and perspectives.

Each organization's culture is directly related to why it is a member of the team, and what it brings to the table. Language, values, priorities, policies and ways of doing business can be vastly different between organizations. In particular, agencies represented on a CCR will likely have different perspectives on violence, as well as different terminology, emphasis and concerns.

Tips for Learning about Organizational Cultures

- Have each agency give a presentation about their work during the formation of the collaboration
- Include information about and an explanation of each agency's mission, philosophy, function and purpose
- Define terms that may appear common but are understood differently among agencies
- Create space to explore differences and commonalities among collaborating partners. If differences exist, determine if they are in areas where consensus is needed. If so, work towards consensus through dialogue and facilitated discussions. If not, come up with strategies to accept one another's differences.

Equitable Budget and Finance

Lack of resources is one of the biggest obstacles to a collaboration's success, so it is important to equitably share resources and maintain ongoing dialogue about resource needs. It is also important to make a record of budget information as it relates to organizational responsibility. Roles and resources may change such that finances may need readjustment. Regularly evaluate each member's financial situation to ensure parity and success.

- Make sure budget plans are consistent and appropriate, and take into account each member's contribution
- Share any costs that may occur
- Strategize a plan to pool resources – environmental, financial, human or in-kind – if necessary
- Develop joint strategies that can increase resources
- Conduct ongoing resource development efforts to assure that the appropriate level of revenue, time, and people are available to conduct the collaborative efforts
- Plan for both the short-term and the long-term
- Include line items in the budget for accommodations and other costs related to accessibility

3. **Formal Policies and Procedures**

Policies and procedures help regulate your collaboration's activities and events so that consistency and effectiveness are maintained. They also minimize confusion and conflict while establishing trust and agreement, all important factors in building and maintaining a collaboration over time.

Decision-Making Strategies

It is important to establish a decision-making protocol to enable coordination among partners. A clearly defined protocol will help minimize inefficiency and conflict, and will maximize continuity and agreement.

Different decision-making styles may be used for different situations, depending on who the decision may impact, how much time is allotted, and whose support is needed. Try to anticipate the kinds of decisions your collaboration will be making. Then, create a protocol clearly defining what style of decision-making will be used for each decision type. For example, your protocol may call for **consensus decisions**, in which everyone must agree before the decision is made, or **democratic decisions**, which are settled by vote and require that the minority voters still support the decision. **Autonomous decisions** may also be useful in situations where the decision does not impact others or needs only the decision-maker to implement it.

Conflict Resolution Protocol

It is likely that in the course of close collaboration conflicts may arise. It is important to establish a well-defined protocol for conflict management before the issues appear, and aim to resolve conflict as quickly as possible. The collaborative should also develop a policy for determining the roles of leadership in addressing conflict, including when external help may be needed. Each organization's culture should be taken into account when determining a resolution process.

Considerations for Creating a Conflict Resolution Protocol

- Implement both informal and formal complaint processes. Informal processes may include discussions with a collaborative leader or other point person, and formal processes may include written or oral complaints.
- Appoint a "Dispute Resolution Coordinator" as the initial point of contact for individuals seeking conflict management. The coordinator should be able to provide guidance about what method of conflict resolution to use and refer people to the next point of contact.
- Use a mediation process for conflict resolution, in which a neutral third party sits down with the parties in conflict to look for mutually acceptable solutions. You may consider appointing a mediation committee.
- Train leaders, meeting facilitators and collaborative members in personnel management and conflict resolution

Five Tips for Resolving Conflict

1. When a problem arises, make sure it is thoroughly explored until everyone understands what the problem is
2. Consider why the problem exists and what the causes are before proposing answers
3. Make sure everyone involved discusses the pros and cons of several different alternative solutions to a problem (do not necessarily accept the first solution that is proposed)
4. When a group decides upon which solution to adopt and implement, make certain it is clear what the decision is, who should carry it out, and when (do not assume that those involved will take care of issues without much structure)
5. Follow up with decisions reached at meetings to see how they work out in practice

Meeting Guidelines

The establishment of standard meeting guidelines will keep meetings on track and ensure that they are productive. Once they are created, distribute the meeting guidelines to all members of the collaboration.

- Schedule meetings in advance
- Maintain a regular schedule for repeating meetings
- Hold your meeting at a location that is accessible
- Prior to the meeting, ask participants for their accessibility requirements
- Provide support and accommodations to ensure accessibility and equal access to participation at the meeting
- Identify a facilitator for each meeting. Use an external facilitator when appropriate
- Create an agenda. Include input from all members
- Distribute the agenda prior to the meeting (bring the agenda to the meeting)
- Ensure the agenda's accessibility
- Be on time. Establish requirements for maintaining a timely schedule
- Take notes during the meeting; distribute them to all members
- Review the notes at the beginning of the next meeting (ask participants if they suggest any changes and if they accept the notes)

4. <u>Open and Frequent Communication</u>

As collaborations advance and differences emerge, regular open communication will facilitate progress and minimize miscommunications. Involving all collaborative members in communication efforts and encouraging the exchange of ideas and information will also motivate members to achieve goals and objectives and increase productivity, buy-in and trust. A communications plan will ease the communications process.

Communications Plan

Collaborative activities and successes are dependent upon open, clear and frequent communication. Be sure to update organizational partners in writing about important information to minimize miscommunication. Collaborations that employ both formal and informal networks of communication to support them are more likely to succeed. A clear communications plan should outline how your collaboration will achieve and maintain effective communication. A communications plan should include the following:

- A clearly visible meeting schedule
- How often communication will take place outside of meetings
- When communication will take place via phone, email, mail and personal interaction
- A list of contact people at each organization (including phone and email)
- Common terminology and vocabulary
- A strategy and methods for communication with the larger community, such as community leaders and media

5. <u>Strong and Sustainable Relationships</u>

It is important to build relationships to strengthen the partnership and commitment to mutual goals. While each of the categories listed in this section contributes to relationship maintenance, relationships are the cornerstone of a collaboration and extra time should be allotted to develop them. Communication beyond work and organizational matters will facilitate trust and motivation.

Fostering Inter-Organizational Relationships

Collaborations succeed in an environment that is oriented towards working together and away from competition. Good inter-organizational relationships will strengthen the collaboration and commitment to mutual goals. Regular interaction will make the collaboration more natural and effective. Communication and events outside of work will enhance motivation which can rejuvenate commitment and keep the collaboration on track.

- Create time within meeting agendas to use brief presentations to help the group understand the project as a whole, as well as all of the parts
- Organize social events to develop relationships with each partner organization and its staff members
- Maintain a newsletter or regular emails with updates and information; this is especially important to sustain relationships with people whose collaborative role is not regularly enacted
- Use icebreaker activities at both meetings and social events to help with introductions and create awareness about each organization's history and culture

Giving Credit and Showing Appreciation

Giving credit and showing appreciation, especially across organizational boundaries, will go a long way toward building relationships and increasing cooperation, morale and productivity. Praise and recognition will motivate individuals to put forth their best effort; these rewards are often an incentive for members to persevere and commit to their goals.

Communicate members' achievements to all parties involved. This will not only gratify the individual, but it will increase communication and awareness on behalf of the whole collaboration. After all, the collaborating organizations are expected to better achieve the goal together than any of the individual organizations could do alone.

Considerations for How to Give Credit

- Openly thanking individuals for their work during meetings and in emails
- Including an acknowledgements section when writing a report or giving a presentation
- Giving annual recognition at a collaboration social event

6. <u>Ongoing Evaluation</u>

Implementation of a feedback system is critical in keeping the collaboration on track and satisfying both collaboration needs and individuals' wishes. Feedback should measure progress and members' responses to the process in order to guarantee improvement and productivity.

Soliciting Feedback

Continually discussing organizational needs and exploring methods for serving all members of the collaboration should be an essential part of the process. It is helpful to inform members early on that soliciting feedback on the collaborative process will occur on an ongoing basis. Allowing all participants to voice their opinions makes everyone feel valued and avoids leaving out topics that may need attention. To ensure that people provide honest feedback, it is important to create an environment where people are comfortable speaking openly about what is working and what may need improvement.

Feedback Topics to Consider

- What works well with the collaboration? What are areas for growth?
- How is your work valued by members of the collaboration?
- How effectively are meetings run?
- How effective is the communication structure within the collaboration?
- How effective is conflict management within the collaboration?

Figure out how to respond effectively to constructive feedback from the collaboration. Address all outstanding issues. Effective response to constructive criticism will reduce friction and provide good examples and insight for the future.

Monitoring Progress

Regular assessments of the collaboration's outcome progress will keep the collaboration on track and generate productive changes by increasing accountability. Assessments should measure the effectiveness of collaboration efforts toward goals and objectives as outlined in the collaborative work plan. Regular benchmarks for assessments should be enforced, and programs and services should be improved if need be. Midcourse adjustments should not be viewed as barriers to the success of a collaborative, but as a healthy part of the progress. These evaluations can help secure future funding! Assessments should identify areas that need improvement, recognize areas where success was achieved, and suggest future possibilities. The work plan can serve as a guide to what should be evaluated.

Assessment Questions to Consider

- Did the collaboration accomplish what it intended to do?
- What challenges occurred?
- How can the challenges be overcome?
- How were goals and objectives met or not met?
- What are logical next steps?
- How were the channels of communication effective or ineffective with constituents, funders, and partners?
- How was the leadership structure effective or ineffective?
- How were resources allocated?

Sharing Lessons Learned

There will undoubtedly be experiences of collaboration, conflict, success and failure. Various barriers are likely to challenge collaboration efforts. Some situations may be anticipated, and others may be unpredictable. Share lessons learned from these encounters so that collaborations may build upon past experiences and learn best practices for anticipating the challenges, developing proactive solutions and achieving goals. The more open the communication and the more feedback is shared, the stronger the collaboration will be. Celebrate successes internally and externally as part of the sharing process. Be sure to be patient, flexible and have fun!

Levels of Multidisciplinary Team Development

Collaboration is a term that is used everywhere. Unfortunately, the more the word is used the more unclear its meaning becomes. Collaboration is not just sitting in a room with a variety of people; it is about creating whole new ways for us to interact with each other. When individuals and systems interact effectively, we can maximize our resources and find solutions to seemingly intractable problems. As we move along the continuum from networking to collaboration, we increase the amounts of risk, commitment, and resources that participants must contribute to the exchange. At the same time, the capacity to produce significant community change also increases[1].

Networking is defined as exchanging information for mutual benefit. This common type of exchange occurs when two professionals exchange business cards; when a meeting opens with members' descriptions of what's new at their organizations; or when a neighborhood gathering begins with a check-in. In a networking exchange, we hear news about opportunities for ourselves or for our clients: staffing changes, program development, clinic hours, and so on. Networking is a key building block for good collaboration, but by itself networking is not collaboration.

Cooperation is defined as exchanging information, modifying activities, and sharing resources for mutual benefit and to achieve a common purpose. Cooperation builds on the exchanges of networking and adds the new concept of sharing resources. If various agencies cannot come together and find a common purpose, their efforts remain piecemeal and they squander valuable resources. As a result, each group may end up with inadequate resources and crucial tasks may never get done. On the other hand, if resources are pooled through cooperative efforts, common purposes can be achieved.

Collaboration builds on networking and cooperation. This includes the concepts of exchanging information, modifying activities, sharing resources, and having a common purpose. To reach collaboration, we also must enhance the capacity of another for mutual benefit and achieve a common purpose by sharing risks, resources, responsibilities, and rewards. Collaboration is a radical concept. It takes time and it takes dedication to achieve. Once we have a system of collaboration in place, we can accomplish significant changes and dramatically increase the effectiveness of our work—individually and together.

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[1] *Himmelman, A. On Coalitions and the Transformation of Power Relations: Collaborative Betterment and Collaborative Empowerment.* American Journal of Community Psychology*, vol. 29, no. 2, April 2001, pp. 277-285*

What happens as teams move from networking to collaboration?

- Shared understanding of the dynamics of domestic violence and sexual assault increases
  - Blame is shifted from victim to perpetrator
  - Access to safety for victims increases
- Conversations are centered around responding to victims' needs
  - Trust amongst team members increases because people become more familiar with each other's roles, struggles, etc.
  - Comfort level between members improves and questioning of each other's actions decreases
- System demonstrates "ownership" of responsibility for addressing crimes
  - An increased level of authority (decision makers) are involved
  - Victims get better services and perpetrators are held accountable

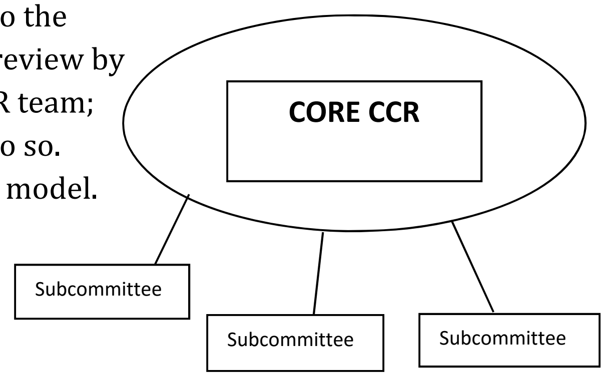
	Victim Blaming *(perceptions in team)*	**Safety** *(of/for victims)*	**Trust** *(amongst members)*	**Questioning** *(of each other's actions)*	**Levels of authority** *(present at the table)*
Networking	Most	Least	Least	Most	Least
Cooperation	Less	More	More	Less	More
Collaboration	Least	Most	Most	Least	Most

Understanding at what level your team is operating can help drive the focus of your team's work. You may feel that your team is operating at higher levels in some areas than others. For example, often teams will identify that a lack of decision-makers at the table holds them back from achieving true collaborative goals, but the team may be operating at a collaborative level when it comes to trusting each other to do their jobs well. Networking does have value, but working towards a true collaborative relationship will ultimately have the greatest impact in your community response.

CCR Team Structures

CCR Teams are welcome to organize themselves in whatever way works best for them. Here are a few common structures that teams across the state have found to be helpful.

Subcommittee Model:
Work is completed in subcommittee meetings and brought to the CCR team by a designated representative for reporting and review by the entire team. Subcommittee chairs participate on the CCR team; members of the subcommittees do not necessarily need to do so. Strong subcommittee leadership is key to the success of this model.



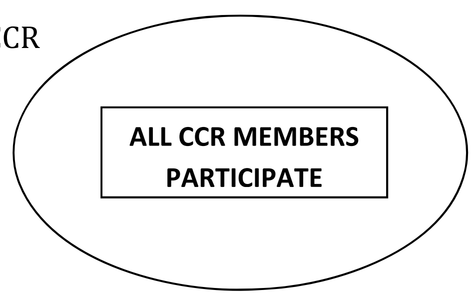
Pros:

- Each subcommittee has the ability to define their priorities and goals
- Engages people who want to focus their attention on certain areas
- More work gets done
- Engages more people in leadership roles

Cons:

- Not having enough people to engage in the subcommittees
- Some subcommittees may be more productive than others

Complete Team Participation Model:
The entire CCR team has a part in completing tasks together at the CCR meetings, with outside assignments as needed.



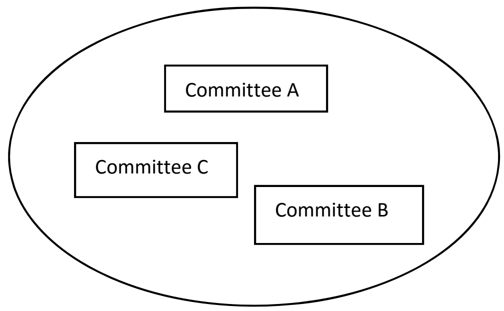
Pros:

- Sense of unity and engagement by all members
- Strong buy-in from entire CCR team
- All members have a voice in the development of goals
- Having face-to-face contact with professionals you regularly communicate with via phone and e-mail

Cons:

- Most likely less work is accomplished because it takes longer to reach a consensus
- Can be easier for team to lose focus and jump from one project to another

Breakout Team Model:
Committees split up during a designated part of the CCR meeting, work independently, and then report back to the large group at the end of the meeting.



Pros:

- Reduces number of meetings for team members (as opposed to subcommittee model)
- Every team member works on a committee
- There is time set aside to accomplish goals in the meetings

Cons:

- Each member can only sit on one committee
- Time constraints can limit work being accomplished – other business can at times take over the meetings and committee time unless you are intentional about carving out space for this structure

Team Member Engagement

It can be difficult to retain membership on a CCR team for a variety of reasons. In rural areas where there is only one judge, it may be nearly impossible to pull this person away from their docket to attend a two hour meeting each month. Or, a school counselor who regularly attends meetings may find that many of the conversations are centered around the criminal legal system and are not relevant to her job, so she dismisses the committee altogether. It can be easy for teams to slip into a mindset that having a representative from an agency or system at the meetings is a successful recruitment effort simply because they "came to the table." It can be helpful to consider other ways in which members can maintain involvement with the team without having the responsibility of regularly attending meetings.

Regular Members – Regular members attend and actively participate in the CCR meetings. Often the information discussed at the meetings directly pertains to those in the "regular member" category.

Ad Hoc Members – Members brought in for a specific purpose or project. An example could be bringing in a representative from the Area Agency on Aging to identify gaps in serving victims of elder abuse. They may attend for a short period of time to help write protocols and provide input on how to best serve older victims, but when their expertise is no longer needed for that purpose they may no longer attend.

Subcommittee Members – Larger teams may find that having a subcommittee structure works best to keep everyone engaged, because members can decide which committee's focus interests them the most. Subcommittees typically meet separately from the larger CCR and develop their own working goals. A representative from each subcommittee is a "regular member" of the full CCR and acts as a conduit between the two entities.

Specialty-focus Members – Some communities have found it successful to have periodic meetings focused on particular agencies or systems. For example, two meetings a year might be dedicated to inviting all of the police chiefs from local jurisdictions in the county. Issues that come up throughout the year which would best be addressed by a response from that level of authority would be tabled until these meetings occur. This can also be useful for developing consistent responses across systems simultaneously. Perhaps all of the police chiefs come together annually with the CCR team members to go over their DV arrest packet and make modifications as necessary to improve the odds of successful prosecutions. The changes can be made and integrated across all jurisdictions at once.

Leadership Roles & Responsibilities

One of the most critical elements for a successful CCR team is the establishment and ongoing development of the team's leadership. It is important to create a team culture that fosters shared leadership that is rotated and imparts responsibility on all disciplines and members of the team. Many teams get into the habit of one person taking on this responsibility because no one will "step up;" however, when this occurs it can hurt the development of the CCR team and place an undue amount of responsibility on one person and/or agency. CCR teams move forward when there are many people from multiple disciplines invested in the team's mission and goals, which includes facilitating and providing leadership.

CCR Team Leadership

It is recommended that a full team discussion takes place to decide on a leadership model that will be best suited for your community – one that nurtures the CCR values of shared responsibility and a multi-disciplinary approach. Some communities have decided to have a CCR Chair and Co-chair appointed for two years. The first year, the Chair provides the leadership while mentoring the Co-chair to take over the following year. In the second year, the Co-chair becomes the Chair and a new person becomes Co-chair. Repeating this cycle can create a culture of shared responsibility where one person does not bear the responsibility for more than two years. Additionally, the Chair and Co-chair should be from different agencies and disciplines so that leadership becomes something that all agencies share.

Leadership Roles:

- **CCR Chair**: Responsibilities include facilitating CCR meetings, creating a meeting agenda, fostering member recruitment and retention, being the "voice" for the CCR team, helping to recruit and support leadership of subcommittees, and leading the team to establish and implement goals. This includes making sure that the group possesses a shared vision.

- **CCR Co-Chair:** Responsibilities include supporting the CCR Chair and learning the role with the intent of taking over the following year. This can include assisting with preparing the agenda and facilitating meetings, playing an active part in the recruitment and retention of team members, and supporting the leadership of the subcommittee chairs.

- **Communications Chair/Secretary:** Responsibilities involve communication with CCR team members, including taking minutes during the meetings and making sure they are distributed in a timely manner. Additionally, when news or announcements need to be shared between

CCR meetings, the Communications Chair will be responsible for disseminating this information to the entire team.

- **Treasurer:** Occasionally CCR teams will have money generated through fundraising events or small grants. The treasurer is responsible for regularly updating the team on the status of the finances and ensuring the appropriate use of funds.

- **Sub-Committee Chairs**: If subcommittees are a part of the structure of your CCR team, it is important to have individuals chair each of these subcommittees. Responsibilities include facilitating meetings, leading the development and implementation of committee goals and priorities, keeping the CCR Chair and Co-Chair up to date on the work of the subcommittee, and giving a report and update on the subcommittee activities at the full CCR team meeting.

Member Recruitment

There are a couple of different approaches for recruiting members to be a part of your CCR team.

1. **Start with a Core Group**
   CCR teams are often initiated by one or more professionals/agencies who are driven and passionate about bringing the community together to address domestic violence and/or sexual assault. Victim advocates, corrections agents, offender treatment, district attorneys and judges are all examples of individuals who have begun teams in Wisconsin. These individuals have talked to others with whom they work and have formed a small group (four to six people) who represent various community or government agencies who share the vision. This group may then take on an advisory capacity and help to move the group into the process of holding meetings and recruiting other needed members.

   Advantages to the Core Group Approach:
   - It isn't one agency or person, so there is less likelihood that the group will be seen as "the advocates' team" or the "DA's team", etc.
   - This group is connected to various community entities and so the reach of the group will be broader than that of an individual agency
   - Members of the core group who are seen as community "power" players lend credibility to the team and give it clout

2. **Send a broad Invitation to Community Partners**
   The success of a CCR team will be affected by the "degree to which you have included the voices of those stakeholders **most directly affected** by the actions your council will take."[1]
   It is often difficult to predict who will be enthusiastic about a multidisciplinary approach to problems of domestic violence and sexual assault. Some communities choose to take a broad-based strategy from the start by sending a letter to those they'd like to participate.

[1] *Allen, Nicole E., Hagen, Leslie, A., A Practical Guide to Evaluation Domestic Violence Coordinating Councils, National Resource Center on Domestic Violence, Harrisburg, PA, 2003, p. 58*

Sample Invitation Letter to a CCR Meeting

Date

Organization or Individual name
Address
City, State, Zip

Dear__________________________,

My name is ________, and I am a representative of ______County's Coordinated Community Response to Domestic Violence Team. This group is focused on addressing the prevention, intervention, and response to domestic violence in our community. A Coordinated Community Response (CCR) is a team of multidisciplinary professionals and citizens committed to examining the response of our community systems to domestic violence. Wisconsin has had such teams since the mid-1980's, and there have been great collaborations and successes that have come out of this effort. Locally, we (have been working on/would like to work on) __________, and feel that a representative such as yourself or someone from your organization would add valuable perspectives and suggestions for our team. In exchange, we hope that participation in this forum would provide you with helpful information to take back to your organization or business.

We are asking if you might consider designating one or two individuals from your organization or business to represent you on the Domestic Violence CCR Team of _______ County. These representatives would ideally be familiar with how domestic violence is (or has the potential to be) addressed within your business or organization, and have an interest in improving the coordination and communication between victim and perpetrator service providers, law enforcement, public officials, corrections officers, schools, places of worship, and the many others who regularly encounter individuals affected by domestic violence in their work.

This team does not discuss specific cases, but rather the systems, processes, and policies that surround domestic violence incidents. We try to identify any gaps in systems coordination and problem-solve about solutions to improve our community's response to domestic violence. The team currently meets (every month/every other month/quarterly) and the meetings last approximately (60-90 minutes). (Name days) have historically been our meeting day, but we would be open to any input about conflicts this would present for you or your staff. Our next meeting is scheduled for (insert relevant date, time, and location). We would love to see you there!

Please feel free to contact (insert name and phone number) if you have any questions.

Sincerely,
Initiating Individual/Agency

Meeting Format and Agenda

Once your Coordinated Community Response (CCR) Team has been established, it is time to look at the logistics of meetings, what the format will be, and how to create an agenda. It will be best to include all members of the team in discussion at meetings to keep everyone engaged. Each member should feel like a vital piece to the effectiveness and sustainability of the team.

1. **Meeting Logistics**
   a. Determine location
   b. Set a consistent day and time
   c. Decide on frequency
   d. Provide refreshments
      i. Have a rotating schedule
   e. Identify how your meeting will be organized
      i. Divide the time of the meeting to address both domestic violence and sexual assault (if it is a dual team)
2. **Meeting Format**
   a. Networking – agency updates/events, legislative updates, any concerns/changes
   b. Education – guest speakers, cross-training, forums, panel discussions
   c. CCR business – committee reports, check in on goal attainment, plan activities and evaluation
3. **Possible Agenda Items**
   a. Community assessment
   b. Data collection
   c. Team development
   d. Dual arrest issues
   e. Victim services
   f. Offender treatment
   g. Prosecution of domestic violence and sexual assault cases
      i. Increasing prosecution rates
   h. Family law issues
   i. Restraining orders
   j. Overlapping services
   k. Improvement of victim response
   l. Addressing needs of victims
      i. How to fill victims' needs and overcome barriers
   m. Other topics identified by your team

Coordinated Community Response (CCR) Team Activities

WISCONSIN COALITION AGAINST SEXUAL ASSAULT

end domestic abuse WI

Facilitation and Participation with a Trauma-Informed Framework

Trauma-Informed Approach

Having a trauma-informed approach is an ongoing practice, not something that you can put on your list of things to do and check off. The basis of a trauma-informed approach requires a shift in thinking. One must look at a situation and consider "what has happened to this person to have them behave/respond/act this way?" rather than "what is wrong with this person?". A shift in thinking needs to be intentional. When facilitating a Coordinated Community Response (CCR) team or participating on a team, it is imperative to have this type of framework as your foundation to ensure a victim-centered approach.

The impact of trauma looks different for each individual; therefore, you may not understand why someone has responded or behaved in a certain way. It is not your responsibility to know this, but rather to understand the impact of trauma and that trauma affects each person differently. Each team member having a basic understanding the neurobiological response to trauma may encourage a trauma-informed approach within the team.

Staying centered within your team and reminding each member to look at the situation with a trauma-informed lens will not only advance the team, but can contribute to more helpful responses to victims. When practitioners act in a trauma-informed way, the person in front of them will feel validated and understood, enhancing their healing process and decreasing their fear of involving "systems" in their lives, which may contribute to additional opportunities for holding perpetrators accountable.

Having an understanding of the impact of trauma on individuals may enhance interactions with colleagues and members of your CCR team. We all experience situations that throw us off balance, impacting the way that we show up to work. For example, perhaps the police officer at your CCR meeting just came from a domestic situation where s/he was threatened by the offender. It's logical that experiencing such an event would impact how the officer shows up to the meeting. If you can be attuned to the fact that everyone experiences personal and professional situations that inhibit their ability to be their best self, you will begin to develop a level of empathy and understanding that will benefit you, your team, and ultimately victims that you are serving.

An excellent resource on understanding the neurobiology of trauma presented by Dr. Rebecca Campbell is listed here: http://www.nij.gov/multimedia/presenter/presenter-campbell/Pages/welcome.aspx .

Another webinar on this topic features Olga Trujillo, a survivor, author and attorney who speaks on issues related to domestic violence and sexual assault: http://wcadv.net/Webinars/Neurobiology_of_Trauma-031215/lib/playback.html

Data Collection and Analysis

Surveying Your Community Partners about the Occurrence of Domestic Violence (DV) and Sexual Assault (SA)

Before any change can be successfully implemented, there first needs to be a clear understanding of the prevalence of the problem. Gathering data from community partners can help to demonstrate the need for a Coordinated Community Response. It can also be helpful for compiling a comprehensive list of resources available in your community for victims of domestic violence and/or sexual assault and highlighting gaps in community resources.

Relevant data to gather may be:

- Number of DV/SA-related calls to law enforcement
- Number of DV/SA cases referred to the District Attorney's office
- Percentage of cases prosecuted vs. charges dismissed
- Percentage of jury trial for those prosecuted
- Percentage of convictions of those prosecuted
- Percentage of domestic abuse and harassment injunctions granted vs. denied
- Number of SANE exams provided
- Number of cases referred to Child Protective Services that contained an element of DV
- Knowledge of the programs/services that the DV/SA organization provides, and how to access them
- Knowledge of the impact of trauma
- Whether or not each organization/agency has a workplace policy on DV
- The co-occurrence of homelessness and domestic violence victimization
- Percentage of perpetrators of DV/SA that complete sex offender or batterer's treatment

Team Activity

On the next page, you will find a sample activity on interagency data analysis that can be facilitated with your team. A fictitious sample community, with a sample story and sample data, were created for this activity. This type of data, however, can be collected in your community and analyzed using the same questions provided.

Sample County SART Meeting – Interagency Data Analysis
Sample County, Wisconsin
County Population: 100,000

Background

Sample County organized a Sexual Assault Response Team (SART) in 2011. Advocacy, Law Enforcement, and the District Attorney's Office were the original three disciplines at the table. Establishing a Sexual Assault Nurse Examiner (SANE) Program in their county was one of their first goals. The SANE Program began operating at a local hospital in the beginning of 2013. This team has been working over the past several years to activate their SART through understanding how trauma impacts their work, building relationships, establishing best practice protocols for a coordinated victim centered and offender focused response, and evaluating effectiveness. The Sample County SART Leadership Team has collected and compiled data from each agency from the past three years.

Discussion Questions

Review the data that has been provided by each discipline for the past three years. Together as a team, discuss the following questions:

- Thinking about the data overall, what most got your attention?
- What surprises you? What concerns you?
- Who are you serving? Who are you NOT serving?
- What does the data show you about the relationship between the four community agencies and how they are working (or not working) together?
- What emerging trends do you see?
- What appear to be key issues or problem areas? What appears to be successful?
- What are the numbers that you want to know more about? What, specifically, do you want to know?
- What questions do you have about terminology/language used across disciplines?
- What would you like to see here that is missing?
- How, specifically, is this information helpful to your team?
- What implications of the data for your work, your protocols, and your practices?
- What might be possible next steps?

Questions from: *Are We Making a Difference? Sexual Assault Response Teams Assessing Systems Change: A Resource for Multidisciplinary Team Leadership. Minnesota Coalition Against Sexual Assault - Sexual Violence Justice Institute.*

Sample Data

Advocacy Agency					Victim Demographics								
Year	Victims Served	Victims Who Reported to Law Enforcement	Victims Who Did NOT Report to Law Enforcement	Community Referrals Made	Male-Identified	Female-Identified	0-18	19-39	40+	American Indian	Asian	Black	White
2014	350	61	289	266	31	319	175	142	33	60	30	30	230
2013	294	34	260	197	22	272	145	126	23	30	27	17	220
2012	203	19	184	124	6	197	107	75	21	20	13	10	160

SANE Program			Patient Demographics								
Year	Forensic Exams Performed	SANEs subpoenaed to testify	Male	Female	0-18	19-39	40+	American Indian	Asian	Black	White
2014	54	3	9	46	26	17	11	8	6	4	36
2013	26	1	4	22	7	21	9	3	2	1	20
2012	0	0	0	0	0	0	0	0	0	0	0

Law Enforcement					Victim Demographics								
Year	Sexual Assaults Reported to Law Enforcement	Unfounded	Closed	Referred to District Attorney	Male	Female	0-18	19-39	40+	American Indian	Asian	Black	White
2014	75	40	18	17	5	70	38	25	12	13	10	6	46
2013	44	25	9	10	3	41	22	14	8	7	5	3	29
2012	25	17	3	5	1	24	12	8	5	3	2	1	19

District Attorney's Office								Victim Demographics								
Year	Referred to District Attorney	Charged by Prosecution	Case Declined by Prosecution	Case Dismissed	Plea	Not Guilty	Conviction	Male	Female	0-18	19-39	40+	American Indian	Asian	Black	White
2014	17	9	8	3	3	1	2	2	15	9	5	3	3	1	3	10
2013	10	5	5	2	2	1	0	1	9	5	4	1	2	2	1	5
2012	5	2	3	1	1	0	0	0	5	2	2	1	1	0	0	4

Community Mapping

Community mapping is a process that can be useful to jump start a CCR that has been stagnant, or for newly developed teams to begin defining how they will work together. The exercise aims to accomplish the following:

- Clarify the roles and responsibilities of each agency and how they interact with victims and offenders
- Identify a continuum of services that is needed for people who have experienced sexual assault and/or domestic violence
- Clarify the process for how agencies make referrals to each other or identify gaps in this process if referrals are not being made from agency to agency
- Clearly identify the strengths, challenges and gaps that exist in community services for people who have experienced sexual assault and/or domestic violence

Participating in this exercise lends itself to the deepening of interagency relationships, and can foster a shared commitment for working together to address sexual assault and domestic violence. It also provides an opportunity to learn more about your collaborative partners' procedures, ask questions and together identify where you could better assist each other and enhance the community's response and services for victims.

In order for this exercise to have the most benefit, an atmosphere of respectful communication and trust is key. It is recommended that guidelines tailored to your group are identified and put forth prior to engaging in community mapping to promote a safe space for open dialogue.

What you will need:

- Ideally two facilitators – one to record the "map" of community services, and one to record the strengths, challenges, gaps and opportunities. It is helpful but not necessary for the facilitators to be external to the team. External facilitators are able to ask questions of team members that may be uncomfortable for people to ask of the community partners that they work with on an ongoing basis.
- Flip chart, markers, handouts for participants (scenario, ground rules, description of the mapping process, sample documents)
- Time! Don't rush! Set aside a few meetings to complete the activity (more or less depending on how large your team is – plan on 30-45 minutes per agency mapped)

The Community Mapping Process

The activity begins by the facilitator reading a scenario of domestic violence and/or sexual assault. Each agency around the table takes turns describing, step-by-step, how they would process through the case. One agency is mapped at a time. The activity flows best if you start with where victims often first encounter the service system in your community (typically law enforcement, healthcare, advocacy services), and proceed with mapping the case chronologically. The facilitators listen for responses to the following questions, which leads to identification of the community's strengths, gaps, challenges and opportunities.

- How does a victim present for services? How do people typically get referred?
- Who would a victim initially talk to? What does the initial conversation look like? Then what happens?
- At what point and in what way are other community partners brought in when responding to a case? (i.e., when and how are referrals made?)
- When is a case closed or when does it move from one program/person to another program/person? What is the timeframe for a case moving through the system?
- What policies, procedures, laws, etc. guide your response and the action you take?
- How does one qualify for your services? What are your service parameters?
- What does your organization do really well? What is your organization's biggest challenge?

The following pages contain examples of community mapping documents:

- DV/SA scenario for mapping and ground rules
- Law enforcement "map"
- List of strengths, challenges, gaps and opportunities

Sample Scenario for Community Mapping Exercise

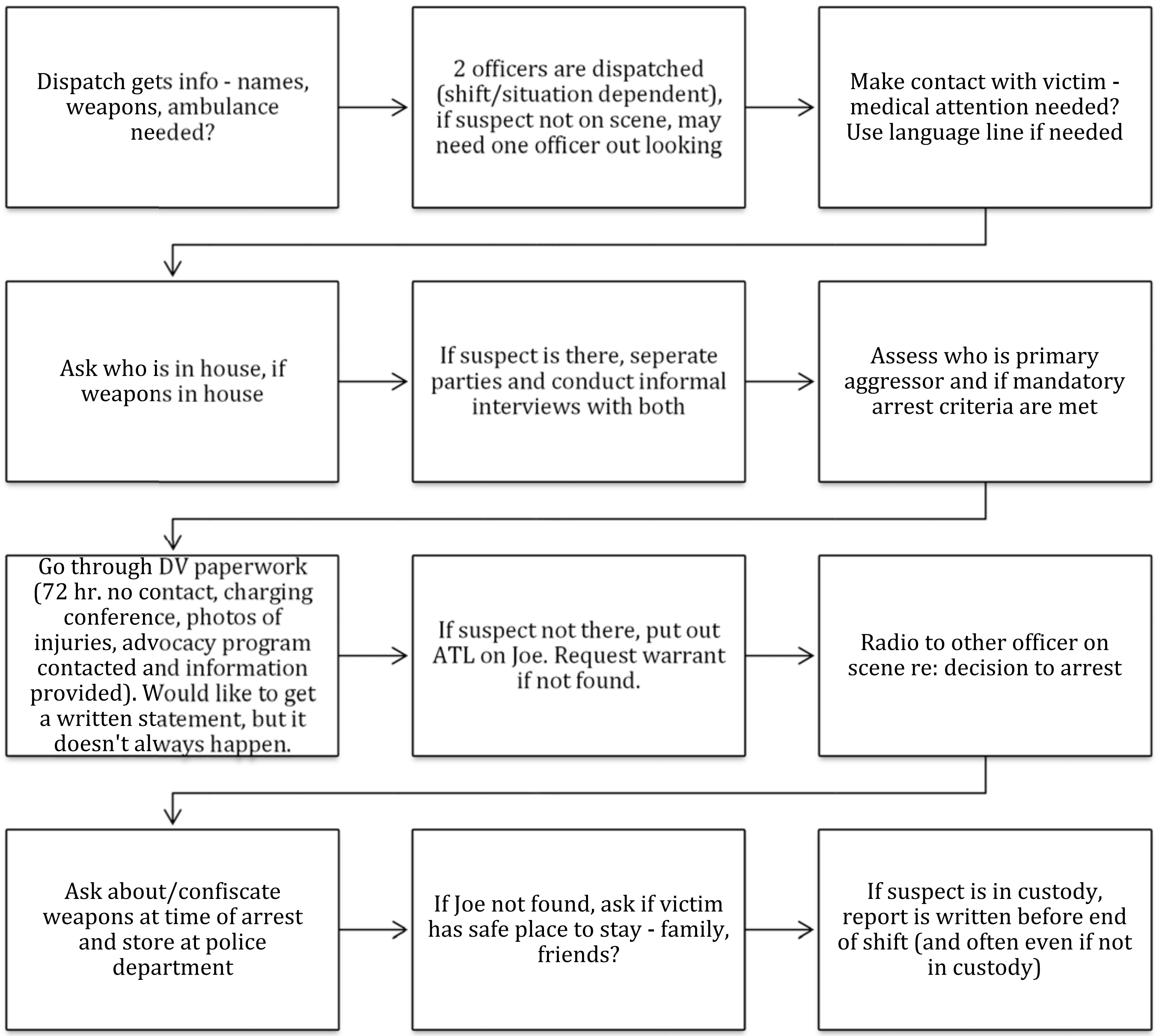
Tom and Sandy had been dating on and off for over 2 years, but Sandy had recently broken things off "for good". There is a history of domestic violence in their relationship which led to Sandy filing for a restraining order. However, a short time after the temporary order was granted Sandy wrote a letter to the judge asking to stop the process because she no longer felt the need for this protection and really missed Tom as a friend. Tom and Sandy continued to remain friends and Tom would come over to Sandy's house to help her out with work around the house and to be a male figure to her 10-year-old son. One night, Tom came over for dinner and after Sandy's son had gone to bed he told Sandy he wanted to have sex with her one last time. Sandy said she did not want that type of relationship with him any longer, but Tom continued to pressure her and became more and more demanding each time she said no. As Tom became more agitated throughout the evening, Sandy started to become fearful of Tom and worried that her son would wake up and witness another incident of physical abuse. Eventually, Tom forced Sandy to have sex and she offered no physical resistance.

The next day at work Sandy was quiet and avoided contact with her co-workers. During the lunch hour, one of Sandy's co-workers found her crying in the bathroom. When her co-worker asked her what was wrong, Sandy sobbed and said she felt so dirty inside. Eventually Sandy told her co-worker that she and Tom had "had sex" and she was feeling so humiliated from the experience.

Sample Ground Rules

1. Refrain from judging your community partners about their process(es)
2. No criticism of what another agency does and the procedures they use
3. Ask questions!
4. Be honest about your agency's challenges when working with domestic violence victims
5. Any others?

Law Enforcement Map – EXAMPLE



Strengths, Challenges, Gaps and Opportunities – EXAMPLE

Strengths

This is working well. When responding to DV/SA victims this is viewed as a strength in Sample County.

- Good collaborations with other organizations and departments – specifically, court personnel
- Groups are offered in juvenile detention for boys and girls
- Thoughtful physical setup of space, meeting rooms, etc. for safety
- Extensive multi-level screening for safety issues in mediation
- Strong effort is made to connect people to advocacy center
- LE takes weapons for safe keeping until judge decides otherwise
- School police liaisons at middle and high school
- Consistent commissioner hears requests to modify/drop ROs
- Security measures taken when victim/perpetrator show up for hearing

Challenges

Exists but isn't working as well as it could be. When responding to victims, as a community we are faced with these challenges.

- Batterers ordered to anger management – impacts how they are able to present in court
- Conditions of bond are misinterpreted/confused with injunctions
- Child support office not informed of conditions of bond
- On-call supervisor rotates in CPS (can have varying levels of knowledge of CPS process & DV)
- Navigating confidentiality (between advocacy center and other community partners)
- Consistency of issuing warnings/citations
- Financial considerations/impact of citations on victims
- Criminal court does not share information with family court
- Victims are pressured by defense attorneys to agree to things they are not comfortable with especially if they are pro se

Gaps

Doesn't exist. A victim would experience this gap when attempting to seek help, or in seeking protection from our agencies.

- Expanding partnerships to other agencies, like culturally-specific or other smaller agencies
- Don't have access to other counties' information regarding restraining orders, etc. (Child Support)
- Lack of qualified translators/interpreters, including ASL
- LE manpower in smaller municipalities
- CPS only staffed during business hours – LE taking temporary custody of children, call ACS for help finding a place for kids to go, but kids might be hanging out at PD for hours before a family member could pick them up.
- Victims that are unrepresented – vulnerable to pressure from defense attorney
- Defendant in custody then not charged – released with no intervention from DA's office

Opportunities

Our running list of ideas. We could do these things to enhance our response to victims.

- Look for ways to speed up the mediation process.
- List of translation/interpretation services that are medical/court certified - send the list to other agencies on this committee.
- Potentially do more forensic interviewing with kids (check with DA on the implications of this on cases)
- School/Caregiver connections post-DV incident
- Social workers making consistent, warm referrals to Advocacy Center (making call with victim and explaining their services)
- CPS could use more training on DV

Summary

Community mapping takes time and patience on the part of all participating. It is important to keep in mind that the *process* of completing community mapping is equally as important as the *products* that come out of it. Often CCR teams do not take the time to get to know details of how others around the table respond to cases, which can create confusion and even tension surrounding roles and responsibilities. By completing community mapping, your team will come away with a comprehensive list of strengths, gaps, challenges and opportunities in your community's response to cases of sexual assault and/or domestic violence. With this information you can collectively identify and prioritize themes and ultimately develop goals and an action plan. Additionally, you will have a better sense of your collaborative partner's policies and procedures, as well as a visual "map" to refer back to in the future should you have questions about the actions taken in a case.

Focused Conversations

Information in this section was adapted from the book The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace, edited by Brian Stanfield for The Canadian Institute of Cultural Affairs.

A focused conversation is an excellent way to provide structure to conversations that might otherwise travel all over the map, saving time and energy and minimizing potential power plays or hidden agendas. It is versatile, and works as well with a group of strangers as it does with colleagues who have known each other for many years. Because the focused conversation applies an inclusive structure to the listening process, it also promotes shared understanding.

The focused conversation method uses questions at four levels:

1. The ***objective*** level – questions about facts and external reality
2. The ***reflective*** level – questions to call forth immediate personal reaction to data, an internal response, sometimes emotions or feelings, hidden images and associations with the facts. Whenever we encounter an external reality (data/objective) we experience an internal response.
3. The ***interpretive*** level – questions to draw out meaning, values, significance and implications.
4. The ***decisional*** level – questions to elicit resolution, bring the conversation to a close, and enable the group to make a resolve about the future.

This method is often referred to in shorthand as the acronym "ORID" derived from the first letters of the four stages of questioning:

- **O**bjective
- **R**eflective
- **I**nterpretative
- **D**ecisional

The objective level questions are intended to be non-threatening, asking the group members to simply share their factual observations. Reflective level questions call for personal reactions or feelings associated with the experience. The interpretive questions encourage groups to go deeper, identifying the insights and meaning behind the experience. The decisional questions call for responses that draw out decisions and next steps.

The focused conversation has no specific content to teach. It is exactly what it is called – a conversation. There are no right or wrong answers. There is nothing up the facilitator's sleeve except a list of questions designed to reach the depths of the topic. To this end, all the questions in the focused conversation are open-ended, starting with words like "how", "what", "which" or "why." Questions that can be answered with a simple yes or no, or a single right answer do not make for lively conversations.

In the context of CCR work, the focused conversation method can be useful for debriefing after presentations or events involving your team. Frequently, CCRs will bring in guest speakers to share information about community resources, or provide cross-training for other members of the team. A focused conversation can help draw out the importance of these experiences and orient the team towards action. Here is an example.

Objective Questions:

- Which words or phrases do you recall from the presentation?
- What images came to mind as you were listening to the presenter?

Reflective Questions:

- What surprised you?
- What was a high point of the presentation for you?

Interpretive Questions

- What are some deeper questions about this topic that we could explore as a group?
- What concerns has this dialogue brought up for you?

Decisional Questions

- What can our group do about these issues?
- How will we do our work differently with these new insights in mind?

There are many advantages to using the focused conversation method in the workplace or public meetings:

- It is extremely versatile, which means that focused conversations work as well with groups of strangers as with long-term colleagues. It works with people of mixed backgrounds and age, as well as with more homogeneous groups.
- It focuses people on a topic long enough to determine what direction is needed
- It pushes people to be creative rather than critical

- It provides room for real listening. People don't have to yell and fight for the floor to be heard.
- It sidetracks negative thinking. Each person's comments are received, and none are disqualified or struck from the record.
- The method applies a structure to the thinking process, which prevents a conversation from drifting aimlessly along.
- It allows honesty. People who know that their responses will be accepted like everybody else's feel free to say what they really think and feel. The experience of such honesty is often releasing, surprising and refreshing.

To see a list of sample ORID questions, visit:
http://wwwcc.ivytech.edu/shared/shared_cctrainingwg/PC_ORID_Questions_List.pdf

For a more detailed explanation of the Focused Conversation method, please see the book from which this information was compiled:

Stanfield, R. B. (2000). The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace. Gabriola Island, BC: New Society Publishers.

Tips for Writing Goals and Objectives

This information is directly from Benjamin Bloom's Taxonomy of Learning Domains, with a specific emphasis on the Cognitive Domain. More information can be found on WCASA's website here: http://www.wcasa.org/pages/Evaluation-Planning-It-Out-Goals.php.

What are goals and objectives?

A goal is an overarching principle that guides decision making. Objectives are specific, measurable steps that can be taken to meet the goal.

For example:

Goal	Develop an increased understanding of careers in health education by the end of the Fall 2006 semester.
Objectives	Find five job descriptions for health education related jobs by the beginning of December. Interview two current health education professionals by the end of November. Identify three organizations that employ health educators by the end of September.

A common way of describing goals and objectives is to say that:

Goals are broad	Objectives are narrow
Goals are general intentions	Objectives are precise
Goals are intangible	Objectives are tangible
Goals are abstract	Objectives are concrete
Goals are generally difficult to measure	Objectives are measurable

While there are plenty of variants, SMART objectives have the following characteristics:

S	Specific
M	Measurable
A	Attainable
R	Relevant
T	Time-bound

For example, instead of saying "I will talk to people about health education" say "I will interview three current health educators, including questions about their position and career development by December 1, 2006."

Bloom's Taxonomy of Cognitive Objectives

Bloom's taxonomy of cognitive objectives, originated by Benjamin Bloom and collaborators in the 1950's, describes several categories of cognitive learning.   These stages can be useful when writing your goals and objectives.

Category	Description
Knowledge	Ability to recall previously learned material.
Comprehension	Ability to grasp meaning, explain, restate ideas.
Application	Ability to use learned material in new situations.
Analysis	Ability to separate material into component parts and show relationships between parts.
Synthesis	Ability to put together the separate ideas to form new whole, establish new relationships.
Evaluation	Ability to judge the worth of material against stated criteria.

Useful Verbs for Writing Goals and Objectives

Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
Define	Choose	Apply	Analyze	Arrange	Appraise
Identify	Cite examples of	Demonstrate	Appraise	Assemble	Assess
List	Demonstrate use of	Dramatize	Calculate	Collect	Choose
Name	Describe	Employ	Categorize	Compose	Compare
Recall	Determine	Generalize	Compare	Construct	Critique
Recognize	Differentiate between	Illustrate	Conclude	Create	Estimate
Record	Discriminate	Interpret	Contrast	Design	Evaluate
Relate	Discuss	Operate	Correlate	Develop	Judge
Repeat	Explain	Operationalize	Criticize	Formulate	Measure
Underline	Express	Practice	Deduce	Manage	Rate
	Give in own words	Relate	Debate	Modify	Revise
	Identify	Schedule	Detect	Organize	Score
	Interpret	Shop	Determine	Plan	Select
	Locate	Use	Develop	Prepare	Validate
	Pick	Utilize	Diagram	Produce	Value
	Report	Initiate	Differentiate	Propose	Test
	Restate		Distinguish	Predict	
	Review		Draw conclusions	Reconstruct	
	Recognize		Estimate	Set-up	
	Select		Evaluate	Synthesize	
	Tell		Examine	Systematize	
	Translate		Experiment	Devise	
	Respond		Identify		
	Practice		Infer		
	Simulates		Inspect		
			Inventory		
			Predict		
			Question		
			Relate		
			Solve		
			Test		
			Diagnose		

Development of Mission and Vision Statements

A **mission statement** serves as a guide for the operations of a multidisciplinary team, highlighting the beliefs and values of the team. The development of a mission statement can contribute to the formation of the team and define its purpose. They are useful when teams lose focus, conflict arises, and/or deciding whether or not to take on a project. When generating a work plan, it can be helpful for teams to ask themselves, "Does our work align with our mission statement?"

It is recommended to create a mission statement at the beginning of a team's formation as it establishes the foundation for the team's purpose. Generating a mission statement is just as much about the process as it is about having a finished product. Some teams address issues of domestic violence only, sexual assault only, or have a dual focus addressing both domestic violence and sexual assault. It is important for teams to be clear in their mission statements about which types of violence they are addressing. Prior to drafting a mission statement, prospective members of a team may want to discuss the following questions:

- How do we understand domestic violence and/or sexual assault?
- How do our beliefs and attitudes about domestic violence and/or sexual assault impact our response to victims?
- What principles, beliefs, and values about victims and perpetrators guide our work?
- What does it mean to be victim-centered in a multidisciplinary team response?
- What does it mean to be offender-focused in a multidisciplinary team response?
- How do we envision *activating* a multidisciplinary team response?

Additionally, some teams choose to develop vision statements. While mission statements address *how* and *what* teams will accomplish, **vision statements** reflect the *end goal* if the missions were to ultimately be achieved. Vision statements can help teams build consensus on how they view the future and where the progression of the work will lead.

Sample Mission and Vision Statements

Mission Statement: County CCR is a multi-agency team that works together to ensure a compassionate, victim-centered response to victims/survivors of sexual violence as they navigate the criminal justice system.

Mission Statement: County CCR works to eradicate domestic violence through meeting the needs of victims from an informed, collaborative, and multidisciplinary perspective.

Mission Statement: County CCR is committed to creating a violence free community. Through nurturing and sustaining opportunities for collaboration among service providers, we will ensure the dignity, rights, and safety of victims and hold perpetrators accountable. Trauma-informed response and education and empowerment of the community will guide our work with domestic violence and sexual assault.

Mission Statement: The mission of the County CCR is to promote a systemic response that holds sexual offenders accountable and fosters a community sensitive to the needs of sexual assault survivors. This will be done through the collaborative and coordinated multidisciplinary response of the agencies and organizations that work with sexual assault survivors in this county.

Vision Statement: County CCR is committed to providing consistent, quality services, and validation to all victims/survivors of domestic violence.

Vision Statement: County CCR promotes an informed, victim-centered response to sexual violence in our community through agency collaboration, education and outreach, and perpetrator accountability.

Vision Statement: County CCR envisions a world absent of sexual assault and domestic violence.

Vision Statement: A safe, non-violent, and equitable society where are all lives are valued and respected.

Sample
County Coordinated Community Response Against Violence

Mission Statement

The County Coordinated Community Response Against Violence (CCR) is a voluntary network of people and organizations in this County that coordinates and supports collaborative efforts to reduce violence and promote nonviolence. We accomplish this through awareness, prevention, education, and advocacy.

The CCR recognizes violence as a serious community problem that poses serious threats to individuals, families, and the community. The relationship between the victim and perpetrator in domestic violence and sexual assault cases calls for a specialized system of response. Addressing the root causes of violence requires a broad perspective in our coordination, education and advocacy activities.

Objectives of the County CCR:

- To share information about our community's response to violence in order to decrease the incidence of violence in our community
- To plan, develop, implement, and monitor an integrated service model of effective intervention in violent situations; there will be a particular focus on the services model for domestic abuse and sexual assault
- To monitor and seek to improve system performance in addressing violence in our community
- To focus public attention on the problem of violence and to develop community resources to deter it
- To propose and support legislation, ordinances, and other public policy protocols to further the organizational objectives

For additional information on the County CCR meetings and activities,
please contact the CCR Coordinator at: **phone (xxx) xxx-xxxx or e-mail the CCR at xxxx@xxxx.xxx**

Creating a Memorandum of Understanding (MOU)

A Memorandum of Understanding (MOU) is an agreement about the relationship between agencies and defining the parameters and expectations between them.

When designing an MOU, consider including the following:

- Purpose of having an MOU
- Description of services you will provide
- Mission and vision statements
- How cases will be processed (or not processed) internally
- Process of referral from your agency to others
- How and what information will be exchanged
- Frequency with which exchange of information will occur
- How confidentiality of victims will be addressed
- Length of time the MOU will be in effect
- How and when evaluation of its effectiveness will be reviewed (if you are trying something new, evaluate it in 4-6 months to allow room for changes)

Depending on the issues addressed, establishing parameters can be a process, and may take time. We encourage you to be patient and celebrate the small successes along the way.

Three sample MOUs and a CCR Handout Sample can be found on the following pages.

Memorandum of Understanding Sample 1

This Memorandum of Understanding (MOU) is entered into between agencies in cooperation and agreement to establish the Prison Rape Elimination Act (PREA) Response Team in conjunction with the Sexual Assault Response Team (SART) program. It is written to facilitate an agreement between the parties for services related to goals and implementation of federal Prison Rape Elimination Act (PREA) mandates.

Primary Partner Agencies:
Sexual Assault Nurse Examiner (SANE)
Community-Based Advocacy
Department of Community Corrections
Correctional Institution
County Sheriff's Office
City Police Department
District Attorney

I. Understanding, Agreements, Support and Resource Requirements:

A. SANE

1. Designate staff to attend, participate in, develop, implement, evaluate and modify as needed the PREA/SART pilot project protocol
2. Provide SANE exam as outlined in WI-IAFN SANE protocol
3. Provide training for any participating organizations on an as-needed basis
4. Communicate any questions or concerns to the PREA SART

B. Community-Based Advocacy

1. Designate staff to attend, participate in, develop, implement, evaluate and modify as needed the PREA/SART pilot project protocol
2. Coordinate provision of advocacy services with law enforcement, SANE, and Victim Service Coordinator (VSC)
3. Work with designated institution officials to obtain security clearance and follow all institutional guidelines for safety and security
4. Provide community-based counseling upon request to PREA victims within the institutions
5. Maintain confidentiality of communications with clients detained at the institution
6. Licensed professionals maintain confidentiality of communications with clients detained at the institution as described in the Release of Information Form
7. Communicate any questions or concerns to the PREA SART
8. Provide training for any participating organizations on an as-needed basis

C. Department of Community Corrections

1. Designate Division of Community Corrections staff to attend, participate in, develop, implement, evaluate and modify as needed the PREA/SART pilot project protocol

2. Notify local law enforcement and consult with law enforcement for arrangement of SANE exam
3. Notify community-based advocate; make involvement of rape crisis counselors a component of the standard response to a report of sexual assault
4. Facilitate follow-up and on-going contact between the client and rape crisis counselor without regard to the presence or status of an investigation
5. Respect the nature of privileged communication between advocates and clients
6. Provide for logistical needs, such as a private meeting space for counseling sessions and security clearance for designated counselor and other participating personnel within the facility
7. Provide training for any other participating organizations on an as-needed basis
8. Communicate any questions or concerns to the PREA SART

D. Correctional Institution

1. Designate Division of Adult Institution staff to attend, participate in, develop, implement, evaluate and modify as needed the PREA/SART pilot project protocol
2. Notify local law enforcement and consult with law enforcement for arrangement of SANE exam
3. Notify community-based advocate; make involvement of rape crisis counselors a component of the standard response to a report of sexual assault
4. Facilitate follow-up and on-going contact between the client and rape crisis counselor without regard to the presence or status of an investigation
5. Respect the nature of privileged communication between advocates and clients
6. Provide for logistical needs, such as a private meeting space for counseling sessions and security clearance for designated counselor and other participating personnel within the facility
7. Provide training for any other participating organizations on an as-needed basis
8. Communicate any questions or concerns to the PREA SART

E. County Sheriff's Office

1. Designate staff to attend, participate in, develop, implement, evaluate and modify as needed the PREA/SART pilot project protocol
2. Notify community-based advocate; make involvement of rape crisis advocates a component of the standard response to a report of sexual abuse and/or a request for help from a survivor of sexual violence
3. Respect the nature of privileged communication between advocates and clients
4. Conduct criminal investigation to include interviews and evidence collection
5. Refer criminal investigation to prosecutor
6. Meet/confer with prosecutor as necessary
7. Provide training for any participating organizations on an as-needed basis
8. Communicate any questions or concerns to the PREA SART

F. City Police Department

1. Designate staff to attend, participate in, develop, implement, evaluate and modify as needed the PREA/SART pilot project protocol
2. Notify community-based advocate; make involvement of rape crisis advocates a component of the standard response to a report of sexual abuse and/or a request for help from a survivor of sexual violence
3. Respect the nature of privileged communication between advocates and clients
4. Conduct criminal investigation to include interviews and evidence collection
5. Refer criminal investigation to prosecutor
6. Meet/confer with prosecutor as necessary
7. Provide training for any participating organizations on an as-needed basis
8. Communicate any questions or concerns to the PREA SART

G. District Attorney

1. Designate staff to attend, participate in, develop, implement, evaluate and modify as needed the PREA/SART pilot project protocol
2. Meet and/or confer with the victim prior to charging if possible; if not charging meet and/or confer with victim if possible
3. Meet with/or confer with law enforcement when necessary
4. Work with VSC and community-based advocate to prepare victim for court proceedings
5. Meet and/or confer with victim before any plea agreement is offered or accepted if appropriate
6. Provide training for any participating organizations on an as-needed basis
7. Communicate any questions or concerns to the PREA SART

II. Signatures

(Signing Official) SANE	Date
(Signing Official) Community-Based Advocacy	Date
(Signing Official) Correctional Institution	Date
(Signing Official) Department of Community Corrections	Date
(Signing Official) County Sheriff's Office	Date
(Signing Official) City Police Department	Date
(Signing Official) District Attorney	Date
(Signing Official) Department of Corrections	Date

Memorandum of Understanding Sample 2

This cooperation agreement is by and among the following:

District Attorney, Victim Witness Assistant Program, Sexual Assault Recovery Program, Hospitals, County Sherriff's Office, City Police Departments, Wisconsin Department of Community Corrections, and Human Services.

Whereas, there are a significant number of people in this county that are affected by sexual assault and

Whereas, we believe the best practice for addressing victims of sexual assault in this county is through the use of a coordinated, multidisciplinary sexual assault response team (SART) and

Whereas, the above members wish to join together in a coordinated, multidisciplinary sexual assault response team (SART), the agencies, represented by their signatures agree to:

- Join together in a group known as the County Sexual Assault Response Team
- Fully support the mission statement of the County Sexual Assault Response Team
- Fully participate in all activities of the County Sexual Assault Response Team

Signature Agency Represented	Print Name of Signature	Date
District Attorney		
Victim Witness Assistance Program		
Sexual Assault Recovery Program		
Hospital		
Police Department		
Wisconsin Department of Community Corrections		
Human Services		
Sherriff's Office		

Memorandum of Understanding Sample 3

We, the undersigned members of the County Coordinated Community Response Team, agree to work collaboratively by participating in meetings and supporting the mission of our CCR team by

- Increasing our understanding around the complex nature of domestic violence and sexual assault
- Promoting this same understanding in the community
- Developing interagency protocols and a strategic plan to address victim safety
- Identifying gaps in systems that compromise perpetrator accountability

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Accessible and Culturally Appropriate Systems Interventions

Material adapted from the Family Violence Prevention Fund's Culture Handbook

CCRs are a fitting venue for discussing how to be accessible to victims from diverse racial, ethnic and cultural backgrounds, given that CCRs by their very nature are a diverse collection of professionals who interface with domestic violence and sexual assault. All too often, however, CCRs get in the habit of discussing issues from a "mainstream" lens and are not identifying ways to adapt responses to meet the realities of victims from marginalized communities.

It is important to understand how culture shapes the following:

- An individual's experience of violence
- Whether perpetrators accept responsibility
- Whether services are equally accessible to all
- Our own responses within the culture of the systems and organizations in which we work

A broad definition of ***culture*** refers to shared experiences that develop and evolve according to changing social and political landscapes. It includes age, race, ethnicity, gender, sexual orientation, disability status, socioeconomic status, immigration status and religious or spiritual affiliation, among others; all understood within the context of historical oppression. These categories of attempting to catalog differences have developed and evolved into systems that are oppressive.

Our response to victims of trauma needs to take into consideration their various cultural identities in order to achieve the intended result. The term widely used today is ***cultural competence***. The term suggests that there is a set of knowledge, skills and attitudes that can be developed over time in order to work with those who appear and may be different from ourselves. Competency is a complex process that includes the development of self-awareness of the various filters that influence one's own decisions, his or her cultural biases and world view. Furthermore, competency requires a willingness to adapt and change these attitudes and biases based upon new information. It is essential to reach out to, work with and collaborate with different communities while encouraging contradictory and diverse perspectives from a variety of people and resources. One voice should not have to represent any particular group of people.

Cultural competency in the area of domestic and sexual violence has to begin at the individual level, by ensuring that we as practitioners:

- Recognize and are aware of our own history, biases and prejudices
- Listen to and build on the strengths of the survivor no matter what they identify as their culture
- Recognize the power differential inherent between practitioners and survivors
- Gather information from the survivor about cultural values and norms
- Negotiate the acceptance of a different set of values without imposing our own
- Reach out to diverse communities both individually and programmatically

Language Accessibility[i]

An issue of particular relevance to agencies that victims of domestic violence and sexual assault access regularly is that of the use of interpreters. Regardless of how frequently you encounter non-English speaking clients, it's important to be prepared for how you will respond.

It is absolutely essential to have an interpreter when:

- The client asks for one
- There is any doubt about your effectiveness in communicating to and with the client
- You feel that there are problems in being understood or understanding what the client is saying

When working with an interpreter, here are some important reminders:

- Communication is between ***you*** and the ***client***
- Arrange seating in a way that allows you to face and talk directly to the client
- Use simple, clear language with short sentences
- Allow for pauses, which will enable the interpreter to interpret
- Be patient and allow more time for conversations involving interpreters
- Do not use relatives or children to interpret

Addressing cultural needs is critical to providing helpful responses to victims. This is challenging work and there are no simple answers. This section only touches on the importance of digging deeper into these issues. For more information on this topic, please visit the following websites:

- Disability Rights Wisconsin – Wisconsin's Violence Against Women with Disabilities and Deaf Women Project: http://www.disabilityrightswi.org/programs/vawa
- National Resource Center on Domestic Violence – Access Initiative http://www.nrcdv.org/accessinitiative/
- Vera Institute of Justice: https://www.vera.org/securing-equal-justice/reaching-all-victims

[i] Interpreting services in Wisconsin (this list is not exhaustive):
Southern Wisconsin Interpreting & Translation Services (SWITS) – https://swits.us/
Purple Communications – http://www.signlanguage.com/onsite-interpreting/
Freelance ASL interpreter list – https://www.dhs.wisconsin.gov/odhh/asl-freelance-interpreter-listing.pdf
Court interpreter services – https://www.wicourts.gov/services/interpreter/search.htm

CCR Meeting Survey Questions

Some CCR teams choose to survey team members on a regular basis to determine how valuable and effective they perceive the CCR meetings to be. These questions are based on the key areas that contribute to the success of a CCR team: Mission/Purpose, Development/Practice, Structure, and Sustainability. The statement would be posed to CCR members who would respond on a on a 5-point scale: (1 -strongly disagree; 3- agree; 5- strongly agree). Another suggestion is to have each CCR team come up with their own question about what they want to ask their team members at each meeting.

Questions to ask regarding mission/purpose:

1. I feel involved in the process of making the system victim-centered for survivors of domestic violence and sexual assault in our community
2. I feel my voice makes a difference on the CCR team
3. Our CCR team listens to the voice of survivors
4. I understand the purpose of the CCR team and can explain it to others
5. Clear goals for the CCR team are identified and are based on current gaps and challenges
6. I feel the focus on our CCR team is victim-centered

Questions to ask regarding development/practice:

1. I continue to learn things when I come to CCR meetings
2. My knowledge increased today as a result of what we discussed
3. I felt safe talking about my concerns at this meeting
4. I feel I can speak up if I don't agree with others on the team
5. I feel our communication with each other is honest and respectful
6. We address problems and work on solutions
7. We address conflict that arises on the team
8. I feel like an important member of the CCR team
9. There is collaboration going on between team members and their agencies

Questions to ask regarding structure:

1. Our CCR team has leadership in place
2. We are working to expand membership
3. The topics discussed today are relevant to me and my work
4. We review our goals at least annually
5. We have a plan in place to address the work of the CCR team
6. We have buy-in from our team members
7. Our strategic plan is documented and understandable to all members

Questions to ask regarding sustainability:

1. Our CCR team would continue without advocacy involvement
2. We have shared leadership between agencies
3. Our CCR team is working to keep the team sustainable by adding new team members
4. Our CCR team is making progress on their goals

Created by Jeanie Kurka Reimer on 02/10/2013.

Focus Groups

This information is heavily adapted from the following publication:
Seymour, A. (2004). Focus Groups: An Important Tool for Strategic Planning (a component of the Strategic Planning Toolkit Project sponsored by the Office for Victims of Crime, U.S. Department of Justice). Washington DC: Justice Solutions. Available online:
http://justicesolutions.org/art_pub_focus_groups.pdf

A focus group is a qualitative research process designed to elicit opinions, attitudes, beliefs and perceptions from individuals to gain insights and information about a specific topic. A focus group can be defined as a group of interacting individuals having some common interest or characteristics, brought together by a moderator, who uses the group and its interactions as a way to gain information about a specific issue. Unlike the one-way flow of information in a one-on-one interview, focus groups generate data through the "give and take" of group discussion.

Within the context of CCRs, focus groups can serve the following purposes:

- Identify victims' and service providers' most prominent needs and concerns
- Seek input from a variety of stakeholders about victims' rights and services
- Identify strengths and gaps in policies, programming, services and collaborative efforts that seek to benefit victims
- Contribute to the development of a work plan that identifies and builds upon strengths and identifies gaps and ways to fill them

Focus Group Goals

The focus group process must include the development of clear and measurable goals. While these are useful tools for focus group facilitators, they are also essential for participants to understand why they are being asked to participate in a focus group session.

A CCR team might be interested in conducting focus groups around:

- Strengths and gaps in services to domestic violence and sexual assault victims in your county
- Strengths and gaps in state laws and agency policies that guide the provision of victim services your county
- Case examples about the effectiveness of services/interventions
- Challenges related to holding perpetrators accountable

<u>Focus Group Logistics</u>

- <u>Group Size</u> – The research on focus groups generally recommends six to twelve participants as optimum for impact. Some statewide strategic planning initiatives for victim services have conducted focus groups with up to 20 participants; however, the larger the size of the group, the more difficult the group interactions are to manage.
- <u>Length of Group Discussion</u> – Most focus groups encompass 90 minutes to three hours of discussion. If focus group sessions are longer, it is necessary to build in breaks to allow participants time to relax and refresh.
- <u>Group Participants</u> – In traditional focus groups, participants are randomly chosen in a manner that seeks homogeneity among participants, in order to elicit opinions from a "like" representative group (for example, all community-based victim service providers). Depending upon the focus group goals, facilitators may wish to:
    - Seek complete homogeneity in participants
    - Seek variety in participants based upon how their backgrounds, insights, perspectives and diversity by culture, gender and geography will contribute to goals and outcomes
    - Conduct simultaneous focus groups where two different groups of participants (i.e., a group of victims and a group of judges) respond to the same questions, then are brought together to share responses and provide further opportunities for a combined group discussion
- <u>Timing of Focus Groups</u> – Consideration should be given to maximizing participation, while minimizing inconvenience for potential participants. Most focus groups are conducted in the evening (usually between 6:00 p.m. and 9:00 p.m.). For brief focus groups of community partners, the lunch hour can also be appropriate.

<u>Focus Group Questions</u>

Questions should be open-ended so that there are many possible replies. Short answer questions, such as those that can be answered "yes" or "no," should be avoided. It is also important to avoid leading questions that suggest the facilitator's opinion or the answer that s/he hopes to receive.

Questions should also be

- Clearly formulated and easily understood
- Neutral so that the formulation does not influence the answer
- Carefully sequenced with easier questions preceding more difficult ones

Questions can be developed to elicit responses related to participants

- Personal experiences
- Personal behaviors

- Knowledge
- Opinions
- Values or mores
- Diversity based upon their gender, culture, geography, and/or life experiences
- Feelings or beliefs
- Sensory perceptions

Skills and Qualities of Focus Group Facilitators

The focus group facilitator is critical to the success of the entire process. S/he must function as a neutral leader who can also serve as a "referee," if needed, during the group process. In the context of CCRs, to minimize bias it may be preferred to utilize a facilitator that is external to your team and community. The following facilitator skills are also beneficial:

- **Knowledge of issues:** While the facilitator need not be an "expert" in victim issues, s/he should be familiar with the dynamics of the field and of victimization in general (including victim trauma) and familiar with the goals of the overall team.
- **Independence:** Able to separate him/herself from the topics at hand, maintain complete objectivity, and have no "hidden agendas" that will affect the outcomes
- **Strong communication skills:** Clear, concise, honest, trustworthy, and able to relate to a variety of opinions without showing preferences
- **Strong group dynamics skills:** Able to engage intense group discussions and encourage all members to participate, while maintaining a flow that keeps with the stated agenda
- **Cultural competence:** Is skilled and comfortable facilitating individuals who represent diverse cultures (as well as gender, age, geography, and dis/ability)
- **Flexibility:** Willing to freely follow group discussion and permit relevant diversions, if needed, to accommodate participants' input and ideas
- **Perception:** Able to "read between the lines" of participants' comments, and offer probes to elicit further discussions
- **Patience:** Capable of letting individuals complete their verbalizations without rushing them, and allowing time for reflection between questions
- **Respect:** For the diversity of participants, as well as the diversity of their opinions and input
- **Transparency:** Focus group facilitators should be clear with participants about confidentiality guidelines and restrictions, and document such restrictions in writing. Facilitators must also be transparent about the goals for the group and what will be done with the data that is gathered.

Both End Domestic Abuse Wisconsin and the Wisconsin Coalition Against Sexual Assault are available to assist with finding a facilitator and creating appropriate questions for your focus group.

State and National Resources

WISCONSIN COALITION AGAINST SEXUAL ASSAULT

State and National Resources

Battered Women's Justice Project
http://www.bwjp.org/resource-center/resource-results.html

Domestic Abuse Intervention Programs
http://www.theduluthmodel.org/change/community-response.html

End Domestic Abuse Wisconsin
http://www.endabusewi.org/

National Center on Domestic and Sexual Violence
http://www.ncdsv.org/publications_ccr.html

Praxis International
http://praxisinternational.org/institutional-analysiscommunity-assessment-2/

Prevention Institute
https://www.preventioninstitute.org/publications/collaboration-assessment-tool

Stop Violence Against Women
http://www.stopvaw.org/coordinated_community_response

Trauma-Informed Approaches to Systems of Care (article)
http://www.co.ozaukee.wi.us/DocumentCenter/View/8168

United Nations Entity for Gender Equality and the Empowerment of Women: *Developing Community Coordinated Responses*
http://www.endvawnow.org/en/articles/319-developing-coordinated-community-responses-.html

United Nations Entity for Gender Equality and the Empowerment of Women*: What is a Coordinated Community Response to Violence Against Women?*
http://www.endvawnow.org/en/articles/127-what-is-a-coordinated-community-response-to-violence-against-women.html

Wisconsin Coalition Against Sexual Assault
https://www.wcasa.org/

Wisconsin Department of Justice
https://www.doj.state.wi.us/ocvs/vawa/coordinated-community-response-ccr-teams