

Strategic Plan

Submitted to

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Office on Violence Against Women

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- Catholic Charities Rape Crisis Center
- Catholic Charities Family Shelter
- The Center for Violence Prevention
- Living Independence for Everyone of Mississippi
- Haven House

Dedication

This needs assessment report is dedicated to individuals with disabilities in the pilot communities and organization leadership and staff who shared their knowledge and dedication to providing the best services possible with the Project Access Team. The Project Access Team appreciates their enthusiasm and commitment into achieving meaningful change in services and advocacy that individuals with disabilities receive in their communities.

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Section 1

Overview of Project Access

Introduction

The 2006 Office on Violence Against Women (OVW) grant for *Education and Technical Assistance to End Violence Against Women with Disabilities* provided the opportunity for public service organizations and advocacy organizations in Mississippi to establish a formal collaborative relationship with an emphasis on changing systems. The six partner organizations that comprise the Project Access Team (PAT) in the Mississippi collaboration are:

- The Department of Public Safety - Division of Public Safety Planning (DPSP)—Grant Administrator
- University of Mississippi Medical Center School of Nursing (UMMC)—Lead Organization
- Mississippi Coalition Against Domestic Violence (MCADV)
- Mississippi Coalition Against Sexual Assault (MCASA)
- University of Southern Mississippi Institute for Disability Studies (IDS)
- The Arc of Mississippi (The Arc)

This alliance of six organizations is built on a nearly 20-year history of previous projects and initiatives, and most importantly, a shared commitment to serving women—all women—who have experienced domestic violence and sexual assault. For the past three years, the collaborating partners have strengthened their relationship through the development of a collaboration charter and a plan to enact systems change in selected communities in Mississippi.

This planning process involved four phases:

1. strengthening the collaboration among partners through the development of a collaboration charter reflecting the partners' vision, mission, values, and roles and contributions of each partner;
2. developing a targeted needs assessment to determine interest in and the ability to make system changes to provide services and support to individuals with disabilities who experience domestic violence or sexual assault;

3. implementing the needs assessment and analyzing data from the needs assessment to further narrow the focus of the project as well as the geographic location of implementation;
4. organizing the needs assessment findings to guide the development of a strategic plan; and
5. development of a strategic plan by mapping out the strategies and activities the collaborative will implement to assist the targeted communities in developing collaborative response systems that provide women with disabilities access to the same standard of care available to other women who experience violence.

This strategic plan details phase 5 of the planning process: development of a plan to assist the pilot communities to develop a collaborative response system for providing women with disabilities access to needed services.

Vision

After a great deal of contemplation and discussion, The Project Access Team determined what services for women with disabilities in Mississippi who are victims of abuse would look like in 10 years.

Our vision is:

That women with disabilities who are victims of violence will have access to the same standard of care that is available to other women who are victims of violence.

This means that in the year 2020 women with disabilities who experience violence will have greater acceptance within their communities, improved services and support, more options available to them and there will be needed technological services available. Further, women with disabilities and their families will control more of the resources available and will make all of the decisions about who provides them with help and support.

Mission

The Project Access Team strives to make a difference in Mississippi. Stakeholders in the Jackson and Vicksburg pilot areas want to be a part of making this difference happen as well.

Our mission is:

To assist community entities to develop a collaborative response system to deliver services for women with disabilities who are victims of violence. We recognize that service delivery systems need to be altered to be accessible. By building the capacity of these communities, this partnership will create a collaborative response through technical assistance, training, and education. As a result of our work, many communities within Mississippi will replicate our approach in a way that will be beneficial to the community and to individuals with disabilities who experience violence.

Core Values and Beliefs

There are certain core operating values and beliefs that represent the fundamental ideals that are at the heart of this collaborative endeavor. They articulate ideals that the collaborative aspires to achieve. Project Access Team partners hold themselves accountable for each of these ideals and looks to them to guide how the team behaves in carrying out its mission.

We believe:

1. All people are equal before the law.
2. Ensuring victim safety is the guiding principle of this project.
3. All people have strengths, abilities, and inherent value.
4. Choices made by survivors with disabilities should be honored and respected.
5. All people must be treated with dignity and respect regardless of their ability level. People First Language and Universal Design are two ways to reflect this respect.
6. People First Language is a beginning for respectful actions toward individuals with disabilities; however, we believe that true respect must be internalized as a personal philosophy.
7. People with disabilities are entitled to the same level of care as those without disabilities.

8. Services can be altered to make them accessible to women with disabilities.
9. Accessibility is an organizational asset.
10. A collaborative response system is best for all victims of violence.
11. Our collaborative is best informed by women with disabilities who have survived domestic violence and/or sexual assault.
12. All decisions made by our collaborative are based on the best interests of the survivors.
13. Our collaborative values new ideas, innovation, and inspired leadership.
14. Our collaborative seeks to continuously improve our focus, knowledge, and effectiveness.
15. Our collaborative believes that all people have the fundamental moral, civil, and constitutional rights and opportunities to live, learn, work, play, and worship in communities of their choosing.
16. Our collaborative seeks and supports diverse leadership and membership including diversity that includes, but is not limited to, race, ethnicity, religion, age, socio-economic status, geographic location, sexual orientation, gender, family status, and type or level of disability.
17. Our partners promote our vision, mission, and core values with integrity and accountability.

Overall Project Goal

The overall goal of this project is to assist the selected communities in developing collaborative community responses for women with disabilities who experience domestic violence or sexual assault.

Needs Assessment

To accomplish this goal, the Mississippi Project Access (PAT) partners conducted a needs assessment in one urban and one rural community. One purpose of this needs assessment was to learn from women with disabilities about their experiences in seeking services. The PAT partners wanted to discover what made their access to services successful or what barriers impeded or prevented women from obtaining needed services. In addition, the project team wanted to learn from service providers within the indigenous programs (domestic violence, sexual assault, disabilities, and health care) about their experiences in rendering services to individuals with disabilities who experienced violence. Understanding both effective and ineffective service delivery is equally important to the PAT partners. Finally, the PAT partners

wanted to identify opportunities to support partnerships that promote collaborative advocacy strategies that respect choices made by individuals with disabilities. The PAT published a comprehensive report of the findings of their Needs Assessment in February 2010.

Needs Assessment Communities

The PAT partners conducted needs assessment activities in two pilot communities:

Jackson

Jackson, Mississippi is located in Central Mississippi in Hinds County. It is the capitol of Mississippi and houses the only academic medical center in the state. Jackson has a population of 184,256 with 85,656 (46.5%) males and 98,600(53.5%) females. The median resident age is 31.0 years with the Mississippi median resident age being 33.8 years. The estimated Jackson median household income in 2005 was \$31,177 while the Mississippi median household income was \$32,938. Races in Jackson include 70.6% Black, 27.5% White Non-Hispanic, 0.8% Hispanic, and 0.7% two or more races.

The University of Mississippi Medical Center (UMMC) is located in Jackson. It is the only academic medical center in Mississippi and has the only level 1 trauma center in the state. The Emergency Department has the oldest Sexual Assault Nurse Examiner program in the state. UMMC has the only medical, dental, and physical therapy schools in Mississippi and houses the state flagship School of Nursing.

There are two family violence shelters in Jackson and one rape crisis center. The rape crisis center also provides services for the Vicksburg community.

The Arc of Mississippi, Living Independence for Everyone (LIFE) and the National Alliance on Mental Illness (NAMI), all statewide disability advocacy organizations, are located in Jackson. My Voice My Choice, a statewide self-advocacy group, is also located in Jackson as is Disability Rights Mississippi and Hinds Behavioral Health. LIFE, NAMI, and My Voice My Choice have self-advocates from across the state who meet periodically in support groups.

Vicksburg

Vicksburg, Mississippi is located in West-Central Mississippi with a population of 26,407. It is approximately 45 miles from Jackson on Interstate 20 West. There are 11,969 (45.3%) males

and 14,438 (54.7%) females in the city. The median resident age in Vicksburg is 34.3 years (Mississippi is 33.8 years). The estimated Vicksburg median household income in 2005 was \$28,200 (\$32,938 for Mississippi). Vicksburg's population is 60.4% Black, 37.4% White Non-Hispanic, 1.0% Hispanic, and 0.6% two or more races.

Vicksburg houses Haven House, which is the only family violence shelter in the city. The city does not have a rape crisis center. The Jackson-based Catholic Charities Rape Crisis Center provides services for the Vicksburg community. River Region Medical Center is the only hospital in this rural city. The medical center emergency department has one of the youngest Sexual Assault Nurse Examiner programs in the state.

The Arc of Mississippi, Living Independence for Everyone (LIFE), the National Alliance on Mental Illness (NAMI), Disability Rights Mississippi and My Voice My Choice all have branches in Vicksburg. Vicksburg also has an outstanding regional mental health center, Warren County Mental Health Service, which collaborates with many of the disability-focused organizations. LIFE, NAMI, and My Voice My Choice have self-advocates who meet with the Jackson self-advocate support groups.

Key Findings of the Needs Assessment

The findings of the PAT's needs assessment were compiled from individual interview and focus group discussions with domestic violence, sexual assault, disability and health care direct service provider staff and leaders. Critical information was also obtained from individual interviews and focus group discussions with self-advocates (people with disabilities). The needs assessment analysis revealed nine key findings. These key findings were further analyzed for their relevance into three implication sections: implications of key findings for individuals, organizations, and systems.

Key Findings

The key findings of this needs assessment are

1. There is a need for continuing training for all service providers as well as self-advocates in the areas of domestic violence, sexual assault and disabilities.
2. There is a need for recognition and respect for individuals with disabilities.

3. There are many physical, programmatic and attitudinal barriers for individuals with disabilities when attempting to access services.
4. There are many education and capacity-building challenges for organizations that serve individuals with disabilities.
5. Communication between and among organizations and individual service providers related to services for individuals with disabilities remain a challenge.
6. Effecting policy and procedure changes within many of the targeted organizations will be a long and arduous process.
7. Community-wide communication is paramount to a successful collaborative community response.
8. A collaborative community response may be enhanced by having as many service providers under one roof as possible.
9. A collaborative community response would enhance the power of each organization to respond to those seeking services.

Implications of Key Findings

Implications of Key Findings for *Individuals*

- Almost without exception there was recognition of **the need for continued training** on the interactions of domestic violence, sexual assault and disabilities by organization leadership and staff. Across the board there were few service providers who had received any formal training in this area. Few service providers had received organization-provided training such as in-services or continuing education opportunities in the area of violence against individuals with disabilities. Without exception, service providers stated they would welcome training opportunities.
- Many self-advocates discussed **the need for service providers to recognize them as a person first and to offer them respect** as a person. They indicated service providers need to listen to them and respect their choices. Self-advocates discussed the stigma related to having a disability and many indicated feeling like second-class citizens. Many self-advocates offered training of service providers as one means to improving this disparity.

- It became apparent from the interviews and focus groups this project will not be able to impact some of the key challenges for individuals with disabilities in the targeted communities. **Poverty, a waiver program with over 2,000 on the wait-list and inadequate to no transportation assistance are just a few of the challenges** discussed by both service providers as well as self-advocates. The Project Access Team learned disparities in these services occurred in both rural and urban areas with the rural targeted location having more challenges. Even though the grant will most likely not be able to impact these challenges, the Project Access Team believes it is important to have the discussions in a variety of settings because all of these challenges affect the services a person might need and an organization might provide.

Implications of Key Findings for *Organizations*

- **Physical, programmatic and attitudinal accessibility remain significant barriers** to obtaining services for individuals with disabilities. Accessibility assessments were discussed by participants as one means by which an organization might determine where these barriers exist and actions might be taken to alleviate the barriers.
- **There is a clear need for skill training and capacity-building** among organizations that serve individuals with disabilities. Formal education programs, continuing education offerings, and in-service programs were offered as suggestions for skill training and capacity-building within organizations.
- There is **a clear desire by direct service providers to have better communications among other service provider organizations**. Several participants indicated they would be more willing to make referrals if they knew the services other organizations provided and if they knew the service providers in other organizations.
- **Organization leadership and staff consistently indicated a willingness to implement policies and procedures to effect positive change** within their organizations related to the provision of services to those with disabilities. This willingness came with the caveat that changing policies and procedures in some organizations is a long, complicated process. Several individuals suggested a review of organization current policies and procedures related to individuals with disabilities would be needed to begin the change process within their organization.

Implications of Key Findings for *Systems*

- **Communication among community organizations is key to developing a system-wide approach** to responding to individuals with disabilities who have been abused. Communication was repeatedly identified as the first step to building a collaborative response.
- Many participants (both service providers as well as self-advocates) indicated **a desire to have as many services as possible under one roof**. Reasons given included the desire to have a personal relationship with referral organizations/providers, the ability of the person seeking services to move freely within one environment to seek needed services, and the possibility of the person being able to obtain all needed services within one timeframe.
- **A collaborative systems approach to service provision** would allow all resources to bind together to leverage their knowledge and skills to provide best practices when serving individuals. Organizations could collaborate on education and training opportunities and other activities that would positively impact the services provided to an individual with a disability who experienced abuse.

Community Collaborations

The PAT partners identified the need for community organizations within each of the two pilot sites to collaborate to address the key findings identified in the Needs Assessment Report. Each pilot site will have a group of collaborating organizations with staff and leadership representatives. Each collaborative will also include people with disabilities in their partnership. Each partnership will ensure that members with disabilities will have the opportunity to participate as leaders within the group. The needs assessment findings assisted the PAT partners in the final determination of participating organizations in each community during the Strategic Plan implementation phase:

- Jackson area:
 - Catholic Charities Family Shelter
 - The Center for Violence Prevention
 - Catholic Charities Rape Crisis Center

- LIFE of Mississippi
- Vicksburg area:
 - Haven House
 - Catholic Charities Rape Crisis Center (same as housed in Jackson)
 - LIFE of Mississippi (same as housed in Jackson)

Section 2

The Strategic Planning Process

Creating a Strategic Planning Team

The PAT partners began the strategic planning process immediately following approval of the Needs Assessment Report. The PAT believes creating community partnerships will promote inclusion and access to services for those with disabilities. The PAT recognizes no single strategic plan is right for every pilot organization or community partnership. This strategic plan is developed with the intent that each pilot organization will tailor the plan to meet the needs of the organizations and the community partnership's existing and future constituencies. The PAT believes this cannot be accomplished without including people with disabilities of varying ages in the planning process as well as relevant organization personnel and board members. The participation of these shareholders helps attain vital information necessary for success of the project and subsequent services, fosters ownership of changes made, and assists in sustaining the goal of collaborative community responses for women with disabilities who experience domestic violence or sexual assault.

The strategic planning team consisted of the PAT partners. The original plan was to include representatives from pilot organizations as well as a group of women with disabilities who had survived abuse. The original plan was not followed because of time constraints.

All PAT members read the Needs Assessment Report to prepare for the work of developing the Strategic Plan. PAT partners believed all members should be cognizant of the

- strengths and gaps in crisis response and ongoing services provided to individuals with disabilities who experience abuse and who choose to access services;
- why an individual with a disability might choose not to access services; and,
- similarities and differences between issues in service provision in both pilot communities.

Creating a Vision for What Services for Survivors with Disabilities Would Look Like

The PAT met five times in March 2010 to develop a vision about what services for survivors with disabilities would look like at the conclusion of this project. To create this collaborative vision, PAT members were asked the following questions:

1. As a result of the work of this project, what will change for survivors with disabilities?
2. What are the elements of a good collaborative between the organizations in the pilot communities?
3. What specific activities should each of the community collaborations undertake to make the vision a reality?
4. What will determine if the vision is a reality?
5. How will the vision be kept a reality?

Preliminary Community Collaboration Meetings

Following the March 2010 PAT meetings, the PAT partners will meet individually with community collaborations from each pilot site. The vision of the community collaborations developed by the PAT will be reviewed and collaborations will be asked to revise as needed and commit to the vision and to enacting systems change to achieve that vision. This commitment will result in more accessible services for individuals with disabilities who experience violence. It will be discussed that any differences that arise within the partnerships will be addressed upfront so as not to take away from the work of the pilot collaboratives.

Budgeting for Collaboration Development and Strengthening

The PAT partners, with approval of the Office on Violence Against Women (OVW), will develop the budget in two phases. Phase 1 involves determining how much funding will be available to each collaborating community for the entire implementation phase and the budget will be submitted to OVW for preliminary approval. After the two pilot collaboratives have developed their key initiatives and activities, Phase 2 of the budget will be developed to determine how the allotted funds may be spent for those initiatives and activities. The PAT will formally submit the Phase 2 budget to OVW for approval. This two phase budget will be closely aligned with the strategic plan and will be developed to support the successful attainment of all of the planned activities.

Technical Assistance and Project Evaluation

The PAT will design a system of communication allow pilot organizations to have access to any PAT partner at any time to discuss the project. The PAT will also contact collaboration partners on a routine basis to assess their progress towards goal attainment and to ascertain the need for technical assistance. The PAT will design a formative evaluation tool that will provide the PAT partners with regular information about each community collaborative and will provide evaluative data as well. This formative evaluation tool will take minimal time for community partners to complete so the majority of their time can be used implementing the project activities. There will be a summative project evaluation plan as well that will collect information on the outcomes of the project in both communities. This tool will be developed with the OVW Semi-Annual Report in mind.

Section 3

The Strategic Plan

Overview

The PAT believes strategic planning is an overall planning process that facilitates good management of a project. Strategic planning sets the parameters for the work of a collaboration so the project process is thorough and comprehensive. The PAT took the findings and conclusions reached from implementation of the needs assessment and translated them into this initial strategic plan. The purpose of this strategic plan is to create movement in the selected pilot communities towards sustainable change. Changes that correspond to the findings of the needs assessment in each pilot community. Successful changes will lay the foundation for continued changes and improvements in future services and support given to women with disabilities who experience violence.

Meetings

Each community collaboration will meet a minimum of two times per month before the end of the grant period on September 30, 2010. Initial meetings will focus on the development of pilot community initiatives and activities to support those initiatives. Later meetings will support the implementation of those initiatives. Local partners will communicate between meetings to carry out the work of the community collaboration. Work groups or committees may be formed to carry out specific activities or tasks needed to achieve the goals of the collaboration.

Roles and Responsibilities

Communication and understanding is necessary for the community collaborations to build a strong, successful partnership. Community collaborations will be asked to negotiate their roles and responsibilities and to develop their own activities and tasks to achieve the vision of the project. PAT partners will provide technical assistance and support and will oversee the budget administration for the project. Additional roles and responsibilities may be negotiated as pilot community collaborations determine their roles and responsibilities.

The Strategic Plan

As previously indicated, an analysis of the needs assessment data yielded nine key findings. After much discussion, it was decided that project goals would encompass all except one of the key findings: A collaborative community response may be enhanced by having as many service providers under one roof as possible. The PAT did not see the possibility of addressing this key finding within this project period. Eight of the needs assessment findings are addressed within five strategic short-term goals and associated activities. Some of the activities will happen concurrently and others will build on one another over the grant period. The long-term goals in the sustainability plan will address continuing work on the initial goals. The short-term strategic plan is as follows:

SHORT-TERM STRATEGIC PLAN—YEAR 1

GOAL #1: Foster collaboration among domestic violence, rape crisis center and disability organizations in a rural and an urban Mississippi community.

OBJECTIVE: Develop collaborative teams in two pilot sites to work collectively on local responses to women with disabilities that experience violence.

FINDING(S) SUPPORTED: There are many community-based organizations within both pilot sites that contribute in a positive way towards services provided for a person with a disability. Domestic violence, rape crisis, disability and health care service providers identified staff as the main strength of their organizations. Community-wide communication is paramount to a successful collaborative community response. A collaborative community response would enhance the power of each organization to respond to those seeking services.

Activities	Who	When	Resources	Outcome Measures
Obtain agreement of disability, domestic violence and rape crisis services to participate in both pilot communities.	PAT and pilot organizations	1 st Quarter	Written agreement to participate in project. List of selected pilot organizations in Vicksburg and Jackson, MS.	The PAT obtains signed, written agreement of disability, domestic violence and rape crisis services to participate in both pilot communities.
Develop a project orientation packet for each pilot community collaborative team that contains information such as the collaboration charter, vision/mission, needs assessment report	PAT	1 st Quarter	Project Access Collaboration Charter. Project Access vision/mission statements. Needs Assessment	The PAT develops a project orientation packet for each pilot community collaborative team

Activities	Who	When	Resources	Outcome Measures
executive summary, decision-making process, MOU sample.			Report Executive Summary. Project Access decision-making process. Sample MOU.	
Provide a one day orientation meeting with each collaboration team in their community setting.	PAT and pilot organizations	1 st Quarter	Access to local meeting sites. Orientation Packet.	The PAT provides a one day orientation meeting with each collaboration team in their community setting.
Develop a collaboration toolkit for pilot community partner organizations and local collaborations.	PAT and pilot organizations	1 st Quarter and Ongoing	Sample collaboration documents.	The PAT and local collaborations develops a collaboration toolkit for project collaborators.
Develop MOUs for each pilot community so each organization is clear about partner expectations.	PAT and pilot organizations	1 st Quarter	Sample community-level MOUs.	MOUs are developed for each pilot community.
Develop roles and responsibilities of each partner.	Pilot organizations	1 st Quarter	Local meeting site.	100% of participating partner organizations will develop their roles and responsibilities within their collaborative.

Activities	Who	When	Resources	Outcome Measures
Develop each collaborative's own activities and tasks to achieve the vision of the project.	Pilot collaboratives	1 st Quarter	Local meeting site.	Both community collaborative develop the collaborative's own activities and tasks to achieve the vision of the project.

GOAL #2: Project Access pilot sites will have coordinated, comprehensive, long-term internal and external communication approaches for providing services to women with disabilities who experience violence.

OBJECTIVE: Develop internal and external published communication plans for both pilot sites that are continuously monitored and revised as needed.

FINDING(S) SUPPORTED: Community-wide communication is paramount to a successful collaborative community response. Communication between and among organizations and individual service providers related to services for individuals with disabilities remain a challenge.

Activities	Who	When	Resources	Outcome Measures
Identify current internal and external communication plans or processes in place in both pilot communities.	PAT and pilot organizations	1 st Quarter	Current internal and external communication plans of each pilot organization.	All pilot organizations have a written assessment of their current internal and external communication plan or process.
Develop internal and external communication plans and diagram flow of information for each organization and community. Coordinate this with cross-pilot communities' communications.	PAT and pilot organizations	2 nd Quarter	Current internal and external communication plans of each pilot organization. Sample internal and external communication plans for individual organizations. Sample internal and external communication plans	All pilot organizations have a written internal and external communication plan developed . This plan includes a coordinated cross-pilot communities' communication plan. 100% of organization staff receives training on the

Activities	Who	When	Resources	Outcome Measures
Develop a listserv for the PAT and pilot community partner organizations for project communication.	PAT and pilot organizations	3 rd Quarter	Computer access for each pilot site. Listserv provider.	The PAT develops/coordinates/monitors the listserv for project collaborators.
Develop MOUs for each pilot community so each organization is clear about partner expectations.	PAT and pilot organizations	1st Quarter	Sample MOUs.	MOUs are developed for each pilot community.
Provide communication skill training to organization staff to improve support of people with disabilities.	PAT and pilot organizations	3 rd Quarter and Ongoing	Access to local meeting sites. Materials for communication skill training.	The PAT collaborates with organization partners to provide technical assistance with communication skill training for employees to improve their support of people with disabilities.

GOAL #3: Pilot organizations will have policies and procedures in place to assure accessible and appropriate services for women with disabilities who experience violence.

OBJECTIVE: To implement needed changes in policies and procedures within pilot organizations to effect positive changes in the delivery of services to women with disabilities who experience violence.

FINDING(S) SUPPORTED: Effecting policy and procedure changes within many of the targeted organizations will be a long and arduous process.

Activities	Who	When	Resources	Outcome Measures
Identify and review current policies and procedures related to providing accessible and appropriate services to women with disabilities who experience violence.	PAT and pilot organizations	1 st Quarter	Current policies and procedures of PAT and pilot organizations as related to serving people with disabilities.	All current policies and procedures related to providing accessible and appropriate services to women with disabilities who experience violence are identified and reviewed.
Develop model policies and procedures to be shared with all partner organizations.	PAT and pilot organizations	2 nd Quarter	Sample policies and procedures.	Model policies and procedures are shared among all partner organizations.
Develop a distribution plan to provide model policies and procedures to other organizations that provide services to women with disabilities (through partner organization listservs, newsletters, conferences,	PAT and pilot organizations	2 nd Quarter	Sample distribution plans for model policies and procedures.	A plan to distribute model policies and procedures to other organizations that provide services to women with disabilities is developed.

Activities	Who	When	Resources	Outcome Measures
<p>etc.).</p> <p>Distribute model policies and procedures to other organizations that provide services to women with disabilities as determined by the distribution plan.</p>	<p>PAT and pilot organizations</p>	<p>3rd Quarter</p>		<p>Model policies and procedures are distributed to other organizations that provide services to women with disabilities.</p>
<p>Provide training opportunity for staff related to the new/revised policies and procedures.</p>	<p>PAT and pilot organizations</p>	<p>2nd Quarter and Ongoing</p>	<p>Access to local meeting sites.</p> <p>Copies of new/revised policies and procedures.</p>	<p>100% of organization staff receives training on the new/revised policies and procedures related to women with disabilities who experience violence.</p>

GOAL #4: Project Access pilot sites will have continuous training and networking opportunities to ensure quality services and support by staff and volunteers who work with women with disabilities who experience domestic violence or sexual assault.

OBJECTIVE: Develop training and networking opportunities for pilot site staff and volunteers who provide services and support for women with disabilities who experience violence.

FINDING(S) SUPPORTED: There is a need for continuing training for all service providers as well as self-advocates in the areas of domestic violence, sexual assault and disabilities. There are many education and capacity-building challenges for organizations that serve individuals with disabilities.

Activities	Who	When	Resources	Outcome Measures
Develop a training plan for both pilot communities which includes PAT trainings and cross-organization trainings.	PAT and pilot organizations	1 st Quarter	List of trainings being offered by PAT and pilot organizations. Input by pilot organizations on future collaborative trainings.	All pilot organizations participate in the development of a training plan for both pilot communities.
Provide education and training technical assistance to pilot organizations.	PAT	1 st Quarter	Access to local meeting sites. Materials related to education and training opportunities.	100% of pilot organizations receive education and training technical assistance from the PAT.
Develop universal educational materials for people with disabilities and organization staff and volunteers.	PAT and pilot organizations	2 nd Quarter	Current educational materials provided by pilot organizations. Sample universal educational materials.	Universal educational materials for people with disabilities and organization staff and volunteers are developed by the PAT and pilot organizations.

Activities	Who	When	Resources	Outcome Measures
Distribute universal educational materials to all pilot organizations.	PAT	2 nd Quarter	Copies of developed and OVW-approved universal educational materials.	The PAT distributes universal educational materials for people with disabilities and organization staff and volunteers to each pilot organization.
Develop ten training modules.	PAT and pilot organizations	3 rd Quarter	List of ten training modules to be developed. Supporting resource materials. Printed copies of final OVW-approved training modules.	The PAT and pilot organizations develops ten training modules with topics determined by pilot organizations.
Provide quarterly cross-organization training opportunities to increase knowledge and networking among organization staff, volunteers and women with disabilities.	PAT and pilot organizations	1 st Quarter and Ongoing	Access to local meeting sites. Materials related to training topics. Time allotted at trainings for organization networking.	The PAT and pilot organizations provides quarterly cross-organization training opportunities to increase knowledge and networking among organization staff, volunteers and women with disabilities.

GOAL #5: All pilot organization sites will be usable by as many people as possible.

OBJECTIVE: Increase physical, programmatic and attitudinal accessibility within each pilot organization.

FINDING(S) SUPPORTED: Domestic violence, rape crisis, disability and health care providers experience a wide range of comfort level when providing services to a person with a disability. There is a need for recognition and respect for individuals with disabilities. There are many physical, programmatic and attitudinal barriers for individuals with disabilities when attempting to access services.

Activities	Who	When	Resources	Outcome Measures
<p>Each pilot organization with the assistance of PAT and LIFE will conduct a thorough review of policies, procedures and means of interacting with women with disabilities. PAT will conduct assessment for LIFE.</p> <p>This assessment will include a full physical, programmatic and attitudinal review with recommendations.</p>	<p>PAT, LIFE, pilot organizations</p>	<p>2nd Quarter</p>	<p>Current policies and procedures of pilot organizations.</p> <p>Consultant to conduct accessibility reviews: LIFE.</p> <p>Accessibility Tool used by LIFE for organization accessibility assessment.</p>	<p>100% of pilot organizations with the assistance of PAT and LIFE conduct a thorough review of policies, procedures and means of interacting with women with disabilities.</p> <p>100% of pilot organizations receive a written report of accessibility assessment findings and recommendations.</p>
<p>Each pilot organization will have an advisory committee which includes individuals with disabilities who along with staff and board</p>	<p>PAT, LIFE, pilot organizations, advisory committee</p>	<p>2nd Quarter</p>	<p>Access to local meeting sites.</p>	<p>100% of pilot organizations advisory committees which includes individuals with disabilities who along with staff and board</p>

Activities	Who	When	Resources	Outcome Measures
<p>members, help to develop the accessibility plan.</p> <p>Each pilot organization will develop a plan to increase physical, programmatic and attitudinal accessibility.</p>	<p>PAT, LIFE, pilot organizations, advisory committee</p>	<p>2nd Quarter</p>	<p>Materials related to accessibility topics.</p> <p>Accessibility assessment report for pilot organizations.</p>	<p>members, help to develop the accessibility plan.</p> <p>100% of pilot organizations develop a plan to increase physical, programmatic and attitudinal accessibility.</p>
<p>Each pilot organization will implement the plan to increase physical, programmatic and attitudinal accessibility.</p> <p>Each pilot site will document and celebrate their efforts to increase physical, programmatic and attitudinal accessibility.</p>	<p>PAT, pilot organizations</p> <p>PAT, pilot organizations</p>	<p>3rd Quarter</p> <p>3rd Quarter and Ongoing</p>	<p>Accessibility plan for each pilot organization.</p> <p>Documentation format: written report, web, brochure, conference presentation, marketing plan, etc.</p> <p>Celebration format: publishing efforts, celebration party, community news, etc.</p>	<p>100% of pilot organizations implement their plan to increase physical, programmatic and attitudinal accessibility.</p> <p>100% of pilot organizations document and celebrate their efforts to increase physical, programmatic and attitudinal accessibility.</p>

Section 4

Evaluation of the Project

Overview of the Evaluation Process

Project evaluation assesses activities that are funded for a specified period to perform a specific task. Evaluation stakeholders include the PAT partner organizations, community collaboration organizations and the Office on Violence Against Women. Stakeholders will be clear about the intended use of the evaluation. The PAT will be alert to and address any participants' concerns about the evaluation. Stakeholders will be consulted throughout the project to identify their information needs. Funding of the evaluation process will be included in the Phase 2 budget revision that will be submitted to OVW for approval.

Evaluation of the project will include both formative and summative evaluation. As much as possible, the evaluation procedures will be part of routine events as the project progresses in an effort to minimize any disruptions and maximize cost-effectiveness. Evaluation information will be obtained from a variety of sources. The project evaluation process will recognize participants' values, respect diversity and honor confidentiality agreements. The project evaluation process will be developed after the strategic plan has been approved by OVW and will be finalized after community collaboratives have completed the development of their project initiatives and activities. The project evaluation process will include a timeline for both formative and summative evaluation.

The PAT recognizes that communication of both formative and summative evaluation findings is imperative for success and sustainability of the project. Program strengths to build on will be identified as well as program weaknesses to correct. Where possible, the evaluation report will identify how the program's strengths might be used to overcome its weaknesses. All reports will address intended and unintended outcomes and will be open, frank and concrete. All limitations of the evaluation process will be acknowledged.

Interim reports of the evaluation procedures and findings will be provided to stakeholders as appropriate. At the conclusion of the evaluation process, the PAT will inform all intended users of the information with a written as well as verbal report of the findings and recommendations. This report will include policy implications.

Summative Evaluation

Summative evaluation seeks to present conclusions about the merit or worth of a project. Project outcomes will be evaluated by the PAT to determine if changes were made in both communities that are attributable to Project Access activities. The results of the summative evaluation will determine what changes will be made in the overall plan for project continuation. The following key questions will be answered through summative evaluation activities:

- Did the PAT core partnership meet its project goals?
- Did both community collaborations implement their planned activities?
- Did both community collaborations meet their project goals?
- Did the community collaborations enhance the level of collaboration between domestic violence, sexual assault and disability service providers?
- Did the community collaborations enhance their capacity to respond to victims of domestic violence or sexual assault who have disabilities?
- Did the community collaboration organizations enhance their policies and practices for providing services to victims of domestic violence or sexual assault who have disabilities?
- Did the community collaborations develop a sustainability plan to support ongoing collaboration?

The PAT recognizes and commits to the need for flexibility for adding additional questions during the evaluation process.

Formative Evaluation

Formative evaluation is conducted while the project is underway. It is designed and used to promote growth and improvement in a project's development and implementation. This portion of the evaluation process will provide an ongoing view of the successes and challenges of the progressing project while tracking the same indicators as the summative evaluation. These indicators include:

- Organization collaboration
- Organization capacity building
- Systems change in collaborating organizations
- Sustainability planning

Formative evaluation will provide core partners and all collaborating organizations with ongoing feedback about pilot community project implementation and collaboration activities. This timely feedback will assist the PAT partners to provide appropriate technical assistance to both community collaborations.

The following questions will be answered through the formative evaluation process:

PAT Partner Process

- How well did the PAT partners meet its goal of providing technical assistance to community collaborating organizations to strengthen the collaborations?
- In what ways did the PAT partners provide technical assistance to the community collaborations?

Pilot Community Collaboration Process

- In what ways did the pilot community partnerships implement their intended activities?
- In what ways did the pilot community partnerships create team-building opportunities between all partners?
- How did the pilot community partners enhance their capacity to respond to survivors of domestic violence and sexual assault who have disabilities?
- How did community collaboration organizations change policies or practices to improve their responses to survivors of domestic violence and sexual assault who have disabilities?
- Did the pilot community collaborating organizations develop a plan to sustain their collaboration?

Section 5

Sustainability

Sustainability Plan

Although grant funding for this project ends March 31, 2010, PAT partners and community collaborations plan to continue their collaborative relationship indefinitely. PAT partners continue to discuss the sustainability of this project at each partner meeting with the global goal being that the project goals continue to benefit the disability community as well as the overall community. The collaborating partners agreed that for sustainability to be attained, all PAT partners and community collaborations must agree on a number of elements:

- The project's central ideas and beliefs are securely in place and are not blurred or compromised
- There is a commitment to ongoing collaboration where stakeholders come together to think, talk, learn and plan long-term strategies
- Sustainability is closely tied to the assessment and planning efforts of the collaborating organizations
- There is a commitment to ongoing systems change based on evolving knowledge
- Funding for program implementation and continuing evaluation is critical to long-term success
- Continuing analysis and revision of the sustainability plan keeps the project on track

With these understandings in mind, the following sustainability plan was developed for the benefit of this project:

SUSTAINABILITY PLAN—YEARS 2-5

Sustainability Goal	Project Goal	Objective	Responsible Party	Outcome
To maintain the project's central ideas and beliefs.	All pilot organization sites will be usable by as many people as possible.	To continue to review and recommend changes to PAT member organization policies and practices relevant to accessibility and serving survivors with disabilities.	PAT and pilot organizations	100% of PAT member organizations continue to review and recommend changes to policies and practices relevant to accessibility and serving survivors with disabilities.
To maintain a commitment to ongoing collaboration where stakeholders come together to think, talk, learn and plan long-term strategies.	Foster collaboration among domestic violence, rape crisis center and disability organizations in a rural and an urban Mississippi community.	Maintain and build relationships within and between PAT partner organizations.	PAT and pilot organizations	100% of PAT and pilot organizations continue to maintain and build relationships within and between PAT partner organizations.
		Maintain and build relationships within and between community collaborations.	PAT and pilot organizations	100% of PAT and pilot organizations will continue to maintain and build relationships

Sustainability Goal	Project Goal	Objective	Responsible Party	Outcome
	Project Access pilot sites will have coordinated, comprehensive, long-term internal and external communication approaches for providing services to women with disabilities who experience violence.	<p>To meet with other statewide organizations whose focus is people with disabilities, domestic violence or sexual assault.</p> <p>PAT staff will implement the internal and external communications approaches detailed in the communication plan which includes but is not limited to: *maintaining an email distribution</p>	<p>PAT and pilot organizations</p> <p>PAT and pilot organizations</p>	<p>within and between community collaborations.</p> <p>100% of PAT and pilot organizations continue to meet with other statewide organizations whose focus is people with disabilities, domestic violence or sexual assault.</p> <p>100% of PAT and pilot organizations continue to implement the internal and external communications approaches detailed in the communication plan.</p>

Sustainability Goal	Project Goal	Objective	Responsible Party	Outcome
		<p>network to distribute relevant information to PAT partners and community collaborating partners.</p> <p>* maintaining a listserv as a method of communication among and between PAT partners and community collaborating organizations.</p> <p>* including violence against people with disabilities in individual organization newsletters and other publications</p>		
To continue the assessment and planning efforts of the	Project Access pilot sites will have continuous training and networking	To have cross-training within and between PAT partner organizations.	PAT and pilot organizations	100% of PAT and pilot organizations continue to have cross-training

Sustainability Goal	Project Goal	Objective	Responsible Party	Outcome
collaborating organizations.	opportunities to ensure quality services and support by staff and volunteers who work with women with disabilities who experience domestic violence or sexual assault.	To have cross-training within and between community collaborations.	PAT and pilot organizations	within and between PAT partner organizations.
		To provide technical assistance from PAT partner organizations to community collaborations.	PAT	100% of PAT and pilot organizations continue to provide technical assistance from PAT partner organizations to community collaborations.
		To make presentations at domestic violence and sexual assault-related events about violence against people with disabilities.	PAT and pilot organizations	100% of PAT continue to make presentations at domestic violence and sexual assault-related events about violence against people with disabilities.

Sustainability Goal	Project Goal	Objective	Responsible Party	Outcome
		To make presentations at disability-related events about violence against people with disabilities.	PAT and pilot organizations	100% of PAT and pilot organizations continue to make presentations at disability-related events about violence against people with disabilities.
To maintain a commitment to ongoing systems change based on evolving knowledge	Pilot organizations will have policies and procedures in place to assure accessible and appropriate services for women with disabilities who experience violence.	Continue to develop model policies and procedures for partner organizations or community collaborating organizations related to issues faced by survivors with disabilities.	PAT and pilot organizations	100% of PAT and pilot organizations continue to develop model policies and procedures for partner organizations or community collaborating organizations related to issues faced by survivors with disabilities.
To obtain funding for program implementation and continuing	PAT and pilot organizations will seek new funding sources to	To seek ways to integrate project activities and programs	PAT and pilot organizations	100% of PAT and pilot organizations continue to seek ways to integrate

Sustainability Goal	Project Goal	Objective	Responsible Party	Outcome
evaluation.	keep all pilot organization sites as usable by as many people as possible.	<p>into core funding sources.</p> <p>To monitor and apply for government and non-profit funding to sustain the work of the project.</p> <p>To think creatively about ways to sustain the project after the life of the grant.</p> <p>To continue to review process evaluation data and make changes in the project based on the</p>	<p>PAT and pilot organizations</p> <p>PAT and pilot organizations</p> <p>PAT and pilot organizations</p>	<p>project activities and programs into core funding sources.</p> <p>100% of PAT and pilot organizations continue to monitor and apply for government and non-profit funding to sustain the work of the project.</p> <p>100% of PAT and pilot organizations continue to think creatively about ways to sustain the project after the life of the grant.</p> <p>100% of PAT and pilot organizations continue to review process evaluation data and</p>

Sustainability Goal	Project Goal	Objective	Responsible Party	Outcome
		<p>evolving data.</p> <p>To present an annual feedback workshop as part of the evaluation process.</p>	PAT and pilot organizations	<p>make changes in the project based on the evolving data.</p> <p>PAT continues to present an annual feedback workshop as part of the evaluation task.</p>
To continue to analyze and revise the sustainability plan to keep the project on track.	All pilot organization sites will be usable by as many people as possible.	<p>To discuss the sustainability of project at each partner meeting.</p> <p>To discuss sustainability of project at each pilot community collaborative meeting.</p>	<p>PAT</p> <p>Pilot organizations</p>	<p>PAT partners continue to discuss the sustainability of project at each partner meeting.</p> <p>100% of pilot organizations continue to discuss sustainability of project at each pilot community collaborative meeting.</p>

Sustainability Goal	Project Goal	Objective	Responsible Party	Outcome
		To continue to research possible actions to sustain the project.	PAT and pilot organizations	100% of PAT and pilot organizations continue to research possible actions to sustain the project.
		To continue to develop sustainability plan with input from community collaborations.	PAT and pilot organizations	100% of PAT and pilot organizations continue to develop sustainability plan with input from community collaborations.
		To finalize sustainability plan and include in final report to OV W.	PAT	100% of PAT continue to finalize sustainability plan and include in final report to OV W.

