

Collaboration Charter

Just ASK: Autonomy and Safety of Kansas

Collaboration Background

The Just ASK collaboration is comprised of three partner organizations:

Kansas Association of Centers for Independent Living (KACIL) The Kansas Association of Centers for Independent Living (KACIL) provides a powerful framework so that member Centers for Independent Living (CILs) excel in advocacy and services ensuring that all Kansans with disabilities have opportunities for independent living and enjoy their civil and human rights.

KACIL advocates at the state and national level for the rights of all people with disabilities to live in the communities of their choice. KACIL works through facilitating collective work among member CILs resulting in the strongest state association, driving change for people with disabilities.

The Kansas Coalition Against Sexual and Domestic Violence (KCSADV) is a network of sexual assault and domestic violence advocacy programs reaching across the state of Kansas. The major work of the Coalition is to support this network of services by increasing public awareness through education and advocacy, exploring new options for services and funding, and by working for social change.

Kansas Department of Health and Environment (KDHE) is a state agency with a vision of healthy Kansans living in safe and sustainable environments. The Injury Prevention Program of KDHE aims to build a solid infrastructure to improve the health of Kansans by increasing awareness and action to reduce unintentional injuries. The Kansas Disability and Health Program within KDHE strives to develop sustain and support activities to improve the health and quality of life for people with disabilities.

The organizations that comprise the Just ASK: Autonomy and Safety of Kansas Collaborative have a long history of working together to end violence against women with disabilities. In 1997 the Disability and Health Program of KDHE surveyed persons with disabilities and parents of children with disabilities on risk and protective factors that affect their health. Respondents voiced strong support for abuse and violence prevention efforts. As a result of this survey the Abuse and Violence Against Women with Disabilities Steering Committee, also

known as the Steering Committee, was formed in 2000. KACIL and KCSDV were active members along with several other local and state-wide agencies.

As a result of the work of the Steering Committee, KACIL, KCSDV and KDHE applied for and were awarded the Education and Training Grant to End Violence Against Women with Disabilities in 2002. While the efforts of the partnering organizations were successful in providing extensive community trainings, it became apparent that the needs of Kansas survivors with disabilities would only be addressed by changing the systems responding to violence against women with disabilities. The three organizations continued the partnership after funding ended due to each organization's commitment to ending violence against women with disabilities in Kansas.

The current Just ASK Collaboration grew from this existing partnership. KACIL, KCSDV and KDHE are engaged in creating change made possible by the Education, Training and Enhanced Services to End Violence Against and Abuse of Women with Disabilities Grant Program of 2006 (henceforth referred to as the grant program) from the Office on Violence against Women (OVW.) OVW has designated the Vera Institute of Justice (henceforth known as Vera) as the national technical assistance provider. Vera has and continues to provide the essential technical assistance needed to develop tools and resources necessary for lasting systems change. This charter documents the formalized structure, values, process and philosophy of the current collaboration. The partners consciously considered the challenges and successes of the previous partnership, guidance provided by Vera and the parameters of the OVW grant program.

Vision Statement

Just ASK envisions a society where women with disabilities who are survivors of sexual and domestic violence are fully supported in their rights to safety and autonomy. This vision includes barrier-free access to sexual assault, domestic violence and disability services; where sexual assault, domestic violence and disability advocates are supported in their efforts to provide accessible and responsive services; and, where policies and practices reflect an understanding of sexual assault, domestic violence and disability issues.

Mission Statement

To increase access points for women with disabilities who are survivors of sexual assault or domestic violence through the joint leadership of KACIL, KCSDV and KDHE by connecting centers for independent living and sexual assault and/or domestic violence programs around common definitions of sexual assault,

domestic violence and disability; common values and assumptions; supporting targeted, local collaborations as they form their relationships; and promoting increased safety and autonomy for survivors with disabilities through changes in structures, policies, procedures and environments of both centers for independent living and sexual assault and/or domestic violence programs.

Values and Assumptions

The collaboration operates under certain values and assumptions that are shared jointly by all three partners.

- **Violence against women with disabilities is a community problem.** Violence against women with disabilities is supported by community silence, societal myths and cultural societal frameworks that stigmatize, isolate and blame survivors with disabilities. Just ASK believes the locus of the problem lies not with individuals but with the larger framework that encourages ineffective and often harmful systems response.
- **Survivors with disabilities have a right to safety and autonomy.** Systems can best support women through survivor-centered advocacy that is empowerment-based, confidential and accessible. The collaborative believes supporting this philosophy within each partner organization and the target sites will lead to an enhanced systems response.
- **Difference amongst survivors with disabilities is tremendous.** Each person's experience of disability, of violence or of systems will vary greatly. The collaboration recognizes this diversity and rejects models that depict a monolithic image of survivors with disabilities. Embracing this diversity further strengthens Just ASK's commitment to a survivor-centered philosophy and to creating system responses which respect each survivor's individuality.
- **Systems change is necessary** to increase safety and autonomy for survivors with disabilities. Systems responding to violence and systems responding to disability have not been designed with women with disabilities at the center. Women with disabilities have often received inadequate responses from these systems, therefore, change must occur at the systems level.
- **Partner organizations must be willing to change.** Each partnering organization's commitment to collaboration includes a process of changing their own systems to better reflect accessibility and support the safety and autonomy of survivors with disabilities. In moving towards more accessible and responsive systems, partner organizations can often identify crucial steps that may otherwise go unrecognized. Engaging in this process of self-

reflection and constructive criticism with the collaboration partners increases expertise and credibility in working with target sites.

- **Lasting organizational change is created through careful collaboration** with attention to process, confidentiality and respect. Each partner's level of influence increases dramatically as organizational relationships deepen and create increased trust between partners. Key to the collaboration's foundation is a commitment to respect for each individual, each partner organization and each movement's history and culture. The collaboration's effectiveness relies on maximizing organizational buy-in (see Roles and Contributions, p. 5), conscious communication within the group and with stakeholders (see Communication Plan, p. 8), and dedication to change as an on-going process.
- **A common language is critical to collaborative work.** Collaboration requires intense working relationships that must bridge separate movement and organizational cultures. Just ASK examines language deliberately to ensure partners have a shared understanding of complex issues such as confidentiality, autonomy, accessibility and safety.
- **Confidentiality is essential** to the work of the collaboration. Historically neither survivors of sexual assault/domestic violence nor individuals with a disability have had control over their own information. Honoring an individual's confidentiality is central to both the sexual assault/domestic violence movement and the independent living movement. Confidentiality is also paramount in building trust between organizations. Each partner has committed to maintain the confidentiality of collaboration discussions as well as strict confidentiality with any survivor's information (see Confidentiality Statement, p. 13).
- **Full accessibility and genuine safety involve an ongoing process.** Ensuring universal access is an ongoing process of examining organizational language, attitude, documents and other products, policies and procedures, physical structures and social environment. Universal access is not a destination. It requires a commitment to continually reexamining one's own system and honest dialogue about barriers. Likewise, true and sustainable safety is not a destination. Safety concerns for survivors are ever evolving. They require an ongoing critique of system responses to domestic and sexual violence. They require the acknowledgement of emerging risks and unintended consequences of each partner's own strategies. Just ASK will account for both safety considerations and accessibility considerations in every decision-making process.

Roles and Contributions

KACIL, KCSDV and KDHE have consciously created the Just ASK Collaborative to maximize effectiveness, capitalize on the strengths of each partnering organization and institutionalize the relationships between each organization. Each organization has made a commitment to internal change and fostering systems change within the pilot sites (examples of which may include an examination of organizational policies, organizational language or physical structures.) To support these change efforts, the partners have each committed to the following structure, roles and responsibilities.

Structure: Each organization has one dedicated staff person that make up the co-director level. Additionally, each organization commits to have the supervisor of the co-director serve on the collaboration. These supervisors make up the managers. The three managers and the three co-directors together make up the full collaborative.

Organizations: Each organization has committed to meeting the practical needs of the project such as office space for staff and administrative support.

The Full Collaborative: Members of the collaborative share a responsibility to keep one another informed, to work to change their own organizations and to stay engaged in the collaborative process. As such, each partnering organization makes the following commitments:

- to work towards and support change, beginning with fostering change in each partner organization which requires acknowledging each system's protocols, structures and idiosyncrasies ;
- to commit to collaboration as the vehicle for sustainable change including but not limited to attending all collaboration meetings, providing a timely response when feedback is requested and to abide by the agreements as laid out in the collaboration charter (for example, utilizing the decision making model or the conflict resolution procedure);
- to keep the collaboration informed of emerging issues that impact this work together;
- to ensure the activities of the collaborative are in keeping with the goals and parameters of the grant program;

- to ensure all products appropriately reflect the diversity and values of each movement and organizational cultures, and;
- to educate each partner on the other's movements, systems, culture and politics to ensure maximum impact of the collaborative efforts.

Co-Directors: Just ASK's three co-directors, one from each partner organization, act as primary staff of the project. Just ASK has chosen a structure with co-directors to reflect the value of joint leadership, to recognize each partner's expertise and to operationalize trust in one another. The co-directors manage the day-to-day operations and share the role of Project Director. As such they have a particular responsibility to support the momentum of the collaborative, to ensure a consistent focus on the Vision and Mission of Just ASK and to the daily work required to meet the goals. Specifically, co-directors have joint responsibility to:

- act as primary contact and technical assistance providers for local target sites;
- act as conduits for external communication with Vera, OVW, and as needed communication with member programs and allied agencies in accordance with the communication policy (see Communication Plan, p. 8),
- ensure the work with target sites is consistent with the goals of the grant program;
- support the managers' involvement in key aspects of the project by providing information from target sites, Vera and OVW to inform the larger organization;
- nurturing the Just ASK collaboration, and;
- ensure the diversity of member programs' resources, philosophy and environments are reflected in strategy for both internal change and change efforts at target sites.

Managers: Just ASK's three managers, one from each partner organization, provide guidance to the project. Each manager supervises their organization's co-director. They are the primary conduit of information from the collaboration to the leadership of the larger organization, the Boards of Directors, member programs and other policy makers. Managers have a responsibility to ensure greater institutional support for the collaborative. Specifically, the managers have joint responsibility to:

- create an environment that supports the work of the co-directors including supervision, mentoring and valuing collaborative work;

- ensure institutional support for the process of internal change (including appropriate policy changes and implementation);
- inform the work of the co-directors in responding to emerging issues that impact the work of the collaborative (such as legislative changes, funding streams or political dynamics) and to assist the co-directors in strategizing to create long-lasting change ;
- act as primary conduits for external communication with member programs (not including the target sites) and allied agencies and, as needed, communication with Vera and OVW, and;
- manage the financial arrangements for the collaborative.

Fiscal Agent: KCSDV has a unique role as fiscal agent. The KCSDV co-director has a primary role in communication with OVW and Vera. The KCSDV manager has a responsibility to ensure grant reports and financials are submitted to OVW as required.

Communication Plan

Just ASK has a unique structure that lends itself to multiple layers of communication. As a result of the multiple layers of communication there is a need for regular communication in a variety of formats such as in-person, email, collaboration meetings, via telephone or through public presentation. All communication, whether formal or informal, must be done in the spirit of ethical communication (see Definitions, p. 17). Communication must also occur in ways that safeguard the trust of the collaborative partners by abiding by the confidentiality guidelines. There are three specific groups to consider for this communication plan: internal, member programs and external.

Internal communication: Just ASK recognizes two areas of internal communication. This section details guidelines for communication within the collaboration as well as communication that occurs between a collaboration member and their coworkers who are not directly involved in Just ASK.

- **Within the collaborative:** Communication within the collaborative must be candid and free-flowing. This is necessary for the broad development of ideas and honest exchange of perspectives that systems change requires. Formal meetings of the full collaborative will occur no less than monthly. Meeting duration averages two hours, however, the actual meeting duration is process driven. The co-directors meet no less than weekly, most often for full day meetings. More informal communication happens continually between collaborative partners via email and telephone conversations.
- **Within home organizations:** Close communication with coworkers at a home agency is crucial to ensuring agency-wide commitment to the goals of the collaborative. Collaboration members have a need for latitude in communicating with coworkers at their home organizations. Multiple positions at the home organization may be involved or impacted by the proposed change efforts, therefore, a greater amount of information may need to be shared within the organization. Additionally, the work of the collaborative must be informed by the other projects at each organization. For example, information learned by a coworker may alert the collaborative to an emerging issue. Although there is a high level of trust with coworkers at home organizations, all interactions must honor the confidentiality guidelines especially with respect to politically sensitive information.

Member Programs: Both KACIL and KCSDV are membership based organizations with member program representation on their boards. The

collaboration recognizes that both formal and informal communication with member programs will be ongoing. Just ASK will be selecting 2-3 target sites with whom to work intensively. Communication with these target sites will be markedly different than communication with member programs in general.

- **Target sites:** Communication with target sites will consist largely of intensive technical assistance. This technical assistance will be individualized to each site and may include assistance with policy analysis, collaboration development support, information and resource sharing, and support for organizational change. Consistency is critical to providing effective technical assistance to target sites. The full collaborative will craft key content that will provide a common basis for the messages to target sites, allowing each individual collaboration member to speak in a consistent way. The technical assistance will be proactive, however, it is also likely to include emerging or unexpected issues. In such situations, the immediate response will be to provide support in the face of crisis, to clarify the question or issue at hand, and to consult the collaboration for input. A more individualized and detailed communication plan with target sites will be created once the target sites are selected.
- **Member Programs in general:** Just ASK has a number of communication needs with member programs who are not selected as target sites. Member programs receive formal updates on the status of Just ASK as part of their role as board members. These formal reports contain general information regarding Just ASK's goals as agreed upon by the full collaborative. There are additional communications to member programs to keep them informed of upcoming opportunities. Examples of such communications might include the Request for Application (RFA) or training announcements which are available to programs beyond the target sites. Informal communication may also occur due to the close working relationships between KACIL, KCSDV and their member programs. All Just ASK partners agree to be conservative in sharing information informally with member programs and to strictly adhere to the confidentiality guidelines.

External communication: External communication will be highly coordinated within and by the collaborative. Collaboration members will pay special attention to confidentiality and utilize a process that results in a unified voice for the collaborative.

- **Communication with OVW and Vera:** Regular communication with OVW is necessary for the approval of official products, to clarify grant parameters and to ensure that grant goals are met. KCSDV is the primary contact for communication with OVW such as delivery of grant reports and submitting

Just ASK documents. The content of such communications is agreed upon by the full collaborative. Continual communication with Vera is necessary in order to receive the intensive technical assistance needed to achieve the collaboration's goals. Though KCSDV has a primary role in initiating technical assistance, all partners communicate fully and openly when engaging in technical assistance.

- **Communication with media:** Any media statement regarding the Just ASK collaborative requires the prior approval of the full collaborative. Any media requests inquiring as to the intersections of violence against women and the independent living movement in Kansas will be returned after the full collaborative has an opportunity to agree upon a statement. Key messages for any statement will include the following messages:
 - Centers for independent living, local health departments and sexual assault/domestic violence programs have varying levels of cooperation and collaboration across the state;
 - These are emerging issues for both movements, and;
 - Strong ties between centers for independent living and sexual assault/domestic violence programs are key to ending violence against women with disabilities.

- **Communication with allied organizations:** Allied organizations are systems with a critical role in responding to violence against women with disabilities. Examples might include the Statewide Independent Living Council of Kansas (SILCK) or the Kansas Crime Victims Compensation Board. Communication with such key organizations will be on an as needed basis with the consent of the full collaborative. The full collaborative must craft the central content to be shared with any allied organization.

Decision-Making Policy

Decisions will be made by consensus of the collaborative members. All major decisions will be considered in keeping with the Vision and Mission of Just ASK. In order to keep an open dialogue throughout the decision-making process, the collaborative uses a 5-point gradient decision-making scale, leaving space for formal disagreement that will not block consensus agreement.

Decision Making Scale

1 = Total Disagreement: This option will not be considered. It is in direct conflict with the Vision or Mission of Just ASK or it is a conflict of interest for one of the partner organizations.

2 = Moderate Disagreement: There are serious concerns about this option. Discussion can be continued but as it appears now this option is not in the best interest of the collaborative.

3 = Neutral: A greater understanding (through more data or more discussion) is needed before assessing this option.

4 = Moderate Agreement: There is tentative agreement about this option. Discussion should be continued to clarify the specific implications of this option.

5 = Total Agreement: This option supports the Vision and Mission of the collaborative completely. All partners are in agreement to move forward with this option.

The charter recognizes three levels of decision-making (see Roles and Contributions, p. 5): co-directors, managers, and the full collaborative (made up of co-directors and managers).

Levels of Decision-Making

Co-Director Level: Co-directors make decisions that exclusively affect the co-director level or the day-to-day operations of the project. Co-directors engage in the following:

- determine co-directors' meeting schedule and agenda as directed by the full collaborative;

- analyze internal organization policy and procedures and make recommendations to managers for internal system's change;
- create Just ASK products with input from full collaborative and technical assistance from Vera;
- approve products as ready for review by the full collaborative;
- determine when to seek informal technical assistance or guidance from Vera, and;
- provide technical assistance to target sites and determine when to seek additional expertise in responding to technical assistance needs of target sites.

Manager Level: Managers make decisions that impact the project or impact the work of member programs but that fall outside the scope of the project. Decisions include:

- revision of budget/financial agreements;
- examining broader organization policies/procedures and make recommendations to full collaborative or organization leadership, and;
- determining parameters or co-directors' work as being within/outside the scope of the project as directed by OVW.

Full Collaborative Level: The full collaborative makes decisions that affect the direction of the collaborative including:

- formal/public communication with parties outside the collaborative;
- decisions that change/impact the scope of the project;
- setting full collaborative meeting schedule and agenda;
- determining target sites in accordance to agreed upon criteria;
- determining formal request for technical assistance from Vera;
- approving products (such as the collaboration charter, RFA, strategic plan etc.) as ready to be sent to OVW for approval, and;
- directing the technical assistance to target sites during implementation of the strategic plan.

Collaboration Confidentiality Statement

The Just ASK Collaborative agrees to use the following confidentiality statements as guidance in the collaboration work. This statement is based on a thorough review of the confidentiality guidelines of each partner organization including the requirements of the Violence against Women and Department of Justice Reauthorization Act of 2005. Paramount is the recognition that strict confidentiality measures are critical when working with any survivor's information. Confidentiality is also essential to the ongoing work of the collaborative. This confidentiality agreement is meant to address the treatment of records and data as well as conversations that happen within the collaborative. A heightened attention to confidentiality is reflected in the way all activities are conducted.

1. Each partner organization has a policy/procedure about treatment of records and data. The Just ASK Collaborative agrees to abide by the most secure of these policies. The result of a review found that KCSDV has the most detailed protections for a survivor's information. This policy will direct Just ASK's treatment of information. Confidential records will be securely stored once personally identifying information is redacted. Upon disposal, all confidential records will be shredded. Each member's professional attitude when engaging in formal or informal conversation, even after the collaboration has ended or after termination of employment, shall uphold the confidentiality of all information.
2. Just ASK will keep all personally identifying information about survivors confidential. Personal identifiers may include race, religion, age, sexual orientation, specific disability, location, language or specifics of an assault. Demographic information accompanying a quote from a focus group will be kept to a minimum. For example, the document may list "a survivor from Topeka" or "a Deaf survivor", but not both.
3. Just ASK will treat all politically sensitive information discussed in collaboration meetings as confidential information. Politically sensitive information is defined as information that has a potentially negative impact on the relationship with or status of a target site, member program and/or the partnering organizations. Examples may include a sexual assault or domestic violence program that is struggling with the Americans with Disabilities Act (ADA) compliance or a center for independent living that is struggling with workplace

policies that impact an employee who is a survivor. Any disclosures of such information will require the unanimous consent of the collaboration.

4. Due to the current makeup of the collaboration, the requirements of Kansas law, and the types of activities to be undertaken, the partners are not mandatory reporters with regard to the abuse or neglect of adults. (See K.S.A. 39-1431; Attorney General Opinion No. 2002-5.) Target sites may be impacted differently by mandatory reporting laws and Just ASK will support target sites in clarifying their mandatory reporting obligations.

5. Each collaboration meeting will conclude with a review of the meeting to clarify which discussions or decisions that may be shared informally or formally with member programs, allied professionals or other parties.

Conflict Resolution

Conflict is a vital part of Just ASK's growth and development. Just ASK embraces conflict as a natural part of collaborative work. The following guidelines are established by the collaboration partners as necessary to feel comfortable when conflict occurs among group members and to provide an environment where:

- Partners can learn from each other and talk through conflict.
- Individuals listen carefully to each other and can trust one another.
- Partners can acknowledge passion about issues, the complexity of issues and different processing styles. Disagreement should not be equated with a lack of commitment to the issues.
- Partners have an equal role and are valued.
- The principles of ethical communication (see Definitions, p. 17) will be utilized in all interactions.

Collaboration partners will take the following steps if there are interpersonal conflicts:

- Individuals will communicate the source of conflict directly with each other.
- If direct communication does not resolve conflict between two co-directors, individuals will seek supervisory resolution. For example, if the two individuals are unable to resolve a conflict, the supervisors will be asked to mediate the dispute.
- If an interpersonal conflict between two managers is not resolved by direct communication, the manager of the third partner will be asked to mediate.
- If interpersonal conflict cannot be resolved through mediation within the collaborative, partners will request assistance from Vera to resolve the conflict.

Collaboration partners will take the following steps in sequence if there is conflict among the partners:

- Partners will use the Vision and Mission statements as guidelines for resolution of the issue(s).
- If not resolved, partners will put rationale for position in writing and discuss issues.
- If not resolved, partners will request mediation through Vera.

Definitions

- **Accessibility:** People with disabilities have the right to an equal opportunity to participate in the community including employment, accessing government programs, public accommodations, transportation and communication. Accessibility means that disability is accounted for in all aspects of life and that structures, processes and environments are designed to maximize inclusivity.
- **Autonomy:** Every individual's inherent human right to direct their own destiny, make choices and to define their own experiences.
- **Cultural competency:** Operating with a level of understanding that each cultural group—for example ethnic groups, independent living groups or feminist groups—has a diverse set of dynamics including their own customs, language, norms, humor and values. To act with cultural competency is to respect difference and to interact with people from a place of understanding their context.
- **Collaboration:** A conscious and dynamic relationship made by two or more organizations with formalized agreements to share influence and resources in order to achieve mutually beneficial results they could not achieve individually. (This definition is based heavily on work by the Fieldstone Alliance.)
- **Confidentiality:** Creating deliberate protections for information that is given to an individual or to an organization with the expectation that the information is not shared without specific permission from the individual who owns the information.
- **Disability:** To meet the ADA definition of disability a person must have a physical or mental impairment that substantially limits a major life activity, has a record of such an impairment or is regarded as having such an impairment. An emerging definition of disability focuses on the environment as a barrier, rather than a person's functional limitations. This environment can include the social/political, informational, communication as well as the physical environment. People with disabilities are also a cultural group and constitute the nation's largest minority. This group is simultaneously inclusive and diverse crossing all ages, religions and ethnic groups, socioeconomic levels, genders and sexual orientations.
- **Diversity:** A recognition of the infinite number of ways there are to be human and to move through the world. Diversity is an acknowledgement of differences in identity, background, history, experiences and options. There is often a focus on gender, disability, race, economic background, religion,

sexual orientation or rural/urban issues. This collaborative's definition includes these but also other elements and recognizes the multiple ways people can identify within each group.

- **Domestic violence** is a pattern of abusive and coercive behavior used to establish power and control over another person through fear and intimidation. Domestic violence occurs within intimate relationships, and abusers can be spouses, partners, boyfriends/girlfriends, family members, or caregivers. Batterers take away the victim's fundamental right to maintain control over their own lives. They do this by using various abusive tactics including use of violence and threats of violence, controlling the victim's mobility, isolating the victim, threats to hurt the victim and the victim's family, controlling the victim's money and using fear, intimidation and shame to silence the victim.
- **Empowerment:** A philosophy of supporting each individual's right to autonomy especially in directing that individual's relationship with an advocate. Empowerment means possessing the power and control to make decisions about one's own life.
- **Ethical communication:** A commitment to being open and honest in identifying self-interest, and to communicate directly with members of the collaborative even in the face of conflict or tension.
- **Safety:** An environment that attends to the physical, emotional and spiritual needs of each individual, thereby allowing them to exercise their autonomy.
- **Sexual Assault:** Any type of sexual activity to which a person has not freely consented. It is a form of violence that uses sex and sexuality to humiliate, intimidate, control or instill fear in another person. Sexual assault can be committed by the use or threat of force or under circumstances where a person is incapable of consenting. It ranges from intimidation to inappropriate touching to penetration or intercourse. It also can be verbal, visual, audio, or any other form which forces a person to participate in unwanted sexual contact or attention. Sexual assault includes rape and attempted rape, child molestation, voyeurism, exhibitionism, incest, and sexual harassment. It can happen in different situations, such as date rape, personal assistant or domestic or intimate partner violence, or by a stranger.
- **Survivor-centered advocacy:** A philosophy where survivors are valued as the experts, where each survivor's individual experience is the starting place for advocacy. Survivor-centered advocacy uses a framework that is responsive to the survivor as a whole person by acknowledging risks generated by the perpetrator, systems and society.

- **Systems Change:** A method of impacting the culture of an organization by focusing on the structures, policies and procedures of the organization. This results in a sustainable shift in attitudes, practices and services provided by that institution.
- **Technical Assistance:** The proactive provision of prescribed or requested specialized support, help and information on specific topics or activities. It may be delivered in-person, by telephone, electronically or in writing. The assistance is provided in a timely, specific, respectful and thorough manner.

Work plan for planning phase

Note: this work plan is based on a 30 day guideline for feedback from OVW and Vera on products. Actual timeline may move faster.

October-December, 2006

- Site visit with Vera
- Hiring process and initial orientation to the grant
- Attend first grantee meeting in San Jose, CA

January-March 2007

- Development of collaboration charter: definitions, vision statement, mission statement, roles and responsibilities
- Establish and define co-project director roles
- Cross training, information sharing

April 2007

- Development of collaboration charter: definitions, vision statement, mission statement, roles and responsibilities in consultation with Vera
- Establish and define co-project director roles
- Cross training, information sharing
- Retreat planning for May

May 2007

- Complete Just ASK team with hire of KDHE Coordinator
- Attend grantee meeting in Providence, RI
- Hold 3-day retreat for continued cross training, development of collaboration charter and TA from Vera

June 2007

- Develop confidentiality agreement from organization confidentiality statements.
- Disseminate formalized charter.
- Feedback project

July 2007

- Develop, review RFA in consultation with Vera.
- Develop Needs Assessment plan in consultation with Vera

- Accessible tool
- Review by individuals and groups for accessibility

August 2007

- Continue work on collaboration charter with feedback from OVW
- Continue work on RFA with input from Vera
- Continue work on needs assessment plan in consultation with Vera

September-October 2007

- Submit collaboration charter to OVW for approval
- Continue work on collaboration charter with feedback from OVW
- Continue work on RFA with input from Vera
- Continued development of needs assessment plan and tools with on-going TA support from Vera-

November 2007

- Continue work on Collaboration Charter and RFA (feedback from Vera)
- Continue work on needs assessment
- Attend third All Site Meeting for 2006 Grantees

December 2007

- Continue work on Collaboration Charter and RFA with input from Vera
- TA site visit from Vera
- Finalize Collaboration Charter and RFA with support from Vera
- Submit Collaboration Charter to OVW for final approval

January 2008

- Submit RFA to OVW for final approval
- Continue work on needs assessment plan with support from Vera

February 2008

- Submit RFA to KDHE for approval
- Continue work on needs assessment plan with support from Vera
- Submit needs assessment plan and tools to OVW for approval
- Distribute RFA to member programs

March 2008

- Select and notify target sites
- Coordinate focus groups
- Orient target sites to the program and collaboration-building process

April 2007

- Conduct focus groups (work with local projects to recruit pwd and survivors; work with local sites to find locations that are safe and accessible; work with local sites to ensure universal access of focus group tools etc.)
- Conduct surveys
- Review other data sources (organization policy etc.)

May 2008

- Conduct additional focus groups (as needed)
- Write needs assessment report with input from Vera
- Submit needs assessment report to OVW
- Site visit from Vera to begin strategic plan process

June 2008

- Submit strategic plan to OVW for approval
- Begin implementation of strategic plan