



disAbility Advocacy Project
of Washington State

Strategic Plan

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Section I - Introduction

The Grant

In 2006, the disAbility Advocacy Project (dAP) of the Washington State Collaboration received a three year award from the Office on Violence Against Women, Education and Technical Assistance Grants to End Violence Against Women with Disabilities Grant Program. The lead agency for the grant is the Washington State Coalition Against Domestic Violence. The collaborative partners of the disAbility Advocacy Project include Abused Deaf Women’s Advocacy Services, Disability Rights Washington, and the Washington Coalition of Sexual Assault Programs.

Goal of the Project

Survivors of domestic violence or sexual assault who have disabilities need accessible services wherever they choose to seek them – whether at a local domestic violence program, a local sexual assault program, or a disability advocacy agency. The immediate goal of the dAP partnership is to improve the accessibility of services for survivors with disabilities at the local level.

Needs Assessment

To accomplish this goal, the dAP conducted a needs assessment in several communities that reflect the demographic and cultural diversity of Washington state. The dAP published a comprehensive report of the findings of their Needs Assessment in January of 2008.

Findings of the Needs Assessment

The findings of the dAP’s Needs Assessment were compiled from discussions with domestic and sexual violence advocates, people with disabilities, and disability advocates. These findings are organized into two distinct sections. The first section discusses gaps and barriers to services experienced by survivors who have disabilities. The second section covers opportunities for collaborative advocacy among the various advocacy organizations, incorporating leadership from survivors with disabilities.

Gaps and Barriers to Services for Survivors with Disabilities

Below is a list of key findings that describe the gaps and barriers identified in the Needs Assessment Report.

- Access is more than ramps and accessible bathrooms. Real access happens after survivors get in the front door.

- Advocates have incomplete knowledge of the impact of disability on someone who also experiences domestic or sexual violence.
- Survivors with disabilities often don't know about all of the services available to them.
- Reasonable accommodations that could make services accessible are often not offered by advocates or requested by survivors with disabilities.
- Survivors with disabilities often believe that they are not eligible for domestic violence and sexual assault services, or welcome at those programs.
- Domestic violence and sexual assault programs rarely have outreach materials that are welcoming to survivors with disabilities.

Opportunities for Collaborative Advocacy

The Needs Assessment also found that disability advocacy organizations and domestic and sexual violence advocates share many common values and guiding principles. Although each discipline has their own jargon and their own ways of going about their work, these shared values can act as a touchstone for advocates as they do their work. These shared values also create opportunities for local partners to explore ways that organizations can collaborate to advocate for survivors with disabilities. The key findings of the Needs Assessment relating to opportunities for collaborative advocacy are below.

- The three types of advocates and people with disabilities have many shared values, such as self-determination, autonomy and freedom from oppression.
- Partnership can start with cross training, then progress to a deeper collaboration.
- Many advocacy organizations have developed a "culture of learning" that makes change – and planning for change – easier.
- The "disability community" is not a single, identifiable entity. Centers for Independent Living can help make sense of it all.

The Community Collaborations

To address the issues identified in the Needs Assessment Report, the dAP will create three pilot sites, which we call Community Collaborations. Each of the Community Collaborations will include people with disabilities in their partnership. As the partnership creates their plans and chooses activities, they will ensure that people with disabilities are in a position to exercise leadership.

Each Community Collaboration will include at least one of each of the following types of organizations:

- Domestic violence advocacy program;
- Sexual assault advocacy program or a dual domestic violence/sexual assault program;
- Disability advocacy organization.

[Note: “Advocacy” is a word that is used with a variety of meanings. When we talk about advocacy programs, we mean organizations in which staff and/or volunteers work on behalf of the client, acting on her/his wishes.]

We have chosen three communities that will form these local partnerships. They are Spokane, Pullman/Whitman County, and Tacoma.

Turning the Needs Assessment Findings into a Strategic Plan

There are multiple challenges in devising a Strategic Plan that addresses gaps and barriers to services. We have designed a Strategic Plan that demands a sizable commitment from local partners to examine policies, practices and attitudes that are less than accessible or welcoming. Local partners will be forced out of their “comfort zones” and will need to fully engage with their new partners. Moreover, the local advocates will need to transform any new knowledge they gain into action that changes the way they provide advocacy.

Confronting attitudinal barriers

Identifying gaps and barriers to services does not mean that eliminating them will be easy. On the contrary, these issues are deeply imbedded in the policies, practices and attitudes of the various types of advocates. Changing organizational practice is a daunting task, but helping advocates and management recognize and change their attitudes – attitudes that are formed by societal biases and are deeply-rooted – is an extremely difficult task. The dAP has chosen to confront this problem by bringing together disparate advocacy organizations and asking them to address their conflicting biases through intensive, structured interaction. This interaction will be facilitated by the dAP, ensuring that when conflicts and misunderstandings occur between the local organizations, the dAP will be there to help navigate the treacherous waters of discord and maintain the local partners’ engagement until understanding – and hopefully attitudinal change – is achieved. The dAP is uniquely qualified to undertake this role because the dAP partners have already learned to engage each other in this manner. As we have learned to collaborate in this way, we developed a name for this type of interaction. We call it “committed engagement.”

Committed Engagement

Eight years of partnership dedicated to tackling misunderstandings head-on has led the dAP to embrace the notion of “committed engagement.” We believe it leads to growth for individual partners and for the partnership itself. We have first-hand experience of the advantages of committed engagement, and are eager to assist Community Collaborations in working in this intense, engaged manner.

Contradictory Methods to Achieve Similar Goals

In seeking to establish an atmosphere of committed engagement in each of the Community Collaborations, the dAP will utilize the strengths of the local organizations and exploit the identified “opportunities for collaborative advocacy.” Herein lies a daunting challenge. Although each local organization expresses their commitment to a core value of, for example, self-determination for survivors with disabilities, they demonstrate this commitment in a variety of sometimes conflicting ways. A domestic violence or sexual assault advocate may operationalize their commitment to self-determination for an individual survivor by referring the individual to a case manager or offering a hotel voucher. A disability advocate may address the same situation by exploring alternate residential placement options or accompanying the survivor to a meeting where they confront the abuser.

Each of the advocates may be dismayed or shocked at the approach taken by the other advocate, and these reactions can lead to a determination that the other advocates do NOT, after all, share the common value of self-determination for survivors with disabilities. Without a commitment to fully engage with each other over this difference in approach – and learn from the experience of other advocates – the relationship between advocacy organizations can fail. It will be the task of the dAP partners to facilitate discussions between local organizations to help each understand that it is not a difference in values that separate the organizations, but rather differences in understanding, knowledge and insight.

The dAP will encourage the local advocates to explore not only their advocacy practices, but the reasons they have adopted these procedures. These discussions will open a window into each other’s worlds and foster a deeper understanding of the issues with which the Community Collaboration must wrestle and the underlying philosophies of the different types of advocates. By practicing this type of interaction, the local partners will gain skills that will sustain their relationships over time.

It is through this concept of committed engagement that advocates learn and grow. Consequently, the dAP will *not* seek to avoid conflict between the local organizations, but will rather explore opportunities to find differences in approach, knowledge and attitude. This approach will be fundamental to our method of providing technical assistance to the Community Collaborations. We will endeavor to encourage and inculcate this concept of committed engagement throughout the project.

Informed Action

The Needs Assessment found many areas where improved knowledge among advocates and people with disabilities could lead to better, more accessible services. However, as we analyzed our findings, we concluded that improved knowledge is merely a component in achieving true system change. If advocates

receive training – and thus, have improved knowledge – this by itself does not make services more accessible. Advocates also need to have the desire and the means to take action.

When talking with advocates it became clear that everyone has a desire to provide the best services possible. It was also apparent that in many cases, survivors with disabilities were not receiving services that were appropriate to their needs. In other words, the desire to provide excellent services is not enough to ensure that advocates do the best possible job.

Many advocates said that resources in their community were barely adequate. Consequently, they were frustrated with the capacity of their organizations to engage in work that represented significant system change.

In examining these three themes running through the Needs Assessment findings, it became clear to us that our task – when designing and implementing our strategic plan – was to help provide the knowledge and resources that act as a foundation for local advocates to take action and improve services. It suggested a mathematical formula: information + resources + desire to succeed = informed action leading to system change. “Informed action” is what will be demanded of the Community Collaborations, and supported by the dAP.

Community Collaboration in Spokane

Spokane is a city with a population of approximately 200,000 people and over 400,000 in the metropolitan area. It is located near the Idaho border on the eastern edge of the state. Spokane has an active advocacy community and five organizations have expressed strong interest in participating in this project. They are:

- Alternatives to Violence, Spokane YWCA (domestic violence program)
- Coalition of Responsible Disabled (Center for Independent Living)
- SAFeT Response Center, Lutheran Community Services (sexual assault program)
- Eastern Washington Center for the Deaf and Hard of Hearing
- Arc of Spokane (disability advocacy organization)

Existing Connections between Organizations in Spokane

These organizations have already begun making connections. The Spokane YWCA and the Coalition of Responsible Disabled (CORD) met and began coordinating their efforts during the dAP’s Needs Assessment activities in 2007. The SAFeT Response Center and the Arc of Spokane are engaged in a collaborative project addressing sexual assault against people with disabilities. The Deaf Center has ongoing relationships with both the YWCA and with CORD.

Vision for the Spokane Community Collaboration

In many ways, the Community Collaboration in Spokane has the potential to create extraordinary changes in the ways that survivors with disabilities will receive services. Each of the five organizations has already started down the road toward collaboration. In preliminary discussions with the Spokane partners, each organization stated that they are committed to doing this work together whether the dAP comes to Spokane or not. The Spokane advocacy community is experienced in coming together to rally the community, support each other's work, and explore ways to leverage their own resources.

The challenges we anticipate the Spokane Community Collaboration will experience will not be difficulties in commitment, but rather in implementation. With five organizations participating, the complexity of the relationships will be challenging. Moreover, the Spokane group will have barriers to communication because of language differences between representatives from the four organizations whose primary language is spoken English, and the advocates from the local Deaf Center whose primary language is American Sign Language.

The many differences between the organizations will lead to rich discussions. With such a multiplicity of opportunity to explore how they interpret their shared values, we anticipate myriad opportunities to test their (and our) commitment to the principles of committed engagement. We are confident that this partnership of enthusiastic and experienced advocates will embrace the conflicts they will face and emerge as a strong, diverse and vibrant partnership.

Community Collaboration in Pullman/Whitman County

Pullman, located in Whitman County, is a small university town in southeast Washington. Whitman County is a rural area with a population of approximately 42,000 people. There are three organizations active in the region who have expressed interest in the project. They are:

- Alternatives to Violence of the Palouse (dual domestic violence/sexual assault program) (ATVP)
- Coalition of Responsible Disabled (Center for Independent Living) (CORD)
- Eastern Washington Center for the Deaf and Hard of Hearing (EWCDHH)

Alternatives to Violence of the Palouse has acted as a pilot site for previous dAP projects and has a strong grasp of the difficulties faced by survivors with disabilities. They have already made significant headway in adapting their policies and practices to make their services more accessible, reaching out to the local disability community, and establishing promising practices that utilize collaborative advocacy. The two disability advocacy organizations that have expressed interest in working in the Whitman County Community Collaboration are CORD, a Center for Independent Living, and the Eastern Washington Center for the Deaf and Hard of

Hearing. Both of these organizations have offices in Spokane, but their service area includes Whitman County. Both organizations maintain a strong presence in that community.

Existing Collaboration Experience in Pullman

The Community Collaboration in Pullman promises to be an intriguing one. Both CORD and EWCDHH are based in Spokane (approximately one and one-half hours drive from Pullman) and have worked together extensively. ATVP is located in Pullman and has worked with the dAP in the past as a pilot site. There is no history of collaboration between ATVP and the two Spokane-based disability advocacy organizations.

Vision for the Pullman Community Collaboration

ATVP has an extensive history of addressing policy, practice and attitudes in their staff to make their services more accessible for survivors with disabilities. Much of this history is documented and integrated into their day-to-day advocacy. However, they have had a difficult time connecting with the Deaf community in Whitman County, and much of their work has been limited to individuals with disabilities – they do not have an extensive history of working with disability advocates. CORD has worked with individuals in the Pullman area for years, as has EWCDHH. This individual advocacy makes them familiar with the area, but not as knowledgeable with the other resources in Whitman County, such as ATVP.

The Pullman Community Collaboration will face a choice during the Orientation phase of the project. Will they opt to take on activities that will help them develop ways to cooperate in their individual advocacy for survivors with disabilities, or will they instead choose to find ways to work on organizational advocacy strategies? Neither choice will be easy. Additionally, they will also have to navigate the same language barriers as the Spokane partnership. Our expectation is that the Pullman partnership, because of these factors and the rural nature of the area will need extra time to work out organizational differences. However, because of ATVP's experience in developing accessible policies and procedures, we are hopeful that this group will develop some promising practices related to individual collaborative advocacy.

Community Collaboration in Tacoma

Tacoma is a large city located approximately 30 miles south of Seattle on Interstate 5. The city has a population of approximately 200,000 with a metropolitan area of over 700,000 residents. Tacoma has a wealth of advocacy resources and many organizations interested in improving services for survivors with disabilities. Some of these organizations have multiple programs that currently seek to address issues of violence against people with disabilities. The participating organizations are:

- YWCA of Pierce County (domestic violence program);

- Korean Women’s Association (domestic violence program);
- Sexual Assault Center of Pierce County; (SACPC)
- Center for Independence (Center for Independent Living);
- Tacoma Area Center for Individuals with Disabilities (TACID).

Tacoma is unique for a number of reasons. Tacoma is a diverse, metropolitan city that is home to a wide range of cultures. There is a large advocacy community in the area that includes several organizations that focus on particular cultures or ethnic populations. The Korean Women’s Association is one such organization, and they have been an important resource for the large Asian population in Tacoma.

The disability community in Tacoma is unique to the state in part due to the presence of TACID, which is a resource center for people with disabilities. TACID runs support groups and programs for people with all kinds of disabilities and has been successful in developing working relationships with both the Sexual Assault Center of Pierce County and with the YWCA. The Center for Independence works closely with TACID to coordinate services to the disability community.

Existing Relationships between Organizations in Tacoma

TACID and the Center for Independence will provide a strong disability-rights perspective to the Tacoma partnership. These two organizations are the flagships for a regional disability community that is the state’s most active and progressive – politically and socially.

TACID has a long-standing program called “Untold Stories” that has worked with both the YWCA and SACPC that not only educates people with disabilities about the dynamics of violence, it educates advocates about disability rights. The Korean Women’s Association and the Center for Independence have also participated in this program.

The Korean Women’s Association (KWA) is an active member of the Washington State Coalition Against Domestic Violence, with their executive director being a member of the Coalition’s board. They have worked with the YWCA and the two organizations support each other’s work. The “Y” is a leader in the state for instituting progressive policies in their shelter.

Vision for the Tacoma Community Collaboration

The Tacoma partnership is a fascinating mix of individuals and organizations. The YWCA runs one of the state’s longest established shelter, while KWA operates the newest. SACPC has a history of collaborating with TACID, but the majority of their resources appear to be devoted to counseling for sexual assault survivors – collaborative advocacy may be something that is out of their comfort zone. The Center for Independence is operating under a new executive director and have made great strides in smoothing ruffled feathers with TACID and other

organizations – the result of the previous director’s confrontational style that sometimes created difficult working relationships.

It is difficult to speculate what dish will emerge from these diverse ingredients. What is certain is that each organization understands the power of collaboration, each has acknowledged that they have much work to do on this issue, and they have a resilient spirit that allows them to tackle difficult discussions head-on. Of the three Community Collaborations, this mixture of partners seems to have the most potential for spectacular success or dramatic failure. They have language differences (Korean and English), disparities in experience and style, and strong beliefs that will enhance their commitment to the issue – but will also make communicating across disciplines more precarious.

Building a Strategic Plan in response to the Needs Assessment Findings

The dAP will undertake several initiatives to address the findings of the Needs Assessment. We will begin by introducing the Community Collaborations to the project during two orientation meetings, facilitated by the dAP core partners. This orientation will provide a foundation for local partners and help them begin to construct a strong, effective collaboration. During this orientation phase, Community Collaborations will work to establish roles and responsibilities within their partnership, learn about the findings of the Needs Assessment, begin the work of understanding the perspective and language of the other local partners, and develop a workplan for the group. In facilitating the orientation meetings, the dAP partners will introduce and frame some of the issues that Community Collaborations will be working on in more depth during the implementation phase of their work. The Needs Assessment Report identified these topics as areas that should be addressed by local advocacy organizations:

- Mandatory Reporting of suspected abuse of legally defined Vulnerable Adults;
- Safety planning for survivors with disabilities;
- Creating accessible intake and screening processes at advocacy organizations;
- The role of self-determination for survivors with disabilities;
- Advocacy strategies surrounding confidentiality;
- Universal design/welcoming environments;
- Providing materials in alternate formats upon request.

During this implementation phase, local partnerships will take on at least one additional activity to address the findings of the Needs Assessment. This additional activity will be selected by the local partners during their orientation.

The dAP partners will evaluate the progress of the Community Collaborations to ensure they are building a strong partnership, carrying out their workplans, and

addressing the findings of the Needs Assessment. In addition, the dAP will be documenting the successes of the local partnership and identifying strategies that support collaborative advocacy.

Section II - The Strategic Planning Process

Forming a Strategic Planning Team

Immediately following approval of the Needs Assessment Findings Report, the dAP began the Strategic Planning Process. The dAP is not working alone in this process, but rather with a large team that includes our core partners, our technical assistance provider - the Vera Institute for Justice - as well as a group of experts from communities across the state. These experts are individuals from the three communities that will host our three Community Collaborations, and many have ties to statewide organizations that have an interest in anti-violence work or disability advocacy. This is our Strategic Planning Team.

To prepare for the work of this team, each member was asked to read the Needs Assessment Findings Report produced by the dAP. It was important that each team member was familiar with gaps and barriers to services documented in that report, as well as the opportunities for collaborative advocacy that were identified.

Creating a Vision and Developing a Plan

The Strategic Planning Team met in February of 2008 to help craft a vision for the work of the Community Collaborations. They were asked to create a vision of what services for survivors with disabilities would look like at the end of this project.

To create this vision, the group was asked to address the following three questions:

1. As a result of this project, what will change for survivors with disabilities?
2. What are the elements of a good collaboration between advocates?
3. What specific activities should Community Collaborations undertake to make this vision a reality?

The group answered the first two questions during an extended session that featured graphic facilitation. Graphic facilitation is a tool that records conversations using pictures, illustrative diagrams and mapping of ideas. This process allows a discussion about "vision" to be recorded in a manner more consistent with the nature of the discussion, rather than reducing complex, interconnected ideas to bullet points. Graphic facilitation also is a more inclusive way to conduct such a meeting, as people with a broad spectrum of abilities are able to more fully participate.

The Strategic Planning Team answered the third question by creating a list of activities that were responsive to the gaps and barriers to services identified in the

Needs Assessment and would create opportunities for Community Collaborations to engage in collaborative advocacy.

Preliminary Discussions with Community Partners

Following this meeting, the dAP began meeting with individual organizations who had expressed interest in the project. It was important that these organizations understood the vision and structure of the project and were able to commit to the vision created by the Strategic Planning Team. Each potential local partner embraced the concept of collaboration and expressed their desire to create system change that would result in more accessible services for survivors with disabilities.

In addition to discussing the conceptual framework for the project, each potential local partner was made aware of the parameters of the grant, which organizations were likely to be local partners, a general understanding of the scope of work, and the approximate amount of funding that would be available in their community.

Planning to Build Community Collaborations

To achieve our goal of building local Community Collaborations that are committed to building effective partnerships and system change, we have created a plan that requires local partners to work together from the outset. We decided that the early tasks for each Community Collaboration should be to negotiate their own roles and responsibilities within their partnership, decide which activities would be most effective in their community, and play a key role in deciding how the grant funds should be distributed among the partners.

These negotiations will provide a foundation for the type of committed engagement and informed action that will be necessary if true system change is to occur. The dAP will be facilitating these negotiations and will ensure that differences in approach will not be smoothed over – but rather addressed proactively from the outset of the project. It is important that these differences are fully talked through so that each local organization has a stake in the success of the partnership.

Budgeting for Collaboration Building

This plan to require Community Collaborations to negotiate their own activities and responsibilities created difficulty for the dAP when designing a budget for the implementation phase of our grant. To allow the Community Collaborations to have significant input into their own budget process meant that the dAP would be unable to submit a final budget with the submission of our Strategic Plan that detailed specific amounts of money being designated for specific organizations.

Consequently, the dAP worked with Vera and with the Office on Violence Against Women (OVW) to create a two-tiered budget process. The first step in the process was to examine the dAP budget and establish amounts of grant funds that will be made available to each Community Collaboration, without itemizing a figure for any specific organization.

Once the Community Collaborations have met and negotiated their roles, responsibilities and activities, the dAP will submit a second budget that details how the grant funds will be distributed in each community. This second budget will be submitted to OVW using the formal online process required of grantees.

Planning for Technical Assistance Provision and Evaluation of Project

The dAP has designed a system of communication with each Community Collaboration that simultaneously creates opportunities for provision of technical assistance, assesses the level of committed engagement in the partnership, and collects data measures the level of informed action leading to system change, allowing us to evaluate the project.

Each Community Collaboration will have access to any dAP partner anytime they wish to discuss the project, but we are not relying on local partnerships to tell us when they require assistance. The dAP will proactively contact local partners on a regular basis to ascertain their progress. Our evaluator, Wendi Siebold of *Evaluation, Management & Training Associates*, is creating a “check-in” tool that will provide us with regular information about the Community Collaborations. Ms. Siebold will contact the Community Collaborations on a regular basis and interview the local partners about conflicts and differences that have arisen, barriers to progress and breakdowns in communication. This information will give us the opportunity to assist the local partners in finding common ground while exploring differences in approach.

Beyond the “check-in tool”, the dAP has asked Ms. Siebold to design a comprehensive project evaluation plan that will be coordinated with the dAP’s technical assistance plan for Community Collaborations. Thus, the dAP will accomplish both purposes in a manner that minimizes the reporting burden of the local partnerships and allows them to spend more of their time working. The comprehensive project evaluation plan is detailed in Section IV of this document.

Section III – Overview of the Strategic Plan

Collaboration and System Change

Each of the three Community Collaborations will concentrate their efforts on changing the way each of the local partners provides services to survivors with disabilities. This systemic change will come about through a collaborative process in which local partner organizations learn from each other and directly from survivors with disabilities. The dAP partners will be involved with the Community Collaborations at every step, beginning with the orientation meetings, and continuing through every stage of their work. Regular contact between dAP and local partners will take place both through the formal check-in process (as described in the Evaluation section) and by dAP partners maintaining a close relationship with the local partners. Telephone, TTY, emails will be used to ascertain the progress of the burgeoning collaborations. In addition, local partners will be encouraged to contact any of the dAP partners when the inevitable bumps occur on the road to an effective partnership.

Because fostering an atmosphere where committed engagement can flourish is central to our Strategic Plan, Community Collaborations will need open lines of communication between their local partners and with the dAP partners. Regular “check-ins” from the dAP partners will monitor the quantity and quality of ongoing communication between local partners. If community partners appear to be struggling with communication issues, technical assistance will be provided. It is a requirement for the Community Collaborations to actively foster the collaboration they are creating under this grant.

There are some system change activities that each community will undertake. Developing organizational policies on several issues are part of each partnership’s core activities, and the required steps to completion are relatively concrete.

The dAP’s Needs Assessment Report notes that the biggest barriers to services faced by survivors with disabilities are not physical, but are the preconceived notions, biases and attitudes of advocates. Attitudinal change is not so easily captured in a step-by-step plan. These changes however, are at the heart of the goals for this project. Some attitudes that create barriers to survivors with disabilities are the result of societal biases. Others come from the assumptions born of inadequate knowledge. Regardless of their source, attitudes that create barriers to survivors with disabilities are undeniably present.

Identifying and examining these attitudes will be a primary focus for the Community Collaborations and will be integrated into each phase of their work. This process is described in detail in the subsection titled, “System Change through Committed Engagement” beginning on page 19.

Role of the dAP

The dAP partners will provide guidance and technical assistance to help the Community Collaborations form a cohesive partnership. The assistance provided by the dAP begins with the project orientation. The orientation will familiarize the Community Collaborations with the parameters of the grant requirements, take an in depth look at the results of the Needs Assessment, assist in establishing roles and responsibilities within the partnership, and provide guidance in selecting specific activities they will undertake.

The dAP will support the collaboration building efforts of the local partners by modeling a communication system that features committed engagement. This will be encouraged at every opportunity. Moreover, the dAP realizes that presenting information to the local partners is only the first step to creating system change. The dAP will support the Community Collaborations to take informed action as their knowledge, understanding and organizational capacity grows.

Technical assistance provided by the dAP will not consist solely of information about the ADA, the basics of safety planning, or the legal definition of “vulnerable adult.” The bulk of our technical assistance will be the nurturing of the local partnerships efforts to create a collaboration that features committed engagement and informed action.

Technical assistance and evaluation of the project will continue throughout the grant period, which ends on September 30, 2009.

Administrative Obligations of the Community Collaborations

Meetings and Committees

Each Community Collaboration will meet together a minimum of eight times before the end of the grant period on September 30, 2009. It is anticipated that local partners will communicate between meetings to carry out the work of the Community Collaboration. Committees may be formed to carry out specific tasks undertaken by the local partnership.

Roles, Responsibilities and Budget

A large part of the work of the Community Collaborations is to build a strong, effective partnership. To that end, the first task of the Community Collaboration is designed to “jump start” their relationship.

Community Collaborations will be asked to negotiate their own roles, responsibilities, and select their own Elective Activities. In addition, with the assistance of the dAP core partners, they will develop a specific budget for their

Community Collaboration based on the negotiated roles and responsibilities of each local partner organization and the anticipated need for disability-related accommodations.

Contracts

The dAP and each of the local partners in the Community Collaborations will enter into agreements regarding the scope of work and grant funds that will be paid to carry out that work. These agreements will be formalized through memorandums of understanding (MOU). A preliminary understanding of the structure and content of these MOUs has already been discussed and agreed to by each of the potential Community Collaboration partners.

Because Community Collaborations will begin their work by negotiating individual roles, responsibilities, and specific activities to undertake, each local partner organization will sign two MOUs with the dAP. The first will be signed prior to beginning the work, and will cover the early meetings when negotiations are taking place. The first MOU will establish the responsibility of the local organization to undertake these negotiations with their local partners, and their relationship with the dAP. It will also establish how much the organization will receive from the dAP to carry out this first phase of work.

When the Community Collaboration has agreed on roles, responsibilities and activities - and the dAP has approved the workplan - a second MOU will be signed that details each organization's specific obligations and what they will be paid to perform that work.

Section IV – The Strategic Plan

The Strategic Plan, as described in this section, is divided into six components. Each component is detailed in its own subsection. In practice, however, the plan will be fully integrated. The elements of each component will intertwine and co-exist with the others. Indeed, the first component represents an overarching theme that will be found integrated within each of the other five components. The six components of the plan are:

1. System Change through Committed Engagement;
2. Orientation for the Community Collaborations;
3. Community Collaboration Activities;
4. Evaluation of the Project
5. System Change in dAP Partner Organizations
6. Sustainability of the dAP Partnership

1. System Change through Committed Engagement

The first component of our plan is the most important, and undoubtedly the most challenging. Committed engagement in a partnership is difficult to achieve and just as hard to maintain. Partnerships must have trust in each other, flexibility to overcome difficulties, incentives to succeed, and clear goals that allow the group to maintain their focus. The dAP partners have been working toward their goal of fully engaging each other – particularly in situations where partners disagree or misunderstand each other – for eight years. Without this desire to engage, and re-engage each other continually, our partnership would have failed. With a history of working through myriad issues that often threatened to weaken the bonds that held us together, the dAP looks forward to the challenge of assisting Community Collaborations to achieve this same level of committed engagement.

How will the dAP create Committed Engagement in the Community Collaborations?
 The dAP partners will bring all their experience of working in this manner to bear on the local partnerships. This work will begin at the orientation meetings for each Community Collaboration. By walking the local groups through this often uncomfortable process, the Community Collaborations will establish their own practice of committed engagement and a habit of embracing differences, rather than dismissing them.

There are more than 10 activities that Community Collaborations will have to work through during the two-day orientation (**these 10 activities are detailed in component 2 of this plan, *Orientation for the Community Collaborations***). Each of them will be facilitated in such a way as to tease out differences in language, approach, knowledge, and attitude. These differences will be explored and

discussed thoroughly during the orientation meetings. It will be the challenge of the dAP partners to assist the local advocates in these discussions to reach the shared value they hold. This is not an easy task.

For example, in discussions of mandatory reporting issues, it is likely that domestic and sexual violence advocates will view mandatory reporting as a danger for survivors, due to potential retaliation by the abuser. These advocates may approach the subject hoping to find ways they can legally avoid making a mandatory report against the wishes of the survivor. On the other hand, disability advocates may believe that mandatory reporting is the only way that abuse can be ferreted out in situations where a survivor with a disability is isolated, whether in an institutional setting, or in a situation where their disability is exploited by the abuser to keep them isolated.

Both groups of advocates may feel strongly about this issue, and their stark disagreement may lead to difficulties within the partnership. The dAP has experienced these conflicts firsthand, within our own partnership. The path to building a strong partnership lies *not* in avoiding these potentially explosive discussions, but by intentionally seeking them out and fully engaging them. Without reaching a full understanding of a partner's firmly held beliefs, it is easy for other partners to dismiss them as unknowledgeable, naïve or incompetent. When the issue is fully discussed however, it becomes clear that each advocate's perspective has merit. Aspects of the issue that were previously unexamined add to the depth of knowledge of everyone present. Moreover, by engaging each other in this way, preconceived notions and individual biases are exposed.

A Deeper Understanding of Shared Values

This is a dangerous, yet exciting moment in the development of a collaborative. With differences fully articulated and on the table, and with the biases and prejudices of each participant laid bare – the partnership will now either grow and mature or wither and die. The dAP will use its facilitation skills to progress beyond the conflicts and move the discussion from “what” each advocate does, to “why” they do it. It is at this moment that advocates may be able to realize that despite disputes, seemingly irreconcilable differences and looming disaster for the partnership, each and every advocate and self-advocate at the table is there for the same reason. They each value safety, autonomy and access to services for survivors with disabilities. They may balance conflicting values, such as safety and autonomy, using different methods or with different emphases, but their core values remain identical. When this is understood at a level that was previously impossible, the Community Collaboration will become a true partnership.

Repetition of the Process

The orientation meetings will span two days, with time between meetings for local partners to work on specific tasks in the interim. Each topic broached in the

orientation will be approached in the same manner, seeking to build committed engagement through examination of differences and subsequent identification of shared values. By the end of the orientation, the local partnership will have identified numerous areas where their practices diverge. More importantly, they will have had 10 or more opportunities to identify biases and attitudes that create barriers to their services – and will have worked through them as a team. At the end of the orientation, the Community Collaborations will be asked to continue to work in this manner.

How will Committed Engagement create System Change?

The dAP will help the local partnerships establish an atmosphere where this kind of examination is encouraged and rewarded. The knowledge gained by the local partners – knowledge of their partners and knowledge of themselves – will necessarily alter each participant. An individual grows when their own assumptions are challenged, and the dAP is creating a process in the Community Collaborations where it becomes routine to challenge assumptions. The next step is to use that knowledge to take informed action. The work that will be done by these local partners will lead to greater understanding of the work each of the other partners perform, deeper self-knowledge that comes from an honest appraisal of one’s own preconceived ideas, and ultimately leading to new and innovative ways that domestic and sexual violence advocates, disability advocates, and survivors with disabilities can work to make services more universally accessible.

Committed Engagement as Overarching Theme

As you continue reading this Strategic Plan, you will find that committed engagement is a theme running through each of the remaining five components. These remaining five components are easier to document and describe – there are steps that lead to completion, measureable outcomes and concrete products.

The overarching theme of committed engagement will be the bedrock on which the remainder of this strategic plan rests. If the local partnerships achieve a working relationship based on committed engagement, the results will show in the outcomes of their shared activities. Consequently, the dAP will not rely solely on local partner reports on the level of collaboration as an outcome measure. We will be able to ascertain the extent to which the Community Collaborations achieve committed engagement by measuring the desired outcomes for each of the remaining five components within our Strategic Plan.

2. Orientation for the Community Collaborations

The dAP will conduct an orientation for each of the three Community Collaborations. The orientation will consist of two meetings, totaling at least nine total hours of time, and will be conducted by dAP core partners. The orientation will serve a

variety of purposes. It will introduce the local partners to the grant requirements, provide information and resources, and actively promote collaboration building.

Two MOUs will be signed with each local organization. The first MOU will define the work of the Community Collaboration during the orientation period. When the local partners have created a workplan and defined roles and responsibilities, a second – more detailed - MOU will be signed with each organization that reflects the work to be accomplished during the remainder of the grant period.

Activity/Task	Who	Start date	End date
A. Draft and sign first MOUs with Local Partners	dAP partners	Aug. 1, 2008	Aug. 15, 2008
Local partners have reviewed a draft of the first MOU, and are prepared to enter into the collaborative agreement upon approval of this Strategic Plan by OVW. The first MOU will expire with the signing of the second MOU, at the conclusion of the orientation.			

B. Orientation		June 1, 2008	Oct. 31, 2008
1. Build agenda, gather resources for orientation meetings	dAP partners	5/1/08	8/1/08*
2. Schedule orientation meetings with local organizations	dAP partners	7/1/08*	8/15/08
3. Travel to Community Collaborations, facilitate first orientation meeting	dAP partners	8/10/08	9/30/08
a. 1 st orientation meeting: General introduction to the project and grant requirements, findings of the Needs Assessment, begin discussion of roles and responsibilities of local partners.			
b. 1 st orientation meeting: Exploration of collaboration building through “committed engagement.” Each topic area discussed will be facilitated in such a way as to highlight differences in viewpoint, approach and language (see discussion of “committed engagement above). When these differences are discovered, the local partners will be encouraged to discover the core values they hold in common that will allow them to remain engaged in the collaborative process, without minimizing the differences between organizations. Local partners will be encouraged to continue this style of communication throughout their partnership. There will be 10 topics or activities that will be explored in this manner. Below are seven of the 10 (the remaining three are detailed below, under Homework for the Community Collaborations):			
<ul style="list-style-type: none"> - Mandatory reporting when abuse of a legally defined vulnerable adult is suspected; - Safety planning for survivors with disabilities; - Role of self-determination and autonomy for survivors with disabilities; - Role of confidentiality in domestic violence, sexual assault, and disability advocacy; - Screening and intake processes; - Universal design and creating welcoming environments; - Providing materials in alternate formats. 			
4. Homework for the Community Collaborations	Local partners	End of 1 st orientation meeting	2 nd orientation meeting
Local partners will be asked to work together, using principles of committed engagement, to:			
- select elective activities;			

<p>- define roles and responsibilities; and - negotiate how available funds be distributed among the local partners.</p>			
5. Travel to Community Collaborations, facilitate second orientation meeting	dAP partners	9/1/08	11/15/08
<p>a. Second orientation meeting: Continue with discussion of topics from first orientation meeting. Finalize roles and responsibilities; create draft workplan; discuss parameters of second MOU for local partners. Much of the first orientation meeting involves discussions of important, substantive issues they will grapple with during their collaboration. Having explored these topics through the lens of committed engagement, the local partners will now turn their newly developed skills to more mundane matters:</p> <ul style="list-style-type: none"> - What activities will the partnership take on? - Which organization will exercise leadership on specific tasks? - Who will arrange for interpreters and other accommodations at partner meetings? <p>The dAP anticipates that disagreements will emerge during these discussions, as well. We will continue to facilitate the discussions, modeling how the Community Collaborations needs to grapple head-on with their disagreements and find a way to build a stronger partnership built on the foundation of forthright communication and a willingness to be simultaneously right and wrong.</p>			
<p>b. Second orientation meeting: discussion on how activities undertaken by the Community Collaborations will address the findings of the Needs Assessment. This discussion will put advocates face to face with gaps in their own knowledge and preconceived notions. Since the bulk of the findings of gaps and barriers in the Needs Assessment revolve around attitudinal barriers, some advocates may experience discomfort during the talks. This discomfort will be the springboard for honest dialogue between disability and DV/SA advocates. Conversely, domestic violence and sexual assault advocates will have the same opportunity to address misconceptions about their work, and to address what they may consider to be unsafe practices by disability advocates when they work with survivors.</p> <p>Throughout the discussion, the dAP facilitators will seek dissimilarities among the approach of the advocates, help the local partners explore these variations, and discover the foundational shared value that will lead to greater collaboration.</p>			

C. Draft and sign Second MOUs with Local Partners	dAP partners	Immediately after 2nd orientation meetings	Nov. 15, 2008
<p>The second MOU will include a workplan for each Community Collaboration, including activities, tasks, and estimated timeline. More importantly, the second MOU will discuss the local organizations' commitment to system change through collaboration with the other partners. Some of this system change will be structured based on activities, for example each organization in the Community Collaborations will develop policies and practices related to safety planning for survivors with disabilities.</p> <p>The Community Collaborations will also engage in a different kind of system change. The second MOU will talk about each organization's commitment to remain engaged with the other partner organizations as they work through conflicts and misunderstandings. It is this commitment to the others in the collaborative that will lead to attitudinal system change.</p>			

D. Submit new budget for the project with OVW using the GAN process	dAP partners	Immediately after 2nd orientation meetings	Nov. 15, 2008
Subsequent to the signing of the second set of MOUS by local partners, the dAP will submit an amended budget for the project.			

* August 1, 2008 is the date the dAP anticipates approval of this Strategic Plan. If that date changes, all other dates will be adjusted accordingly.

3. Community Collaboration Activities

Once the orientation is completed and the second set of MOUs have been signed, the Community Collaborations will embark on phase two of their work together, implementation of their workplan. Local partners will continue discussions initiated in the orientation phase on the topics of mandatory reporting, safety planning, self-determination, confidentiality, screening and intake processes, universal design/welcoming environments, and providing materials in alternate formats.

The discussions on safety planning, screening and intake, and alternate formats will lead to recommendations for changes to organizational policy and practice among the local partners. The other topics may or may not lead to system change activities with the local partner organizations, depending on the workplan developed during the orientation.

Community Collaborations will also select at least one additional activity that will address both the findings of the Needs Assessment and identified needs of the local community. Community Collaborations will not be selecting Elective Activities in a vacuum. The Strategic Planning Team has created a prioritized list of potential activities that address significant needs. Consideration by the Strategic Planning Team was also given to how long each of the recommended activities would take to accomplish. The team wanted to ensure that activities selected by local communities would address critical issues and be completed in the time in which the local partnership had to work. The entire elective activity list, as provided to the local partners, is included in this document as *Appendix A*.

Activity/Task	Who	Start date	End date
A. Safety planning for survivors with disabilities		Oct. 15, 2008*	May 31, 2009
1. Domestic violence and/or sexual assault organizations prepare and present basics of safety planning to the partnership.	Local partners	10/15/08*	12/31/08

2. Local partners review and discuss "Safety Planning Model Protocol" (provided by the dAP)	Local partners	10/15/08*	12/31/08
3. dAP partners provide technical assistance to Community Collaborations regarding safety planning polices/practices at domestic violence, sexual assault, and disability advocacy organizations	dAP partners	10/15/08*	Feb. 28, 2009
4. Local partners make recommendations for changes to policy and practice at partner organizations	Local partners	12/1/08	2/28/09
5. Local organizations consider recommendations of Community Collaboration, consult with dAP and other local partners as necessary, adopt agreed upon changes	Local partners	3/1/09	5/31/09

B. Review and recommend changes to screening and intake processes of local partner organizations		Oct. 15, 2008*	May, 31 2009
1. Local partners share current intake/screening processes with each other	Local partners	10/15/08*	12/31/08
2. Local partners review and discuss "Model Protocol on Screening Practices" (provided by the dAP)	Local partners	10/15/08*	12/31/08
3. dAP partners provide technical assistance to Community Collaborations regarding screening/intake processes at domestic violence, sexual assault, and disability advocacy organizations	dAP partners	10/15/08*	Ongoing
4. Local partners make recommendations for changes to policy and practice at partner organizations	Local partners	1/1/09	3/31/09
5. Local organizations consider recommendations of Community Collaboration, consult with dAP and other local partners as necessary, adopt agreed upon changes	Local partners	3/1/09	8/31/09

C. Create process to provide materials in alternate formats on request		Oct. 15, 2008*	Jan. 31, 2008
1. Disability organizations prepare and present basics of creating materials in alternate formats to collaboration.	Local partners	10/15/08*	11/30/08
2. Local partners discuss issues that arise	Local	10/15/08*	12/31/08

in providing materials in alternate formats, problem solve, and create draft process for local organizations.	partners		
3. dAP partners provide technical assistance to Community Collaborations regarding providing materials in alternate formats	dAP partners	10/15/08*	ongoing
4. Local partners present process to provide materials in alternate formats to local organizations	Local partners	12/1/08	12/21/08
5. Local partner organizations consider recommendations of Community Collaboration, consult with dAP and other local partners as necessary, adopt agreed upon process	Local partners	12/31/08	1/31/09

D. Other activities of the Community Collaboration		Oct. 15, 2008*	To be determined
1. Local partner organizations will implement activities from their workplan, as stated in their second MOU.	Local partners	10/15/08*	To be determined
2. dAP core partners will provide scheduled and on-request technical assistance to local partners	dAP partners	10/15/08*	Ongoing

E. Sustainability of the Community Collaborations		Oct. 15, 2008*	Ongoing
1. Local partner organizations will discuss sustainability strategies at each partner meeting	Local partners	10/15/08*	Ongoing
2. dAP core partners will provide scheduled technical assistance to local partners to maintain relationships, plan for sustainability, and increase accessibility of local partner organizations	dAP partners	10/15/08*	Ongoing
3. The Community Collaborations will develop a sustainability plan that will be presented to each local organization. Plans will include activities that partnerships intend to undertake in the future.	Local partners	4/1/08	8/31/09
4. dAP core partners will engage in informal and on-request technical assistance to facilitate the creation of local sustainability plans	dAP partners	10/15/08*	Ongoing
5. Local organizations will review and adopt	Local	8/31/09	9/30/09

sustainability plans	partners		
6. Local organizations will continue their work together and continue to seek opportunities and resources to continue their partnership.	Local partners	10/1/09	Ongoing

* Implementation activities will commence as soon as the second MOU – formalizing the workplan of each Community Collaboration – has been signed. October 15 is a likely date when this might occur, but the precise date will depend on the scheduling of the orientation and progress made by local partnerships in developing their workplan. The latest anticipated date phase two would begin is November 30, 2008.

4. Evaluating the Project

Evaluation of the project will include both an outcome evaluation and a process evaluation.

Outcome evaluation

The project will undergo a thorough and meaningful outcome evaluation conducted by Wendi Siebold, MA, MPH - an independent evaluation and research consultant. Ms. Siebold will partner closely with dAP core partners to ensure that all evaluation activities result in useful information for the improvement of program activities. The main purpose of the outcome evaluation will be to detect changes at the state and local level that are attributable to dAP project activities. The following questions will be answered via outcome evaluation activities:

- Did the dAP core partnership meet its goals?
- Did Community Collaborations implement their intended activities?
- Did Community Collaborations enhance their level of collaboration between domestic violence, sexual assault and disability advocates?
- Did collaboration in local communities result in changes to policies and practices?
- Did Community Collaborations enhance their capacity to respond to victims of domestic violence or sexual assault who have disabilities?
- Did Community Collaborations develop a sustainability plan to support ongoing collaboration?

Process evaluation

To provide a more comprehensive overview of program successes, challenges, and areas for improvement, a thorough process evaluation will be conducted in addition

to the outcome evaluation. Process evaluation serves important purposes, and for this project will provide a qualitative assessment of what worked and what did not work, the reasons, and how improvements can be made.

The process evaluation will track the same indicators as the outcome evaluation, including:

- Collaboration
- Organizational Capacity
- Policies and Practice
- Sustainability Planning

However, the process evaluation will be structured to provide the core partners with real-time feedback about local program implementation and collaboration activities. This feedback will be important in assisting core partners to provide the appropriate technical assistance to Community Collaborations.

The following questions will be answered via process evaluation activities:

dAP Core Partner Process

- How did the dAP core partnership meet its goal of strengthening team collaboration and providing expertise through technical assistance?
- How did the dAP core partners provide technical assistance to Community Collaborations?

Community Collaboration Process

- How did Community Collaborations implement their intended activities?
- How did Community Collaborations create partnership building opportunities between domestic violence, sexual assault and disability advocates?
- How did Community Collaborations enhance their capacity to respond to survivors of domestic violence and sexual assault who have disabilities?
- Did Community Collaborations change policies or practices at their organizations to improve their response to survivors of domestic violence and sexual assault who have disabilities?
- Did Community Collaborations develop a plan to sustain their collaboration?

Activity/Task	Who	Start date	End date
A. Outcome evaluation	Evaluator and dAP partners	Aug. 1, 2008*	Sep. 30, 2009
1. Data collection		8/1/08*	8/31/09

<p>a. Pre/post surveys - An online survey will be designed and administered to each of the local partners in the Community Collaborations at the beginning of their work together, and during the last month of funding. People from each organization, representing both direct service staff and management, will be asked to take both the pre and post survey. Questions will pertain to collaboration and committed engagement, organizational capacity, policy/practice, and sustainability planning.</p>	<p>Evaluator</p>	<p>8/1/08*</p>	<p>8/31/09</p>
<p>b. dAP core partner interviews - In-depth semi-structured interviews will be conducted with each of the dAP partners to assess the successes and challenges over the project period. Interviews will be conducted by the project evaluator in the last six months of project funding.</p>	<p>Evaluator and dAP partners</p>	<p>4/1/09</p>	<p>8/31/09</p>
<p>2. Data analysis - Data from pre and post surveys will be entered into a database. Descriptive analyses will be run to determine program changes over time. Cross tabs and graphs will be created to examine the relationship between outcome indicators and communities. Due to the small number of communities, inferential statistics are not possible; however general relationships between indicators will be able to provide input into all evaluation questions. Data from dAP core partner interviews will be coded for initial themes within each interview, and then coded for meta-themes across partner interviews.</p>	<p>Evaluator</p>	<p>9/1/08</p>	<p>9/30/09</p>
<p>3. Reporting - All databases will be available to dAP core partners. A short summary of pre-test online survey findings will be provided to core partners within one month of survey completion. Findings from dAP core partner interviews will be summarized and included in a final evaluation report with process evaluation findings.</p>	<p>Evaluator</p>	<p>9/1/08</p>	<p>9/30/09</p>

B. Process evaluation	Evaluator and dAP partners	Aug. 1, 2008*	Sep. 30, 2009
1. Data collection		8/1/08*	9/30/09
a. Monthly check-ins - A main part of the process evaluation will involve monthly "check-in" telephone calls by the evaluator to each of the local funded dAP sites. The purpose of the monthly calls is to assess technical assistance needed and/or received, level of committed engagement, status of collaboration activities, communication among local partners, and status of sustainability planning.	Evaluator	8/1/08*	9/30/09
b. Collaboration and technical assistance tracking sheet - A sheet will be created that keeps a record of the number of dAP core partner meetings, the number of local meetings in each Community Collaboration, and the number and type of technical assistance contacts with Community Collaborations. The dAP core partners, will complete the sheet on a monthly basis and provide the evaluator with a copy.	Evaluator and dAP partners	8/1/08*	9/30/09
2. Core partner interviews - In-depth semi-structured interviews will be conducted with each of the dAP core partners to assess the successes and challenges over the project period. Interviews will be conducted by the project evaluator in the last six months of project funding.	Evaluator and dAP partners	4/1/09	9/30/09
3. Data analysis - All tracking sheet data, including those from monthly check-in calls, will be entered into a database. Monthly check-in data will be summarized both within and across sites on a monthly basis so that dAP partners are informed of the progress and technical assistance needs of each site. Descriptive analyses will be run to determine program changes over time. Data from state partner interviews will be coded for initial themes within each interview, and then coded for meta-themes across partner interviews.	Evaluator	8/1/08*	9/30/09

<p>4. Reporting - All databases will be available to dAP partners. A short summary of findings for each of the monthly check-in calls will be provided by the Evaluator to the dAP core partners monthly. Findings from dAP core partner interviews will be summarized and included in the final evaluation report.</p>	<p>Evaluator</p>	<p>8/1/08*</p>	<p>9/30/09</p>
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* August 1, 2008 is the date the dAP anticipates approval of this Strategic Plan. If that date changes, all other dates will be adjusted accordingly.

5. System Change at dAP Organizations

The dAP is committed to creating system change within their own organizations through continual assessment of our own assumptions and biases, integrating what we learn into everyday practice, and acknowledging that we grow from listening to our allies, member programs, and survivors with disabilities.

Activity/Task	Who	Start date	End date
A. Commitment to the work	dAP partners	Aug. 1, 1999	ongoing
1. Committed engagement			ongoing
<p>dAP partner meetings are one way that the member organizations continually analyze their own assumptions about this complex work. The relationship among dAP partners has developed in such a way as to encourage the discussion of differing opinions and asking hard questions. The group does not shy away from difficult topics, and though individual representatives have changed over the years, the commitment to tackling difficult subjects in a collaborative manner has remained. Partner meetings are not the sole venue for this work. The dAP is committed to extending their partnership beyond meetings and projects supported by OVW funding (see below).</p>			
2. Actively seeking projects on which dAP organizations can collaborate			ongoing
<p>The dAP partners will actively seek opportunities to collaborate and bring their expertise to other projects. The dAP partners are currently exploring opportunities to have partners present workshops at member conferences, seeking funding for collaborative projects, and informing each other about potential areas where our interests overlap.</p>			

B. Increasing access at dAP organizations	dAP partners	Aug. 1, 1999	ongoing
<p>Each dAP organization has convened internal workgroups to address access issues in their own organizations. These workgroups meet on an ongoing basis and use the other dAP partners as a resource. DRW has increased their access to deaf and deaf/blind individuals through the purchase of a videophone, which is available for use by the general public. WCSAP has hired fulltime staff with background in advocacy for survivors with disabilities and has brought in national experts to their annual conference. ADWAS continues to be a leader in innovative solutions to difficult access problems, and WSCADV has instituted ongoing staff training on access issues, including regular updates on the progress of the dAP partnership.</p> <p>The work to improve their accessibility will continue throughout the grant period and beyond.</p>			

C. Integrating newfound knowledge into everyday practice	dAP partners	Aug. 1, 1999	ongoing
<p>The most difficult and important work of the dAP partners is integrating what we learn into the everyday practice of our organizations. With the beginning of implementation of this Strategic Plan, we will enter into another phase of the integration process. Although we will be technical assistance providers to the Community Collaborations, we anticipate that we will also learn a great deal from their struggles and accomplishments. Part of our evaluation plan is to capture the successes and failures of the local partnerships so that we can integrate lessons learned into our own work, and pass the information along to other member and allied programs who are interested in this work.</p>			

D. Changes in Policy and Practice at dAP Organizations	dAP partners	Aug. 1, 2008	ongoing
Each dAP partner will form an internal committee or identify staff to review access-related issues and concerns that are prioritized by the dAP partnership or member programs/constituents. Each dAP organization has agreed to review the prioritized list and make changes to policy or practice as appropriate. Policy/practice changes will include, but not be limited to, changes in ways trainings are advertised, changes to outreach strategies, changes to usability of organizational materials and technology, and the ongoing integration of knowledge throughout the staff of dAP partner organizations.			

6. Sustainability of the dAP Partnership

Although grant funding for this project ends on September 30, 2009, the dAP intends to continue their collaboration indefinitely. dAP partners discuss the sustainability of our work at each partner meeting and we have developed a number of strategies that we include in this sustainability plan.

To sustain a collaboration such as the dAP, a number of elements must be in place. dAP partners have worked to identify these elements and to develop strategies to ensure these elements remain intact beyond the life of the grant. The identified elements of sustainability are:

- Commitment to ongoing collaboration;
- Commitment to integrating evolving knowledge into everyday policy and practice;
- Funding for staff time, accommodations and expenses.

Activity/Task	Who	Start date	End date
A. Ongoing Collaboration	dAP partners	Oct. 1, 1999	Ongoing
1. Relationship building	dAP partners	10/1/99	Ongoing
a. dAP partners maintain contact through phone, email and in-person contact. Partners proactively contact each other when issues arise that relate to issues experienced by survivors with disabilities.		10/1/06	Ongoing
b. dAP partners will communicate to other staff/volunteers at their own organizations about the work of the dAP and its relevance to the work. Staff/volunteers will be invited to become more involved with the goal		10/1/06	Ongoing

being that the work of the dAP lives in each member organization, rather than in individuals who attend dAP meetings.			
c. dAP partners will maintain a presence at conferences and events of other dAP organizations. Schedule of these events will be regularly discussed at dAP meetings.		10/1/06	Ongoing
d. dAP partners will disseminate their work to member and allied organizations in the course of their normal contact with those organizations.		10/1/06	Ongoing
e. dAP partners will develop shared strategies and talking points in strategic communications. These strategies will be discussed and developed by dAP partners and then communicated to individuals in dAP organizations who engage in strategic communications.		10/1/06	Ongoing
2. Finding connections in our work	dAP partners	10/1/06	Ongoing
a. WSCADV and WCSAP will continually monitor and evaluate how survivors with disabilities are currently served by member organizations. WCSAP and WSCADV staff will offer technical assistance on access and disability-related issues to member programs, seeking advice from ADWAS and DRW staff when appropriate.		10/1/06	Ongoing
b. DRW and ADWAS will continually monitor and evaluate how survivors with disabilities are currently served within their own organizations and within other organizations with whom they are allied. DRW and ADWAS staff will offer technical assistance on issues related to serving people with disabilities who have experienced violence, seeking advice from WSCADV and WCSAP staff when appropriate.		10/1/06	Ongoing
c. dAP partners will provide technical assistance to staff/volunteers within their own organizations on issues relating to survivors with disabilities.		10/1/06	Ongoing
d. dAP partners will actively seek to find connections between ongoing projects within their own organizations and the work of the dAP.		10/1/06	Ongoing
3. Cross training and outreach opportunities	dAP partners	10/1/06	Ongoing
a. WSCADV, WCSAP and ADWAS will seek		10/1/06	Ongoing

opportunities to make presentations at disability-related events about violence against people with disabilities.			
b. DRW and ADWAS will seek opportunities to make presentations at domestic violence and sexual assault advocacy-related events about violence against people with disabilities.		10/1/06	Ongoing
4. Expanding the circle	dAP partners	10/1/06	Ongoing
a. dAP partners will include information about violence against people with disabilities in their organization newsletters.		10/1/06	Ongoing
b. dAP partners will seek opportunities to meet with other statewide and membership organizations whose focus is either people with disabilities, domestic violence, or sexual assault.		10/1/06	Ongoing
c. dAP staff will maintain an email distribution network, distributing relevant information to individuals across the state who are interested in the work of the dAP.		10/1/06	Ongoing

B. Integrating evolving knowledge into everyday practice	dAP partners	Oct. 1, 1999	Ongoing
1. dAP partners will review and recommend changes to dAP organization policies and practices related to accessibility and serving survivors with disabilities.		10/1/06	8/31/09
2. dAP partners will develop workshops to be presented at conferences and other events.		10/1/06	Ongoing
3. dAP partners will develop model protocols for member or allied organizations related to issues faced by survivors with disabilities. dAP partners will be available for follow-up technical assistance to the member or allied organizations.		10/1/06	Ongoing

C. Seek sources of funding	dAP partners	Oct. 1, 2006	Ongoing
1. Seek ways to integrate dAP projects and activities into core funding sources		10/1/06	Ongoing
2. Monitor (and apply for) grants available from government and NGO funders		10/1/06	Ongoing
3. Think creatively about funding sources,		10/1/06	Ongoing

especially organizations that provide funding for local state projects related to disability or anti-violence advocacy.			
4. Explore legislative funding to replicate successful dAP activities		10/1/06	Ongoing

D. Build a dAP Sustainability Plan	dAP partners	Oct. 1, 2006	Ongoing
1. dAP partners discuss sustainability strategies at each partner meeting.		10/1/06	Ongoing
2. Individual dAP partners are asked to research feasibility of promising strategies.		11/1/07	Ongoing
3. dAP partners assemble and prioritize strategies, assign tasks for follow-up.		10/1/08	Ongoing
4. dAP partners finalize sustainability plan and include in final report to OVW.		6/1/09	9/30/09

Appendix A

List of Elective Activities for the Community Collaborations

Below are examples of activities a Community Collaboration could undertake. Alternate activities can be undertaken by a community if approved by the dAP. Activities will build partnership, increase organizational capacity, and lead to change in organizational policy and practice.

Each Community Collaboration will work with the dAP to determine the scope of work to be undertaken.

A. Outreach and Community Education Activities (items in italics were emphasized by a group of advocates and people with disabilities from across the state)

1. *Develop an easy-to-read brochure that explains domestic violence and sexual assault advocacy services to people with disabilities.*
2. *Develop presentation materials, opportunities and leadership among people with disabilities to provide peer-to-peer education throughout the disability community.*
3. *Host community gathering (such as resource fair, brown bag lunch, picnic, art show, book group, movies) to bring different parts of the disability and advocacy community together to raise awareness about abuse and available advocacy services.*
4. *Develop easy to understand safety planning guide for use by disability advocates and people with disabilities.*
5. Develop educational pamphlets, (stand alone, short) that explain domestic violence and sexual assault dynamics in a way that people with disabilities can understand.
6. Develop presentation materials that advocates can use for outreach and community education throughout the disability community.
7. Develop materials that help people with disabilities recognize it if they are experiencing domestic violence or sexual assault.

B. Staff Development Activities (items in italics were emphasized by a group of advocates and people with disabilities from across the state)

1. *Learn how abusers use a person's disability against survivors.*
2. *Learn how to present and tailor information about violence and abuse to audiences of people with a wide range of disabilities.*

3. Learn how and when to ask about disability.
4. Learn about the history of disability civil rights and violence against women movements (anti-rape and battered women).
5. Develop "Tips, FAQs, First Steps, Cheap Fixes" document for all three types of organizations.
6. Ongoing cross-training/sharing between dAPCC partners
7. Compile directory of local resources.
8. Training and staff development for MANAGEMENT at dAPCC organizations/
9. Information for DV/SA organizations about a wide variety of disability as it relates to a survivor's functional ability.
10. Develop ways for advocates from different disciplines to solve problems together.
11. Develop techniques and practices around individual co-advocacy.

C. Organizational Policy and Practice (items in italics were emphasized by a group of advocates and people with disabilities from across the state)

1. *Examine support group recruitment, screening, content and location for survivors with disabilities.*
2. *Review policies and practices for residents living in shelter or transitional housing.*
3. *Review policies and practices regarding crisis and long-term response to survivors.*
4. *Develop plan to support survivors with disabilities around medical advocacy.*
5. *Develop deeper understanding of and connection to local resources.*
6. Review response and referral practices once abuse has been disclosed.
7. Examine the safety-planning process and forms.
8. Develop plan to educate and get management buy-in on project.
9. Develop plan to address issues of "informed consent."
10. Develop policies and practices when survivors with disabilities are compelled by courts to use services provided by dAPCC partner organizations.