

Wisconsin's Violence Against Women with Disabilities & Deaf Women Project



STRATEGIC PLAN

October 2008

Disability Rights Wisconsin (DRW)
Wisconsin Coalition Against Domestic Violence (WCADV)
Wisconsin Coalition Against Sexual Assault (WCASA)

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Dedication:

This Strategic Plan is dedicated in gratitude to the individuals with disabilities and their allies in Ashland, Bayfield and Brown Counties, Deaf Unity, UNIDOS Against Domestic Violence, Red Cliff Band of Lake Superior Chippewa, Bad River Band of Lake Superior Chippewa and the Sovereign Oneida Nation of Wisconsin.

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STRATEGIC PLAN

Wisconsin's Violence Against Women with Disabilities and Deaf Women Project

Collaboration Overview

Wisconsin's collaborative strategic plan involves the three original Project partner organizations:

- Disability Rights Wisconsin (DRW)
- Wisconsin Coalition Against Domestic Violence (WCADV) and
- Wisconsin Coalition Against Sexual Assault (WCASA).

As a long-standing collaborative, our vision throughout this strategic planning process guides our work. Our vision is:

Women with disabilities and deaf/Deaf women who experience sexual assault and/or domestic violence will be supported by people who have actively prepared for access and who think about the meaning of respect one woman at a time.

As you read through this document, it will become clear that the initiatives selected and operating principles devised to carry out these initiatives deliberately have been framed by and directed toward achieving this vision.

Overview of Planning Phases

For the last 18 months, the OVW Disabilities Grant provided a unique opportunity to implement a planning process to focus our collaborative energies for systems change in selected Wisconsin communities. This planning process involved four phases:

Phase I: developing and implementing a **charter** reflecting our collaborative's vision, operation and values;

Phase II: devising and executing a **targeted needs assessment** to gauge interest in and capacity for systems change to address the situations and needs of people with disabilities and Deaf who have experienced or currently are experiencing domestic violence, sexual assault, or stalking;

Phase III: **analyzing data** from the needs assessment to narrow our focus substantively and geographically to have a feasible and sustainable project; and,

Phase IV: organizing findings to embark on the development of a **road map (strategic plan)** by which our collaborative will plot a course of strategies and activities for systems change work in our selected communities during the implementation phase and beyond.

Each planning phase sets the stage for the next. The current phase reflected in this document, the strategic planning phase, is derived directly from the collaboration charter and needs assessment. Phases II and III, which focused on the development of, implementation of, and findings from our needs assessment frame the geographical, cultural and substantive foundation upon which this strategic plan is built. Therefore, understanding the needs assessment and its key findings is the starting point for the implementation road map.

Through the development and implementation of our needs assessment, we sought to expand our knowledge about the interest in, enthusiasm for and identification of the service and knowledge gaps in and among geographical, cultural and service delivery systems and communities. We sought to ascertain community and cultural strengths, skills, accessibility barriers and resources from diverse cross-disability, domestic violence (DV), sexual assault (SA), Deaf organizations, communities of color and individuals in five selected Wisconsin communities. The objectives we sought to realize from the needs assessment process involved six areas:

1. Identify the strengths and apprehensions of domestic violence and sexual assault advocates and programs with regard to serving women with disabilities and Deaf;
2. Explore the breadth of strengths and barriers to access of services experienced by victims/survivors with disabilities and Deaf/deaf victims/survivors;
3. Ascertain the strengths and apprehensions that disability service and advocacy organizations experience or anticipate experiencing when working with victims with disabilities or Deaf victims;
4. Note the tangible and intangible dynamics that contribute to the success of community-based, multi-disciplinary efforts;
5. Identify any unique strengths and barriers that victims/survivors with disabilities and Deaf/deaf victims/survivors from communities of color experience; and
6. Determine how best to serve as authentic allies and promote relationship building with UNIDOS Against Domestic Violence and Deaf Unity.

The implications from the needs assessment findings summarized below help illustrate what we discovered about these six information areas.

Brief Summary of Implications from Needs Assessment Findings

Needs Assessment Plan Implementation: Overview

The needs assessment was conducted in five selected communities in February, March and April 2008. The information gathered and analyzed from this needs assessment provided the basis for the Collaborative's final selection of the two geographical pilot sites in which to focus during the implementation phase: Brown County and the Ashland/Bayfield area. The pilot-site specific findings are highlighted in the *Summary of Short-Term Initiatives*, which provides a site-by-site summary of the needs assessment findings in conjunction with the implementation phase initiatives. Described below is a summary of the overall implications gleaned from the relevant needs assessment findings.

Assessment Implications for Individuals

- There are disparate perceptions of power and control that exist in the relationships between those providing services and those receiving services.
- The impact of stigma related to having a disability or being a victim/survivor is significant.
- Individual life circumstances (poverty, unemployment, affordable housing) impact organizational and systems responses to violence in the lives of people with disabilities and the ability of individuals to benefit from available services.

Assessment Implications for Organizations

- Additional time is needed and a more measured pace is required to effectively support a victim/survivor with a disability or a Deaf victim/survivor.
- Implementation of a trauma-informed framework within organizations (disability and anti-violence alike) could systemically change how those individual organizations respond to consumers/victims/survivors and positively influence the service experiences of consumers/victims/ survivors.
- Physical, programmatic and attitudinal accessibility issues remain significant barriers for Deaf and individuals with disabilities in accessing and receiving effective and appropriate services and support.
- Enhanced skill building & the capacity to effectively serve women/victims/survivors with any form of disability and Deaf is needed and wanted.

Assessment Implications for Systems

- Relationship building among tribal and non-tribal disability-related and anti-violence programs means having an ongoing presence and mutual respect in building relationships.

- There is a need to develop and sustain a meaningful understanding of and support for Deaf-run services for Deaf victims.
- It is imperative to recognize that many culturally-specific populations remain underserved (e.g., Latina and Native American victims/survivors with disabilities) among mainstream human services and anti-violence systems.
- The organization-to-organization and system-to-system *coordination* opportunities that already exist within communities could be strengthened and deepened through efforts to move from service coordination to meaningful collaboration.
- There is a need to change compartmentalized service delivery models to diminish the negative impact that victims/survivors/consumers experience.

Assessment Implications for Learning Areas Overall

Combined, all of the above-referenced individual, organizational and systemic implications offer eight overarching “learning areas” to infuse throughout the Project’s implementation phase. (These learning areas are not listed in order of importance.)

1. The ways in which the systems and agencies work within and between Ashland and Bayfield Counties; two contiguous, rural communities in northern Wisconsin whose major population center, Ashland, straddles the two counties.
2. The historic separation that exists between tribal and non-tribal governments, programs and services.
3. The interest among domestic violence and sexual assault programs to enhance their accessibility through modifications to policies, procedures and physical space.
4. The desire among domestic violence and sexual assault programs to better understand and more effectively serve individuals with mental health, substance abuse and intellectual/developmental issues.
5. The detrimental effects experienced by victims/survivors with disabilities and Deaf victims/survivors when varied services and support are compartmentalized.
6. The necessity for disability services and advocacy organizations to better understand abuse and trauma, and integrate this understanding into their day-to-day work with Deaf and people with disabilities.
7. The paramount importance of Deaf victims/survivors and victims/survivors with disabilities having a greater voice that is listened and responded to within and among organizations and systems affecting them.

8. The opportunities for building relationships among and between culturally specific organizations (e.g., UNIDOS Against Domestic Violence and Deaf Unity) and mainstream domestic violence, sexual assault, human services and consumer-run organizations.

Review and consideration of these overarching implications and the key findings relative to each pilot community directed our site-specific approach to strategic planning. Each of our pilot communities requires tailored strategies to build upon the strengths and challenges of each community to foster systems change with and for victims/survivors with disabilities and Deaf victims/survivors. Therefore, the initiatives and activities we intend to undertake throughout the remainder of this grant period detail site-specific strategies for each pilot community: Ashland/Bayfield area, Brown County, Deaf Unity and UNIDOS Against Domestic Violence.

Statement of Key Short-Term Initiatives

Criteria/Guiding Principles for Selecting Initiatives

With the assistance and facilitation of the Accessing Safety Initiative staff from the Vera Institute of Justice, Wisconsin's collaborative first defined criteria to guide our strategic planning. Taking into account our needs assessment findings, grant timeframes, resources, and vision, we identified the following guiding principles for devising our strategic plan:

- Consumers/survivors should drive our efforts.
- Initiatives should be doable:
 - Should match resources available including money, staff time, etc.;
 - Should be feasible given our time frame; and
 - Feasibility of initiatives will be determined in collaboration with pilot communities, UNIDOS, and Deaf Unity.
- Changes that we foster must be sustainable and steps toward sustainability will be developed.
- Initiatives will meet the needs of service providers, allowing them to provide safe, accessible, and responsive services to their client base:
 - Better relationships with survivors;
 - Inform a better "pace" for the client-provider relationship;
 - Individualized services tailored to clients' needs, wants, and priorities; and
 - Tailored measures of success.

- Initiatives will address mental health issues that have been raised in the needs assessment, but not to the exclusion of other issues.
- Initiatives will ensure that the Red Cliff and Bad River Tribal communities in Ashland/Bayfield will drive these efforts.
- Initiatives will deliberately engage communities of color from the beginning.
- Initiatives will deliberately engage Deaf from the beginning in Brown County.
- Initiatives must account for state-level changes to disability service delivery.
- Initiatives will foster changes at individual, organizational, and systems levels, thereby impacting the larger community.
- There will be a variety of initiatives, balancing change at various levels.

Feasibility Consideration

Feasibility is one of the most important considerations we considered in devising our initiatives. Our goal is to ensure that the initiatives we undertake throughout the implementation phase are realistic and practicable. A key feature of feasibility during this implementation phase involves geography: please note the locations of the pilot communities in the image shown on the next page, including the location of the three Native American Tribes (Oneida, Bad River and Red Cliff). The star represents Madison, the location of all three primary partner organizations.

The geographical expanse of the Ashland/Bayfield area¹ and Brown County² pilot communities impacts directly the initiatives and accompanying activities we plan to undertake. Our approach relies heavily on face-to-face and consistent on-site presence in these communities. The pilot community locations will require substantial travel to ensure a consistent, ongoing presence.

¹ These contiguous, rural communities are located in the far northcentral section of the state. Two Native American tribes and their respective reservations are situated in this area: Red Cliff Band of Lake Superior Chippewa and Bad River Band of Lake Superior Chippewa.

² Brown County, located in the northeast section of the state, is primarily rural in nature, but contains the mid-sized city of Green Bay and borders the Sovereign Oneida Nation of Wisconsin.

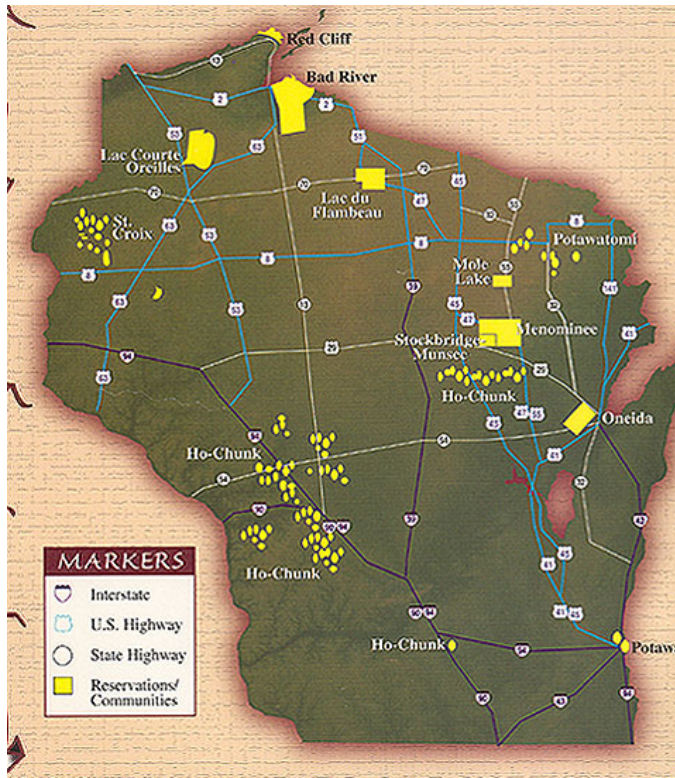


Figure 1: Native American Reservations



Figure 2: Pilot Sites

Summary of Short-Term Initiatives

The following charts illustrate and summarize how each initiative links directly to the implications from our needs assessment findings. A more detailed pilot-by-pilot action plan follows these summaries.

Summary Chart: Ashland/Bayfield Area

| Needs Assessment Key Findings | Implementation Initiatives |
|--|--|
| <p>For Individuals:</p> <ul style="list-style-type: none">▪ Stated power imbalance between individuals receiving services and those providing services▪ Life circumstances affect access to needed services <p>For Organizations:</p> <ul style="list-style-type: none">▪ Relationships among organizations vary in strength & depth depending on the individuals involved▪ Agency understanding and implementation of trauma-informed services varies▪ Organizations learning about & employing a cultural context <p>For Systems:</p> <ul style="list-style-type: none">▪ Relationships between tribal & non-tribal systems are minimal▪ Informal relationships among domestic violence/sexual assault & disability organizations could be enhanced | <p><u>Initiative 1:</u> Foster informal & formal organizational relationships among organizations & groups while simultaneously integrating knowledge of & capacity to respond to issues of disability, trauma, violence, abuse & safety</p> <p><u>Initiative 2:</u> Increase consumer/ victim/survivor access to services & support that defines success by investigating and reframing perceptions and assumptions about people with disabilities & Deaf</p> |

Summary Chart: Brown County

Needs Assessment Key Findings

For Individuals:

- Opportunities for people with disabilities & Deaf to learn about & be involved in responding to violence of their peers and within the broader community
- Individual relationships provide a firm foundation for building connections among a broader spectrum of people with disabilities & agencies that support them

For Organizations:

- Relationships among organizations vary in strength & depth depending on the individuals involved
- Trauma-informed services vary among disability-related agencies & victims with disabilities & Deaf victims could benefit from guided instruction to modify organizational approaches accordingly
- Organizations learn about & employ a cultural context in their work

For Systems:

- Relations between tribal & non-tribal systems are minimal
- Multi-disciplinary team's membership & activities could be enhanced by a focus on diversity of cultures & disabilities
- A need to consider co-advocacy models that integrate systemic responses & diminish individual compartmentalization of needs

Implementation Initiatives

Initiative 1: Ensure survivor/ consumer involvement, diversify existing multi-disciplinary collaborative in terms of ethnicity, race & disability; encourage & support the development of sustainable & diverse collaborations

Initiative 2: Increase accessibility among domestic violence, sexual assault and disability organizations involved in the multi-disciplinary collaborative

Summary Chart: Deaf Unity

| Needs Assessment Key Findings | Implementation Initiative |
|--|--|
| <p>Relationships between Deaf & hearing</p> <ul style="list-style-type: none">▪ Hearing agencies & staff must learn about Deaf culture & experiences▪ Face-to-face contact better than email or other; it involves building relationships▪ Stated commitment & ongoing presence matters | <p><u>Initiative:</u> Explore and undertake mutually beneficial steps to become a meaningful ally to Deaf Unity</p> |
| <p>Deaf community education</p> <ul style="list-style-type: none">▪ Community needs to learn basics about domestic violence & sexual assault▪ Hearing agencies & staff should team up with Deaf to provide mutually beneficial training & co-advocacy | |
| <p>General community education</p> <ul style="list-style-type: none">▪ First responders (police, doctors) have to learn not to defer to hearing▪ Announce & promote the existence of Deaf Unity & Deaf advocates as resources▪ Hearing attend Deaf events | |

Summary Chart: UNIDOS Against Domestic Violence

| Needs Assessment Key Findings | Implementation Initiative |
|--|---|
| <p>Access</p> <ul style="list-style-type: none">▪ Knowledge about physical, attitudinal & programmatic access▪ Interest in learning what additional questions to ask women with disabilities▪ Belief that women with disabilities are even more hidden within the Latino community▪ Broader community & service providers need to understand differences among groups that make up the Latino populations in Wisconsin <p>People with mental illness</p> <ul style="list-style-type: none">▪ Stigma & need to learn the stigmas that women are coming with when accessing services (e.g., mental health, PTSD, etc.) <p>Deaf</p> <ul style="list-style-type: none">▪ Interest in learning how to provide more effective communication to Deaf Latina women | <p>Initiative: Explore and undertake mutually beneficial steps to become a meaningful ally to UNIDOS Against Domestic Violence</p> |

Wisconsin's Project Collaborative Short-Term Initiatives

In addition to the key initiatives in the four pilot communities, the Wisconsin Collaborative also identified two short-term initiatives for our focus and completion throughout this grant period.

Wisconsin Collaborative Initiative 1

To *facilitate* systems change by providing multi-faceted technical assistance. Our responsibility to promote systems change first and foremost recognizes that our job is to *facilitate, not lead* our pilot communities' efforts to collaboratively address violence against women with disabilities and Deaf.

Each pilot-specific initiative is designed to ensure that, as a Collaborative, we facilitate opportunities and processes to build relationships and educate stakeholders; to activate stakeholder leaders to forge meaningful and sustainable systems change within their communities. The technical assistance activities the Collaborative will employ to realize this *facilitate-to-action* strategy are outlined within each pilot community's detailed action plan.

Wisconsin Collaborative Initiative 2

Prior to the end of the grant Project:

- Each organization in the Collaborative (Disability Rights Wisconsin, Wisconsin Coalition Against Domestic Violence, and Wisconsin Coalition Against Sexual Assault) will determine for itself and then specify its commitment to ongoing collaborative work. This commitment will be specified in a written memorandum of understanding signed by all three organizations.
- Together, the collaborative organizations will meet and determine how to maintain a collaborative focus for technical assistance to service systems regarding issues of disability and violence.
- Collaborative organizations will devise a quarterly meeting schedule to facilitate ongoing dialogue, planning, action and trends to help sustain our collaborative efforts.

In-Depth Review: Pilot Communities and Short-Term Initiatives

The next several pages detail the short-term initiatives that will be implemented throughout the remainder of this grant Project. The time period in which these activities will be implemented extends from September 15, 2008 through September 30, 2009. Longer-term initiatives (October 2009 through 2012) are outlined on pages 48-49 of this plan.

The in-depth review is organized pilot community by pilot community. For each pilot community, the detailed strategic plan describes the initiative that will be undertaken, our Project's operating principles, the work plan and the outcomes we anticipate.

Therefore, the in-depth pilot by pilot review for each initiative contains five elements:

1. *Initiative* (succinct statement of action focus),
2. *Description* (narrative basis for implementing the initiative),
3. *Operating Principles* (considerations to keep in mind as we implement the initiatives),
4. *Work Plan* (key tasks, primary action steps to complete each key task, timelines, lead responsibilities and ongoing outcome measures devised to achieve the initiatives), and
5. *Outcomes to Foster Sustainability* (intended strategic consequences resulting from the implementation activities that promote longer-term impact and change).

Pilot Community A: Ashland/Bayfield Initiative 1

Initiative 1

Foster informal and formal organizational relationships among organizations and groups while simultaneously integrating knowledge of and capacity to respond to issues of disability, trauma, violence, abuse and safety. Our Collaborative will model, encourage and support the inclusion of individuals with disabilities and Deaf in all initiatives undertaken throughout the grant-funded implementation phase of this Project.³

Description

The individuals and organizations assessed in the Ashland/Bayfield area communicated an interest in and need for a cross-disability, multi-disciplinary effort to address violence against women with disabilities and Deaf women. Our Collaborative intends to engage community stakeholders in a process that mirrors a successful multi-disciplinary effort developed in Brown County in 2004⁴.

The Ashland/Bayfield area includes two Native American reservations: Bad River and Red Cliff Bands of Lake Superior Chippewa. Because relationships between tribal programs and non-tribal programs are minimal in the Ashland/Bayfield area, we will facilitate tribal and non-tribal system relationships to promote the inclusion of tribal culture and issues throughout the community's collaborative response to victims and survivors.

Also, we have learned and believe strongly that having consumers/victims/ survivors "at the table" in meaningful involvement changes the dynamics of group interaction, conversation, understanding, and relationships (power dynamics between those receiving services and those providing services) in positive ways. Therefore, this initiative integrates the role of consumer/victim/survivor consultant(s) in all Project related efforts and activities.

Operating Principles

- A. Consumer/victim/survivor inclusion from the beginning, and acknowledgement that meaningful inclusion of consumers/victims/survivors in pilot site and Project implementation involves building meaningful and sustainable relationships – not just presence of persons with disabilities (i.e., tokenism).

³ The details expressed in this initiative were influenced greatly by Laura Prescott's *Consumer/Survivor/ Recovering Women: A Guide for Partnerships in Collaboration*, Policy Research Associates (2001).

⁴ See **Appendix A** for a detailed description of the Brown County multi-disciplinary team.

- B. An understanding of historical trauma in the context of Native American history and the importance of deliberately trying not to re-traumatize (work to avoid colluding with that trauma).
- C. Sustainability of efforts must be mindful of the economic context in which many individuals with disabilities in this community live their lives.
- D. Independent relationships/collaborations will be fostered so that Project staff is in the role of technical assistance and back-up to those who live in the area.
- E. All key tasks involving education and training will be conducted in partnership with disability, domestic violence, Native American, and sexual assault organizations and individuals.

Work Plan

Key Task A

Integrate at least one consumer/victim/survivor (C/V/S) consultant to serve as a bridge for relationship building within the pilot community and among the locally-based constituencies.

Steps:

1. Contact consumer-run organizations & disability-related organizations for names of people who might develop and implement Project-related activities as consumer consultant(s):
 - a. Contact Genesis 1990, a mental health consumer organization; drop-in center and recovery center
 - b. Contact People First of Ashland, a consumer organization involving people with developmental disabilities
 - c. Contact North Country Independent Living-Ashland Office, the pilot-based independent living center
 1. *Lead Responsibility* ⇨ *Project Staff*⁵
 2. *Start-End Date* ⇨ *09/08 – 11/08*
2. Reinitiate contact with C/V/S who participated in the needs assessment activities and expressed an interest in working collaboratively within their community.
 - a. Develop a list of interested person(s) to have an initial face-to-face meeting with Project Staff; supplement this list with any names and interested persons identified in Step 1.
 - b. Convene an orientation meeting to initiate relationships among C/V/S and Project staff:
 - i. Review the assessment findings;
 - ii. Discuss project purpose, status & strategic plan;

⁵ Project staff designation reflects members of the Wisconsin Collaborative representing Disability Rights Wisconsin, Wisconsin Coalition Against Domestic Violence, and Wisconsin Coalition Against Sexual Assault.

- iii. Conduct an “interest inventory” to ensure a mutually beneficial match between each C/V/S & an anticipated Project activity/issue;
 - iv. Document C/V/S feedback and action interest; possibly identify actions they might be interested to undertake on their own.
 - 1. *Lead Responsibility* ⇨ *Project Staff*
 - 2. *Start-End Date* ⇨ *09/08 – 12/08*
- 3. Select and contract with the C/V/S/ Consultant(s); contract will delineate specific activities and assistance between Project Staff, consultant and community in which the consultant is located:
 - a. Match C/V/S interests and preferences for participation to Project activities;
 - b. Jointly develop a detailed document between Project and C/V/S consultant(s) defining:
 - i. the specific roles and responsibilities of the consultant to serve as a bridge in the relationship building with and among community stakeholders,
 - ii. the Project staff’s role in working with the C/V/S consultant(s), including the ongoing support and technical assistance Project Staff will provide the consultant,
 - iii. the administrative expectations/processes for documenting activities and ensuring full communication among Project staff, consultant(s) and community-based stakeholders,
 - iv. the contract terms and conditions:
 - 1. provide meaningful remuneration for C/V/S involvement
 - 2. develop a written agreement letter, subcontract or stipend document depending upon the C/V/S consultant’s preferences;
 - 3. jointly devise guidelines for facilitation of pilot site meetings and relationship building activities, including ground rules, facilitation expectations, follow-up & mentoring support (where applicable) for C/V/S consultant(s)
 - 4. document suggested guidelines & ideas;
 - 5. distribute operating document to C/V/S & Project Staff
 - v. the minimum monthly face-to-face or telephone communication to ensure mutually beneficial performance and respect.
 - 1. *Lead Responsibility* ⇨ *Project Lead Agency, Disability Rights Wisconsin*
 - 2. *Start-End Date* ⇨ *09/08 – 11/08*
- 4. Facilitate opportunities to introduce C/V/S/ consultant(s) to community stakeholders, especially the domestic violence/sexual assault agency and primary disability-related agencies in the community:
 - a. Identify the strengths, needs & barriers expressed by C/V/S consultant(s) in initiating these initial meetings;
 - b. Facilitate an understanding among organizational stakeholders about the role and importance the C/V/S consultant plays in Project planning and activities;

- c. Clarify any communication issues among community stakeholders, Project staff and C/V/S consultant(s).
 1. *Lead Responsibility* ⇒ *Project Staff, especially Disability Rights Wisconsin as Project lead agency for contract/agreement development, and C/V/S consultant(s)*
 2. *Start-End Date* ⇒ *09/08 – 01/09*
5. As initiatives unfold, ensure meetings/activities are accessible to C/V/S in location, time of day, transportation, communication and materials
 1. *Lead Responsibility* ⇒ *Project staff, community-based organizations & activity stakeholders, C/V/S consultant(s)*
 2. *Start-End Date* ⇒ *09/08-09/09*
6. Adapt existing Project materials & Brown County resources (mostly DD⁶ focused) for cross disability applicability specific to pilot community (OVW-approved materials to be used by community stakeholders)
 1. *Lead Responsibility* ⇒ *Project staff in consultation with C/V/S consultant(s) and community stakeholders*
 2. *Start-End Date* ⇒ *09/08-02/09*
7. Conduct all training⁷ & educational activities in partnership with C/V/S
 1. *Lead Responsibility* ⇒ *Project staff in conjunction with C/V/S consultant(s) and disability and anti-violence related organizations*
 2. *Start-End Date* ⇒ *09/08-09/09*

Key Task B

Engage community stakeholders individually as organizations to *begin setting the foundation* for a collaborative effort.

Steps:

1. Schedule on-site assessment follow-up meeting/discussion with organizations on an individual basis that participated in the needs assessment for this Project;
 - a. discuss the Project's goals, status and implementation strategic plan ideas with each organization
 1. *Lead Responsibility* ⇒ *Project Staff*
 2. *Start-End Date* ⇒ *09/08 – 10/08*
2. Share the Project's needs assessment findings & invite dialogue among discussion participants about their thoughts, comments, ideas resulting from learning about the needs assessment findings;
 1. *Lead Responsibility* ⇒ *Project staff and participants from each organization that participated in the needs assessment*
 2. *Start-End Date* ⇒ *09/08 – 10/08*

⁶ DD = developmental disabilities

⁷ Consultation model of training involves working with people over time to be aware of how language used to describe someone affects the interactions you have with that person. This model does not focus on a "one-time" training, but relies on ongoing organized consultation which could include work on the development of values statements, facilitating discussions among staff regarding expanding their "comfort zone" when working with Deaf or people with disabilities.

3. Document the participants' feedback and any expressed action interest resulting from this initial discussion;
 - a. identify any specific action or ideas that participants express an interest in carrying out as soon as is practicable (positive way of building on a group's enthusiasm – this strategy helps keep momentum moving forward).
 1. *Lead Responsibility* ⇒ *Project Staff*
 2. *Start-End Date* ⇒ *09/08 – 10/08*
4. Identify local leaders and interested individuals from the organizations representing each discipline (disability, domestic violence, sexual assault) to gather specific ideas and recommendations for a collaborative efforts among individuals and groups to address violence against women with disabilities and Deaf women
 1. *Lead Responsibility* ⇒ *Project Staff and C/V/S consultant(s)*
 2. *Start-End Date* ⇒ *09/08 – 11/08*
5. Finalize a list of interested agencies, groups & individuals and develop a letter of invitation to convene a multi-disciplinary group discussion/effort; propose an initial group meeting date
 1. *Lead Responsibility* ⇒ *Project Staff and C/V/S consultant(s)*
 2. *Start-End Date* ⇒ *09/08 – 11/08*

Key Task C

Engage community stakeholders in a process that mirrors the multi-disciplinary effort developed in Brown County⁸

Steps:

1. Invite local leaders⁹ to come together to identify & focus on interest areas; this initial meeting commences an organizing process that involves 3 sequenced steps:
 - a. Initiate relationships among invitees via meetings:
 - i. introduce Project,
 - b. Educate each other about each other, issues & opportunities
 - i. ask invitees to introduce themselves and describe their agency/organization/affiliation and the services and/or support their organization provides in the community
 - ii. ask invitees to comment on a particular strength and gap they identified within their community that relates to violence against women with disabilities and Deaf women
 - iii. categorize the strengths and gaps initially identified by group participants
 - c. Activate to form ongoing group within community

⁸ Please see **Appendix A** for a detailed description of the Brown County multi-disciplinary team, including its formation, operation and definitions of "success."

⁹ Local leaders whose participation would impact change within organization and among systems will not be limited solely to administrative and managerial personnel, but also will include individuals who are known "change makers" within their organizations and among varied constituencies within communities. In other words, Executive Directors will be invited and play an enormously important role in decision-making within organizations; however, each organization has its own decision-making influences, and the invitees will reflect that individuality.

- i. encourage free thinking about potential systems change activities that the group could undertake to address a few of the identified strengths and gaps
 - ii. encourage a follow-up meeting (preferably several) to revisit the strengths and gaps, and begin the process of organizing a systems response to an identified strategy
- d. Clarify the Project's goals, provide an action-oriented framework for the group to select and begin working together on a systems-change related issue in the community
- e. Discuss and set parameters or guidelines to clarify how and in what capacity the Project staff and C/V/S consultant(s) will assist and support the group's identified effort.
 - 1. *Lead Responsibility* ⇒ *Project staff in partnership with identified local leaders/ stakeholders, C/V/S consultant(s)*
 - 2. *Start-End Date* ⇒ *01/09 – 03/09*
- 2. Convene regular meetings to develop and enhance relationships among stakeholders; values discussion about working with victims with disabilities & Deaf victims; identification of common issues; include discussion of disabilities as part of new employee orientation; facilitate discussion to explore possibilities for on-going, local collaboration through a focus on a specific "action/purpose"
 - 1. *Lead Responsibility* ⇒ *Project staff in partnership with identified local leaders/ stakeholders, C/V/S consultant(s)*
 - 2. *Start-End Date* ⇒ *03/09 – 09/09*
- 3. Conduct a strategic planning session with the community collaboration:
 - a. develop a strategic plan detailing how the community groups will commit to working together beyond the Project grant period
 - b. utilize Project staff and the C/V/S consultant(s) to facilitate this strategic planning process with the community stakeholders*05/09-09/09*
 - c. produce a written strategic plan for and with community to promote sustainable change.
 - 1. *Lead Responsibility* ⇒ *Project staff in partnership with identified local leaders/ stakeholders, C/V/S consultant(s)*
 - 2. *Start-End Date* ⇒ *07/09-09/09*

Key Task D

Engage Tribal stakeholders in dialogue to begin relationship building with the Bad River and Red Cliff Bands of Lake Superior Chippewa.

Steps:

- 1. Schedule on-site assessment follow-up meeting/discussion with tribal programs that participated in the needs assessment for this Project;
 - a. discuss the Project's goals, status and implementation strategic plan ideas with the tribal programs
 - 1. *Lead Responsibility* ⇒ *Project Staff*
 - 2. *Start-End Date* ⇒ *09/08 – 10/08*

2. Share the Project's needs assessment findings & invite dialogue among discussion participants about their thoughts, comments, ideas resulting from learning about the needs assessment findings;
 3. *Lead Responsibility* ⇒ *Project staff and participants from each organization that participated in the needs assessment*
 4. *Start-End Date* ⇒ *09/08 – 10/08*
3. Document the participants' feedback and any expressed action interest resulting from this initial discussion;
 - b. identify any specific action or ideas that participants express an interest in carrying out as soon as is practicable (positive way of building on a tribal program's enthusiasm – this strategy helps keep build trust and keep momentum moving forward).
 1. *Lead Responsibility* ⇒ *Project Staff*
 2. *Start-End Date* ⇒ *09/08 – 10/08*
1. Explore ideas and strategies that could result in the enhancement of relationships between tribal & non-tribal programs on- & off-reservation; focus on an action to initiate this relationship building
 1. *Lead Responsibility* ⇒ *C.J., WCADV & Project staff with Red Cliff and Bad River DV/SA programs*
 2. *Start-End Date* ⇒ *11/08-09/09*
2. Develop a practical resource guide of tribal and non-tribal services that includes meaningful contact information so that tribal program personnel and non-tribal programs have concrete and useful information to provide confident referrals to consumers/victims/survivors they are supporting.
 1. *Lead Responsibility* ⇒ *C.J., WCADV & Project staff with Red Cliff and Bad River DV/SA programs*
 2. *Start-End Date* ⇒ *06/09 – 09/09*

Outcomes to Foster Sustainability

- Out of the formal/informal organizational relationships will come:
 - evolving awareness within and among organizations;
 - discussions about values, philosophies, organizational landscape and system operations; and
 - the benefits and value of consumer/victim/survivor inclusion within and among service delivery organizations.
- Newly-formed group with a well-defined and feasible strategic plan that promotes a collaboration approach to addressing violence against people with disabilities and Deaf.

- The tribal/non-tribal resource guide is designed to provide the impetus for initiating and/or enhancing relationships between tribal and non-tribal organizations & resources. This outcome is designed to initiate relationship and trust building.
- Inclusion of consumers/victims/survivors with disabilities and Deaf.
- Positive impact on attitudes about people with disabilities and victims/survivors among members of collaborations and service systems.
- C/V/S perspectives become integrated into systems change work and individual organization service delivery (versus C/V/S perspectives considered as an after-thought or “add-on” to initiative efforts).
- Inclusion impacts perceived and experienced imbalance of power between those providing and those receiving services.
- C/V/S emphasis reinforces the focus of domestic violence, sexual assault and disability-related agencies on the individual seeking support.
- This initiative deliberately embarks on including C/V/S from the beginning to ensure the infrastructure exists within organizations and collaborations to value ongoing inclusion of C/V/S voices. This inclusion relies on structured and supported efforts that infuse C/V/S voices; thus transcending from mere involvement to becoming integral stakeholders.

Pilot Community A: Ashland/Bayfield Initiative 2

Initiative 2

Increase consumer/victim/survivor access to services and support that defines success through reframing services for and perspectives about people with disabilities & Deaf

Description

Meaningful access to service and support differs for each individual victim or survivor with disabilities or Deaf victim/survivor; accessibility, therefore, is never static. The intrinsic flexibility associated with meaningful access requires knowledge & commitment by agency directors, board members, staff and volunteers about what is required under the applicable laws, what constitutes good practice beyond mere compliance, and connections to support and technical assistance to implement ongoing change. Our Project's vision underscores the relevance of accessibility for each consumer/victim/survivor.

Operating Principles

- A. Consumer/victim/survivor inclusion from the beginning.
- B. An understanding of historical trauma in the context of Native American history and the importance of work to avoid colluding with that trauma.
- C. All key tasks involving education and training will be conducted in partnership with locally-based disability, domestic violence, Native American, and sexual assault organizations and individuals.
- D. Establishment of a culture of person-centered values and responses to people with disabilities and Deaf through demonstrated leadership commitment to achieve long-term, organizational and systems change.

Work Plan

Key Task A

Research and determine tribal application of ADA, 1973 Rehab. Act & state access laws generally, and specifically in the context of Wisconsin as a Public Law 280 state.

Steps:

1. Research legal information and document statutory access issues applicable to federally-recognized tribes within Wisconsin's P.L. 280 status
 1. *Lead Responsibility* ⇒ *Legal intern at DRW; Project Staff*
 2. *Start-End Date* ⇒ *09/08 – 11/08*

2. Develop a legal information background paper to explain the applicability of federal and state access laws to tribal domestic violence, sexual assault and disability related programs:
 - a. draft background paper
 - b. distribute draft to tribal programs and tribal contacts throughout the state for input, comment and review
 - c. modify the background paper to reflect requested modifications;
 - d. forward draft background paper to OVW for review and approval;
 - e. make final modifications as OVW requires;
 - f. distribute background paper to all tribal programs and tribal contacts, as well as non-tribal programs;
 - g. utilize background paper as a resource for Project activities with Tribes to build relationships among tribal and non-tribal programs within the Ashland/Bayfield area.
 1. *Lead Responsibility* ⇒ C.J., WCADV & Project staff with Red Cliff and Bad River DV/SA programs
 2. *Start-End Date* ⇒ 09/08 – 12/08
3. Review Project's existing access tools & on-site review process:
 - a. Modify process & tools to reflect tribal applicability as determined in Step 1;
 - b. Incorporate strategies for assessing cultural competency
 - c. Develop an understanding of historical trauma in the context of Native American history and consider ways in which this trauma affects trust and relationship building with tribes, tribal members and non-tribal contacts
 1. *Lead Responsibility* ⇒ Project staff and invited presenter on historical trauma
 2. *Start-End Date* ⇒ 09/08 – 12/08
4. Finalize the assessment process & tools tailored to the tribal programs
 1. *Lead Responsibility* ⇒ Project staff
 2. *Start-End Date* ⇒ 09/08 – 12/08

Key Task B

Conduct accessibility assessments of services/ organizations to ensure increased responsiveness to people with disabilities and Deaf

Steps:

1. Schedule on-site access assessment:
 - a. New Day Shelter – dual domestic violence and sexual assault program
 - b. Red Cliff Tribal Domestic Violence Program
 - c. Bad River Tribal Domestic Violence Program
 1. *Lead Responsibility* ⇒ Project Coordinator
 2. *Start-End Date* ⇒ 11/08 – 08/09
2. Pull together assessment Team
 1. *Lead Responsibility* ⇒ Project Coordinator
 2. *Start-End Date* ⇒ 12/08-09/09
3. Conduct the on-site assessment

1. *Lead Responsibility* ⇒ *Project Staff and full Assessment Team*
2. *Start-End Date* ⇒ *01/09-09/09*
4. Learn about areas for improvements & focus for enhancements
 1. *Lead Responsibility* ⇒ *Project Staff and full Assessment Team*
 2. *Start-End Date* ⇒ *01/09-09/09*
5. Facilitate development of plan for improvements; *Project staff in partnership with agency staff
 1. *Lead Responsibility* ⇒
 2. *Start-End Date* ⇒ *01/09-09/09*
6. Write plan of access improvements; integrate values into policies & practices through assessment process & improvement planning
 1. *Lead Responsibility* ⇒
 2. *Start-End Date* ⇒ *01/09-09/09*

Key Task C

Provide consultative training within assessed organizations.

Steps:

1. Provide training on prevalence & signs of abuse, & skill building on responding effectively to victims with disabilities & Deaf*Project staff, C/V/S & local agency staff (disability & SA/DV)*01/09-08-09*
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*
2. Highlight the substantive foundation from which direct service staff & leadership build to increase capacity to more effectively serve C/V/S
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*
3. Implement consultation model of training¹⁰ with:
 - a. Leadership
 - b. Direct services staff
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*
4. Document issues & anticipated longer-term changes resulting from consultative training
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*

¹⁰ Consultation model of training involves working with people over time to be aware of how language used to describe someone affects the interactions you have with that person. This model does not focus on a "one-time" training, but relies on initial education supplemented with ongoing organized consultation which could include work on the development of values statements, facilitating discussions among staff regarding expanding their "comfort zone" when working with Deaf or people with disabilities.

5. Initiate & foster intra-organizational discussion about attitudinal change through organizational culture shifts
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*
6. Facilitate the development of values statements & guiding principles to be incorporated into existing agency mission & policy documents
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-07/09*
7. Reframe perspectives to include information & education to build capacity for effective & responsive day-to-day support (internal organizational policy and/or procedural modifications)
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff and key organizational decision-makers (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*

Outcomes to Foster Sustainability

- Access assessments of New Day Domestic & Sexual Violence, Red Cliff Tribe Domestic Violence and Bad River Tribe Domestic Violence will identify and facilitate response to needed enhancements resulting in attitudinal, procedural, physical and systems change.
- Existing policies, procedures & practices will be reviewed and modified to guide each agency's future work from a person-centered, victim- and values-based perspective.
- Understanding and documentation of access related laws pertaining to federally recognized Native American tribes, especially in the context of Public Law 280 application.
- Awareness of the broad spectrum of accessibility and the importance of ongoing assessment and modification.

Pilot Community B: Brown County Initiative 1

Initiative 1

Facilitate expansion of the existing multi-disciplinary collaborative¹¹ in terms of ethnicity, race & disability; and, facilitate greater involvement of consumers/victims/survivors with disabilities and Deaf in all initiatives undertaken.¹²

Description

The existing Brown County multi-disciplinary team focusing on violence against people with disabilities and Deaf has been in operation as a viable and active collaborative since 2005. Its members and actions are primarily focused on violence and responses to people with intellectual disabilities. Members at this include no persons of color or organizations primarily serving individuals of color. Expansion of this Team to include a more culturally, ethnically and racially diverse and cross-disability representation and focus will impact more people with disabilities and Deaf.

The geographic location of the Oneida reservation indicates the need to facilitate tribal and Team relationships to promote the inclusion of tribal culture and issues within the existing Brown County collaborative. Also, we have learned and believe strongly that having consumers/victims/survivors “at the table” in meaningful involvement changes the dynamics of group interaction, conversation, understanding, and relationships in positive ways.

Operating Principles

- A. Consumer/victim/survivor inclusion from the beginning.
- B. An understanding of historical trauma in the context of Native American history and the importance of work to avoid colluding with that trauma.
- C. Sustainability of efforts within community and mindfulness of the economic context in which many individuals with disabilities in this community live their lives.
- D. Independent relationships/collaborations within community will be fostered so that the Project role is one of technical assistance.

¹¹ Since 2005, a multi-disciplinary group has operated in Brown County, Wisconsin to collaboratively address violence against people with disabilities and Deaf in that community. The Brown County Team is entitled “A Disability Abuse Prevention Team;” hereinafter, the Brown County Team.

¹² The details expressed in this initiative were influenced greatly by Laura Prescott’s *Consumer/Survivor/ Recovering Women: A Guide for Partnerships in Collaboration*, Policy Research Associates (2001).

- E. Inclusion of individuals with disabilities and Deaf directly into the planning and building of systems change efforts benefits both those receiving and those providing services.
- F. Acknowledgement that meaningful inclusion of consumers/victims/survivors in implementation involves relationships– not just representation (i.e., tokenism).
- G. Involvement of consumers/victims/survivors in key tasks undertaken in each pilot community.

Work Plan

Key Task A

Integrate at least one consumer/victim/survivor (C/V/S) consultant to serve as a bridge for relationship building within the pilot community and among the locally-based constituencies and the multi-disciplinary Team already in operation in Brown County.

Steps:

1. Contact consumer-run organizations & disability-related organizations for names of people who might develop and implement Project-related activities as consumer consultant(s):
 - a. Contact The Gathering Place, a mental health consumer organization and drop-in center
 - b. Contact the Peer Support Group operated through "A Disability Abuse Prevention team" of Brown County involving people with developmental disabilities
 - c. Contact Options for Independent Living, the pilot-based independent living center
 1. *Lead Responsibility* ⇒ *Project Staff*
 2. *Start-End Date* ⇒ *09/08 – 11/08*
2. Reinitiate contact with C/V/S who participated in the needs assessment activities and expressed an interest in working collaboratively within their community.
 - a. Develop a list of interested person(s) to have an initial face-to-face meeting with Project Staff; supplement this list with any names and interested persons identified in Step 1.
 - b. Convene an orientation meeting to initiate relationships among C/V/S and Project staff:
 - i. Review the assessment findings;
 - ii. Discuss project purpose, status & strategic plan;
 - iii. Conduct an "interest inventory" to ensure a mutually beneficial match between each C/V/S & an anticipated Project activity/issue;
 - iv. Document C/V/S feedback and action interest; possibly identify actions they might be interested to undertake on their own.
 1. *Lead Responsibility* ⇒ *Project Staff*
 2. *Start-End Date* ⇒ *09/08 – 12/08*

3. Select and contract with the C/V/S/ Consultant(s); contract will delineate specific activities and assistance between Project Staff, consultant and community in which the consultant is located:
 - a. Match C/V/S interests and preferences for participation to Project activities;
 - b. Jointly develop a detailed document between Project and C/V/S consultant(s) defining:
 - i. the specific roles and responsibilities of the consultant to serve as a bridge in the relationship building with and among community stakeholders,
 - ii. the Project staff's role in working with the C/V/S consultant(s), including the ongoing support and technical assistance Project Staff will provide the consultant,
 - iii. the administrative expectations/processes for documenting activities and ensuring full communication among Project staff, consultant(s) and community-based stakeholders,
 - iv. the contract terms and conditions:
 1. provide meaningful remuneration for C/V/S involvement
 2. develop a written agreement letter, subcontract or stipend document depending upon the C/V/S consultant's preferences;
 3. jointly devise guidelines for facilitation of pilot site meetings and relationship building activities, including ground rules, facilitation expectations, follow-up & mentoring support (where applicable) for C/V/S consultant(s)
 4. document suggested guidelines & ideas;
 5. distribute operating document to C/V/S & Project Staff
 - v. the minimum monthly face-to-face or telephone communication to ensure mutually beneficial performance and respect.
 1. *Lead Responsibility* ⇒ *Project Lead Agency, Disability Rights Wisconsin*
 2. *Start-End Date* ⇒ *09/08 – 11/08*
4. Facilitate opportunities to introduce C/V/S/ consultant(s) to community stakeholders, especially the domestic violence/sexual assault agency and primary disability-related agencies in the community:
 - a. Identify the strengths, needs & barriers expressed by C/V/S consultant(s) in initiating these initial meetings;
 - b. Facilitate an understanding among organizational stakeholders about the role and importance the C/V/S consultant plays in Project planning and activities;
 - c. Clarify any communication issues among community stakeholders, Project staff and C/V/S consultant(s).

1. *Lead Responsibility* ⇒ *Project Staff, especially Disability Rights Wisconsin as Project lead agency for contract/agreement development, and C/V/S consultant(s)*
 2. *Start-End Date* ⇒ *09/08 – 01/09*
5. As initiatives unfold, ensure meetings/activities are accessible to C/V/S in location, time of day, transportation, communication and materials
1. *Lead Responsibility* ⇒ *Project staff, community-based organizations & activity stakeholders, C/V/S consultant(s)*
 2. *Start-End Date* ⇒ *09/08-09/09*
6. Adapt existing Project materials & Brown County resources (mostly DD¹³ focused) for cross disability applicability specific to pilot community (OVW-approved materials to be used by community stakeholders)
1. *Lead Responsibility* ⇒ *Project staff in consultation with C/V/S consultant(s) and community stakeholders*
 2. *Start-End Date* ⇒ *09/08-02/09*
7. Conduct all training¹⁴ & educational activities in partnership with C/V/S
1. *Lead Responsibility* ⇒ *Project staff in conjunction with C/V/S consultant(s) and disability and anti-violence related organizations*
 2. *Start-End Date* ⇒ *09/08-09/09*

Key Task B

Engage community stakeholders individually as organizations *begin setting the foundation* for an expanded collaborative effort.

Steps:

1. Schedule on-site assessment follow-up meeting/discussion with organizations on an individual basis that participated in the needs assessment for this Project;
 - b. discuss the Project's goals, status and implementation strategic plan ideas with each organization
 1. *Lead Responsibility* ⇒ *Project Staff*
 2. *Start-End Date* ⇒ *09/08 – 10/08*
2. Share the Project's needs assessment findings & invite dialogue among discussion participants about their thoughts, comments, ideas resulting from learning about the needs assessment findings;
 1. *Lead Responsibility* ⇒ *Project staff and participants from each organization that participated in the needs assessment*
 2. *Start-End Date* ⇒ *09/08 – 10/08*
3. Document the participants' feedback and any expressed action interest resulting from this initial discussion;

¹³ DD = developmental disabilities

¹⁴ Consultation model of training involves working with people over time to be aware of how language used to describe someone affects the interactions you have with that person. This model does not focus on a "one-time" training, but relies on initial education supplemented with ongoing organized consultation which could include work on the development of values statements, facilitating discussions among staff regarding expanding their "comfort zone" when working with Deaf or people with disabilities.

- c. identify any specific action or ideas that participants express an interest in carrying out as soon as is practicable (positive way of building on a group's enthusiasm – this strategy helps keep momentum moving forward).
 - 1. *Lead Responsibility* ⇒ *Project Staff*
 - 2. *Start-End Date* ⇒ *09/08 – 10/08*
- 4. Identify local leaders and interested individuals from the organizations representing each discipline (disability, domestic violence, sexual assault) to gather specific ideas and recommendations for a collaborative efforts among individuals and groups to address violence against women with disabilities and Deaf women
 - 1. *Lead Responsibility* ⇒ *Project Staff and C/V/S consultant(s)*
 - 2. *Start-End Date* ⇒ *09/08 – 11/08*
- 5. Finalize a list of interested agencies, groups & individuals and develop a letter of invitation to convene a multi-disciplinary group discussion/effort; propose an initial group meeting date
 - 1. *Lead Responsibility* ⇒ *Project Staff and C/V/S consultant(s)*
 - 2. *Start-End Date* ⇒ *09/08 – 11/08*

Key Task C

Engage Brown County's multi-disciplinary Team in a discussion to expand its focus and membership to be inclusive of a more racially, ethnically and disability-specific diverse constituency.

Steps:

1. Invite local leaders¹⁵ from organizations not currently involved in Brown County's collaborative to come together to identify & focus on interest areas;
 - a. Initiate relationships among invitees via meetings:
 - ii. introduce Project,
 - b. Educate each other about each other, issues & opportunities
 - iii. ask invitees to introduce themselves and describe their agency/organization/affiliation and the services and/or support their organization provides in the community
 - iv. ask invitees to comment on a particular strength and gap they identified within their community that relates to violence against women with disabilities and Deaf women
 - v. categorize the strengths and gaps initially identified by group participants
 - c. Activate to learn about their interest in participating with the Brown County Team;

¹⁵ Local leaders whose participation would impact change within organization and among systems will not be limited solely to administrative and managerial personnel, but also will include individuals who are known "change makers" within their organizations and among varied constituencies within communities. In other words, Executive Directors will be invited and play an enormously important role in decision-making within organizations; however, each organization has its own decision-making influences, and the invitees will reflect that individuality.

- d. Invite key representatives from the Brown County Team to attend this meeting and share information about the history of the group, its focus, and its desire to expand its membership and focus to be more inclusive
 - vi. encourage free thinking about potential systems change activities that an expanded group could undertake to address a few of the identified strengths and gaps
 - vii. encourage a follow-up meeting (preferably several) to revisit the strengths and gaps, and begin the process of organizing a systems response to an identified strategy that is inclusive of the current Brown County Team and these additional representatives
- e. Clarify the Project's goals, provide an action-oriented framework for the group to select and begin working together on a systems-change related issue in the community
- f. Discuss and set parameters or guidelines to clarify how and in what capacity the Project staff and C/V/S consultant(s) will assist and support the group's identified effort.
 - 1. *Lead Responsibility* ⇒ *Project staff in partnership with identified local leaders/ stakeholders, C/V/S consultant(s)*
 - 2. *Start-End Date* ⇒ *01/09 – 03/09*
- 2. Convene regular meetings to develop and enhance relationships among stakeholders; values discussion about working with victims with disabilities & Deaf victims; identification of common issues; include discussion of disabilities as part of new employee orientation; facilitate discussion to explore possibilities for on-going, local collaboration through a focus on a specific "action/purpose"
 - 1. *Lead Responsibility* ⇒ *Project staff in partnership with identified local leaders/ stakeholders, C/V/S consultant(s)*
 - 2. *Start-End Date* ⇒ *03/09 – 09/09*
- 3. Conduct a strategic planning session with this expanded community collaboration:
 - a. develop a strategic plan detailing how the community groups will commit to working together beyond the Project grant period
 - b. utilize Project staff and the C/V/S consultant(s) to facilitate this strategic planning process with the community stakeholders
 - c. produce a written strategic plan for and with the community to promote sustainable change.
 - 1. *Lead Responsibility* ⇒ *Project staff in partnership with identified local leaders/ stakeholders, C/V/S consultant(s)*
 - 2. *Start-End Date* ⇒ *07/09-09/09*

Key Task D

Explore strategies to enhance relationships between Oneida Tribal DV program & non-tribal programs on- & off-reservation; focus on action to initiate relationship building

Steps:

1. Schedule on-site assessment follow-up meeting/discussion with tribal programs that participated in the needs assessment for this Project;
 - a. discuss the Project's goals, status and implementation strategic plan ideas with the tribal programs
 1. *Lead Responsibility* ⇨ *Project Staff*
 2. *Start-End Date* ⇨ *09/08 – 10/08*
2. Share the Project's needs assessment findings & invite dialogue among discussion participants about their thoughts, comments, ideas resulting from learning about the needs assessment findings;
 1. *Lead Responsibility* ⇨ *Project staff and participants from the Oneida Tribe that participated in the needs assessment*
 2. *Start-End Date* ⇨ *09/08 – 10/08*
3. Document the participants' feedback and any expressed action interest resulting from this initial discussion;
 - b. identify any specific action or ideas that participants express an interest in carrying out as soon as is practicable (positive way of building on a tribal program's enthusiasm – this strategy helps keep build trust and keep momentum moving forward).
 1. *Lead Responsibility* ⇨ *Project Staff*
 2. *Start-End Date* ⇨ *09/08 – 10/08*
3. Explore ideas and strategies that could result in the enhancement of relationships between tribal & non-tribal programs on- & off-reservation; focus on an action to initiate this relationship building; consider whether Oneida tribal program staff feel that participation with the Brown County Team would be useful and desirable for support to tribal members with disabilities
 1. *Lead Responsibility* ⇨ *C.J., WCADV & Project staff with Oneida tribal elderly and DV/SA programs*
 2. *Start-End Date* ⇨ *11/08-09/09*
4. Develop a practical resource guide of tribal and non-tribal services that includes meaningful contact information so that tribal program personnel and non-tribal programs have concrete and useful information to provide confident referrals to consumers/victims/survivors they are supporting.
 1. *Lead Responsibility* ⇨ *C.J., WCADV & Project staff with Oneida programs*
 2. *Start-End Date* ⇨ *06/09 – 09/09*

Key Task E

Facilitate a strategic planning process with the expanded Brown County Team that encompasses a cultural & cross-disability perspective

Steps:

1. Develop a strategic plan detailing how the community groups will commit to working together beyond the Project grant period

2. Utilize Project staff and the C/V/S consultant(s) to facilitate this strategic planning process with the community stakeholders*05/09-09/09*
3. Produce a written strategic plan for and with the Team to promote sustainable change.
 1. *Lead Responsibility* ⇒ *Project staff in partnership with identified local leaders/ stakeholders, C/V/S consultant(s)*
 2. *Start-End Date* ⇒ *07/09-09/09*

Outcomes to Foster Sustainability

- Out of the expanded collaborative Team and the formal/informal organizational relationships will come:
 - evolving awareness within and among organizations;
 - discussions about values, philosophies, organizational landscape and system operations;
 - the benefits and value of consumer/victim/survivor inclusion within and among service delivery organizations; and
 - the benefits and values of a more cross disability and culturally inclusive multi-disciplinary Team.
- Expanded and more diverse Brown County Team with a well-defined and feasible strategic plan that promotes a collaboration approach to addressing violence against people with disabilities and Deaf.
- The tribal/non-tribal resource guide is designed to provide the impetus for initiating and/or enhancing relationships between Oneida tribal and non-tribal organizations & resources. This outcome is designed to initiate relationship and trust building.
- Inclusion of consumers/victims/survivors with disabilities and Deaf.
- Positive impact on attitudes about people with disabilities and victims/survivors among members of collaborations and service systems.
- C/V/S perspectives become integrated into systems change work and individual organization service delivery (versus C/V/S perspectives considered as an after-thought or “add-on” to initiative efforts).
- Inclusion impacts perceived and experienced imbalance of power between those providing and those receiving services.

- C/V/S emphasis reinforces the focus of domestic violence, sexual assault and disability-related agencies on the individual seeking support.
- This initiative deliberately includes C/V/S from the beginning to ensure the infrastructure exists within organizations and collaborations to value ongoing inclusion of C/V/S voices. This inclusion relies on structured and supported efforts that infuse C/V/S voices; thus transcending from mere involvement to becoming integral stakeholders.

Pilot Community B: Brown County Initiative 2

Initiative 2

Increase accessibility among domestic violence, sexual assault and disability-related organizations involved in the multi-disciplinary collaborative

Description

Meaningful access to service and support differs for each individual victim or survivor with disabilities or Deaf victim/survivor; accessibility, therefore, is never static. The intrinsic flexibility associated with meaningful access requires knowledge & commitment by agency directors, board members, staff and volunteers about what is required under the applicable laws, what constitutes good practice beyond mere compliance, and connections to support and technical assistance to implement ongoing change. Our Project's vision underscores the relevance of accessibility for each consumer/victim/survivor.

Operating Principles

- A. All key tasks involving education and training will be conducted in partnership with locally-based disability, domestic violence, Native American, and sexual assault organizations and individuals.
- B. Embracing diverse person-centered values and responses to people with disabilities and Deaf through demonstrated leadership commitment to achieve long-term, organizational and systems change.

Work Plan

Key Task A

Research and determine tribal application of ADA, 1973 Rehab. Act & state access laws generally, and specifically in the context of Wisconsin as a Public Law 280 state.

Steps:

1. Research legal information and document statutory access issues applicable to federally-recognized tribes within Wisconsin's P.L. 280 status
 1. *Lead Responsibility* ⇒ *Legal intern at DRW; Project Staff*
 2. *Start-End Date* ⇒ *09/08 – 11/08*
2. Develop a legal information background paper to explain the applicability of federal and state access laws to tribal domestic violence, sexual assault and disability related programs:
 - a. draft background paper

- b. distribute draft to tribal programs and tribal contacts throughout the state for input, comment and review
 - c. modify the background paper to reflect requested modifications;
 - d. forward draft background paper to OVW for review and approval;
 - e. make final modifications as OVW requires;
 - f. distribute background paper to all tribal programs and tribal contacts, as well as non-tribal programs;
 - g. utilize background paper as a resource for Project activities with Tribes to build relationships among tribal and non-tribal programs within the Ashland/Bayfield area.
 - 1. *Lead Responsibility* ⇒ C.J., WCADV & Project staff with Oneida tribal programs
 - 2. *Start-End Date* ⇒ 09/08 – 12/08
3. Review Project's existing access tools & on-site review process:
- a. Modify process & tools to reflect tribal applicability as determined in Step 1;
 - b. Incorporate strategies for assessing cultural competency
 - c. Develop an understanding of historical trauma in the context of Native American history and consider ways in which this trauma affects trust and relationship building with tribes, tribal members and non-tribal contacts
 - 1. *Lead Responsibility* ⇒ Project staff and invited presenter on historical trauma
 - 2. *Start-End Date* ⇒ 09/08 – 12/08
4. Finalize the assessment process & tools tailored to the tribal programs
- 1. *Lead Responsibility* ⇒ Project staff
 - 2. *Start-End Date* ⇒ 09/08 – 12/08

Key Task B

Conduct accessibility assessments of services/ organizations to ensure increased responsiveness to people with disabilities and Deaf

Steps:

- 1. Schedule on-site access assessment:
 - a. Sexual Assault Center – sexual assault program (Note: the domestic violence program in Green Bay already received a comprehensive access assessment in 2004, but follow-up discussions with the program will be scheduled);
 - b. Oneida Tribal Domestic Violence Program
 - c. Oneida Senior Program (also provides services to tribal members with disabilities)
 - 1. *Lead Responsibility* ⇒ Project Coordinator
 - 2. *Start-End Date* ⇒ 11/08-09/09
- 2. Pull together assessment Team that includes the Project staff, and a representative from the independent living center (ILC) to initiate a direct bridge between the assessed program and the ILC
 - 1. *Lead Responsibility* ⇒ Project Coordinator
 - 2. *Start-End Date* ⇒ 12/08-09/09

3. Conduct the on-site assessment:
 1. *Lead Responsibility* ⇒ *Project staff and ILC consultant*
 2. *Start-End Date* ⇒ *01/09-09/09*
4. Learn about areas for improvements & focus for enhancements
 1. *Lead Responsibility* ⇒ *Project Staff and ILC Consultant*
 2. *Start-End Date* ⇒ *01/09-09/09*
5. Facilitate development of plan for improvements
 1. *Lead Responsibility* ⇒ *Project Staff and ILC Consultant*
 2. *Start-End Date* ⇒ *01/09-09/09*
6. Write plan of access improvements; integrate values into policies & practices through assessment process & improvement planning
 1. *Lead Responsibility* ⇒ *Project Staff*
 2. *Start-End Date* ⇒ *01/09-09/09*

Key Task C

Provide consultative training within assessed organizations.

Steps:

1. Provide training on prevalence & signs of abuse, & skill building on responding effectively to victims with disabilities & Deaf
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*
2. Highlight the substantive foundation from which direct service staff & leadership build to increase capacity to more effectively serve C/V/S
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*
3. Implement consultation model of training¹⁶:
 - a. Leadership
 - b. Direct services staff
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*
4. Document issues & anticipated longer-term changes resulting from consultative training
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*

¹⁶ Consultation model of training involves working with people over time to be aware of how language used to describe someone affects the interactions you have with that person. This model does not focus on a “one-time” training, but relies on initial education supplemented with ongoing organized consultation which could include work on the development of values statements, facilitating discussions among staff regarding expanding their “comfort zone” when working with Deaf or people with disabilities.

5. Initiate & foster intra-organizational discussion about attitudinal change through organizational culture shifts
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*
6. Facilitate the development of values statements & guiding principles to be incorporated into existing agency mission & policy documents
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-07/09*
7. Reframe perspectives to include information & education to build capacity for effective & responsive day-to-day support (internal organizational policy and/or procedural modifications)
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff and key organizational decision-makers (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*

Outcomes to Foster Sustainability

- Access assessments of Sexual Assault Center and Oneida Tribal Domestic Violence will identify and facilitate responses to needed enhancements resulting in attitudinal, procedural, physical and systems change.¹⁷
- Existing policies, procedures & practices will be reviewed and modified to guide each agency's future work from a person-centered, victim- and values-based perspective.
- Understanding and documentation of access related laws pertaining to federally recognized Native American tribes, especially in the context of Public Law 280 application.
- Awareness of the broad spectrum of accessibility and the importance of ongoing assessment and modification.

¹⁷ Goldenhouse, Brown County's domestic violence program, received a comprehensive, on-site access assessment in 2004.

Pilot Community C: Deaf Unity Initiative 1

Initiative

Explore and undertake mutually beneficial steps to become a meaningful ally to Deaf Unity

Description

The intensity of Project collaboration activities for Deaf Unity¹⁸ will be less than the efforts detailed in the first two geographic pilot communities due to our objective of alliance building with Deaf Unity. Deaf Unity is an emerging organization that seeks to provide Deaf-run services to Deaf victims/survivors. Its volunteer advocates work directly with Deaf victims/survivors and hope to team up with hearing community-based DV/SA programs to provide co-advocacy. Our collaborative is interested in and committed to supporting Deaf Unity through fostering an alliance between our collaborative Project and Deaf Unity, and emphasizing technical assistance to enhance their administrative capacity.

Operating Principles

- A. Deaf Unity and Deaf advocates drive the alliance.
- B. Project has a responsibility in building and maintaining this alliance to clearly articulate the parameters of the grant Project and what the Project may offer.
- C. Effective communication between hearing and Deaf allies requires constant vigilance to prevent miscommunication and misunderstanding within the alliance.
- D. Open and ongoing relationships based on mutual respect and trust (understood as, “in it for the long-haul”).
- E. Because Deaf Unity is a newly formed organization, our Project seeks to work with them to build their capacity and sustain it for Deaf victims/survivors.

Work Plan

Key Task A

Engage Deaf Unity to *begin setting the foundation* for building a stronger alliance among Project staff and organizations and Deaf Unity.

¹⁸ A newly created network of Deaf and hearing allies, grassroots and professionals alike, who work to address the issues of domestic violence and sexual assault in the Wisconsin Deaf community.

Steps:

1. Schedule a meeting with Deaf Unity's Advisory Committee and volunteer Deaf advocates to share the Project's needs assessment findings & invite dialogue among participants about their thoughts, comments, and ideas resulting after learning about the needs assessment findings;
 1. *Lead Responsibility* ⇒ *Project staff and Deaf Unity participants*
 2. *Start-End Date* ⇒ *09/08 – 12/08*
2. Document their feedback and any expressed action interests resulting from this initial discussion;
 - a. identify any specific action or ideas that participants express an interest in carrying out as soon as is practicable (positive way of building on a group's enthusiasm – this strategy helps keep momentum moving forward).
 - b. identify desired technical assistance support
 1. *Lead Responsibility* ⇒ *Project staff & Deaf Unity project coordinator & services coordinator*
 2. *Start-End Date* ⇒ *09/08 – 12/08*

Key Task B

Determine viability of co-advocacy strategies of Deaf volunteer & existing hearing program advocates, since Deaf Unity's current capacity relies on coordinating with the services and support made available through the non-hearing domestic violence and sexual assault programs.

Steps:

1. Host a summit comprised of Deaf Unity staff and volunteer advocates along with the respective DV/SA hearing program staff from the geographical areas served by the Deaf advocates;
 1. *Lead Responsibility* ⇒ *Project staff & Deaf Unity project coordinator & services coordinator*
 2. *Start-End Date* ⇒ *02/09-08/09*
2. Facilitate a process whereby hearing and Deaf summit participants identify and document strengths, barriers & considerations of implementing co-advocacy strategies for serving Deaf victims:
 - a. submit a list of the strengths, barriers and considerations identified from earlier summits to be updated
 - b. develop a list of concrete strategies to implement a viable co-advocacy model
 - c. facilitate the creation of an action plan to guide advocacy coordination among Deaf Unity advocates and hearing program advocates
 1. *Lead Responsibility* ⇒ *Project staff & Deaf Unity project coordinator & services coordinator*
 2. *Start-End Date* ⇒ *02/09-08/09*

3. Provide direct consultation related to building Deaf Unity administrative capacity
 - a. Schedule meetings with Wisconsin's Department of Justice Office of Crime Victim Services and Department of Human Services;
 - b. Highlight funding opportunities that promote building Deaf Unity's administrative capacity to serve Deaf victims effectively and over the long-term
 - c. Provide technical assistance support for funding opportunities, non-profit operations and policy development, and other administrative laws, policies and regulations that affect the sustainability and viability of Deaf Unity.
 1. *Lead Responsibility* ⇒ *Project staff & Deaf Unity project coordinator & services coordinator*
 2. *Start-End Date* ⇒ *11/08-09/09*
4. Assist Deaf Unity to build and/or enhance their alliance with existing hearing DV/SA programs and state level programs that fund domestic violence, sexual assault and stalking initiatives
 - a. Facilitate opportunities to strengthen relationships among the community-based programs and Deaf advocates servicing the same geographical areas (e.g., meetings, regular communication, regional meetings, etc.)
 1. *Lead Responsibility* ⇒ *Project staff, especially WCADV and WCASA, & Deaf Unity project coordinator & services coordinator*
 2. *Start-End Date* ⇒ *11/08-09/09*

Outcomes to Foster Sustainability

- Solidifying a meaningful alliance with Deaf Unity will achieve several sustainable outcomes:
 - evolving awareness of Deaf within and among hearing organizations;
 - discussions about access barriers, values, philosophies, organizational landscape and system operations;
 - benefits and value of Deaf victim/survivor involvement within and among service delivery organizations; and
 - meaningful dialogue and action to continue to address the barriers to access experienced by Deaf/deaf victims/survivors, and Deaf Unity's substantive and administrative capacity to address these barriers.
- Relationships between existing hearing DV/SA agencies and Deaf Unity will further impact hearing programs and Deaf Unity's capacity to effectively serve victims/survivors.

Pilot Community D: UNIDOS Against Domestic Violence Initiative 1

Initiative

Explore and undertake mutually beneficial steps to become a meaningful ally to UNIDOS Against Domestic Violence

Description

The intensity of Project collaboration activities for UNIDOS Against Domestic Violence¹⁹ will be less than the efforts detailed in the first two geographic pilot communities due to our objective of alliance building with UNIDOS. UNIDOS is run by and serves Latina victim/survivors of domestic violence, sexual assault and stalking. Its seven advocates work directly with Latina victims/survivors and often team up with community-based DV/SA programs to provide co-advocacy. Our mutual interest in and commitment to addressing the issues specific to victims/survivors with disabilities and Deaf in the Latina community have fostered our desire to explore an alliance between our collaborative Project and UNIDOS.

Operating Principles

- A. UNIDOS advocates drive the alliance.
- B. Project has a responsibility in building and maintaining this alliance to clearly articulate the parameters of the grant Project and what the Project may offer.
- C. Open and ongoing relationships based on mutual respect and trust (in it for the long-haul).

Work Plan

Key Task A

Research and determine application of disability related services and benefits to UNIDOS clients whose immigration status might be at issue.

Steps:

1. Research legal information and document statutory issues applicable to federally-controlled services and benefits
 1. *Lead Responsibility* ⇒ *Legal intern at DRW; Project Staff*
 2. *Start-End Date* ⇒ *09/08 – 12/08*
2. Develop a legal information background paper to explain the applicability of federal and state access issues, barriers and benefits that might affect victims/survivors with disabilities whose immigration status is at issue

¹⁹ UNIDOS Against Domestic Violence is a statewide membership organization whose mission is to end family violence in the Latino/migrant communities in Wisconsin.

- b. draft background paper
- c. distribute draft to UNIDOS and immigration law contacts throughout the state for input, comment and review
- d. modify the background paper to reflect requested modifications;
- e. forward draft background paper to OVW for review and approval;
- f. make final modifications as OVW requires;
- g. distribute background paper to all DV/SA and disability-related programs;
- h. utilize background paper as a resource for Project activities with UNIDOS and for enhancing their work with individuals with disabilities and Deaf throughout their service area.

- 1. *Lead Responsibility* ⇒ *Project Staff and UNIDOS leadership*
- 2. *Start-End Date* ⇒ *01/09-09/09*

Key Task B

Engage UNIDOS to *begin setting the foundation* for building a stronger alliance among Project staff and disability-related organizations and resources.

Steps:

1. Schedule a meeting with UNIDOS leadership and Latina advocates to share the Project's needs assessment findings & invite dialogue among participants about their thoughts, comments, ideas resulting from learning about the needs assessment findings;
 - 1. *Lead Responsibility* ⇒ *Project staff and UNIDOS participants*
 - 2. *Start-End Date* ⇒ *09/08 – 12/08*
2. Document their feedback and any expressed action interest resulting from this initial discussion;
 - a. identify any specific action or ideas that participants express an interest in carrying out as soon as is practicable (positive way of building on a group's enthusiasm – this strategy helps keep momentum moving forward).
 - b. identify desired technical assistance support
 - 1. *Lead Responsibility* ⇒ *Project staff & UNIDOS leadership*
 - 2. *Start-End Date* ⇒ *09/08 – 12/08*

Key Task C

Conduct accessibility assessments of UNIDOS to ensure increased responsiveness to people with disabilities and Deaf

Steps:

1. Schedule on-site access assessment:
 - 1. *Lead Responsibility* ⇒ *Project Coordinator*
 - 2. *Start-End Date* ⇒ *11/08-09/09*

2. Pull together assessment Team that includes the Project staff, and a representative from the independent living center (ILC) to initiate a direct bridge between the assessed program and the ILC
 1. *Lead Responsibility* ⇒ *Project Staff*
 2. *Start-End Date* ⇒ *12/08-09/09*
3. Conduct the on-site assessment:
 1. *Lead Responsibility* ⇒ *Project staff and ILC consultant*
 2. *Start-End Date* ⇒ *01/09-09/09*
4. Learn about areas for improvements & focus for enhancements
 1. *Lead Responsibility* ⇒ *Project Staff and ILC Consultant*
 2. *Start-End Date* ⇒ *01/09-09/09*
5. Facilitate development of plan for improvements
 1. *Lead Responsibility* ⇒ *Project Staff and ILC Consultant*
 2. *Start-End Date* ⇒ *01/09-09/09*
6. Write plan of access improvements; integrate values into policies & practices through assessment process & improvement planning
 1. *Lead Responsibility* ⇒ *Project Staff*
 2. *Start-End Date* ⇒ *01/09-09/09*

Key Task D

Provide consultative training within UNIDOS.

Steps:

1. Provide training on prevalence & signs of abuse, & skill building on responding effectively to victims with disabilities & Deaf
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*
2. Highlight the substantive foundation from which direct service staff & leadership build to increase capacity to more effectively serve C/V/S
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*
3. Implement consultation model of training²⁰:
 - c. Leadership
 - d. Direct services staff
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*

²⁰ Consultation model of training involves working with people over time to be aware of how language used to describe someone affects the interactions you have with that person. This model does not focus on a "one-time" training, but relies on initial education supplemented with ongoing organized consultation which could include work on the development of values statements, facilitating discussions among staff regarding expanding their "comfort zone" when working with Deaf or people with disabilities.

4. Document issues & anticipated longer-term changes resulting from consultative training
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*
5. Initiate & foster intra-organizational discussion about attitudinal change through organizational culture shifts
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*
6. Facilitate the development of values statements & guiding principles to be incorporated into existing agency mission & policy documents
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-07/09*
7. Reframe perspectives to include information & education to build capacity for effective & responsive day-to-day support (internal organizational policy and/or procedural modifications)
 1. *Lead Responsibility* ⇒ *Project staff, C/V/S & local agency staff and key organizational decision-makers (disability & SA/DV)*
 2. *Start-End Date* ⇒ *01/09-09/09*

Outcomes to Foster Sustainability

- Solidifying a meaningful alliance with UNIDOS will achieve several outcomes:
 - evolving awareness of diverse Latina community within and among organizations;
 - discussions about access barriers, values, philosophies, organizational landscape and system operations;
 - benefits and value of Latina consumer/victim/survivor inclusion within and among service delivery organizations; and
 - meaningful dialogue and action to continue to address the barriers to access experienced by Latina victims/survivors with disabilities.
- Relationships between Project organizations and broader disability network will further impact disability organization's and UNIDOS' capacity to effectively serve Latina victims/survivors with disabilities.

Wisconsin Project Collaborative Initiatives throughout Grant Period

Initiative

To provide substantive, administrative and procedural technical assistance that promotes and sustains meaningful systems change to pilot sites for the benefit of victims/survivors with disabilities and Deaf victims/survivors.

Description

The technical assistance provided by the Wisconsin Collaborative will familiarize the community-based and organizational stakeholders with the parameters of the grant requirements, review and discuss the results from the Needs Assessment, assist consumers/victims/survivors to establish integral roles and responsibilities within building systems change relationships and provide guidance in selecting the specific activities and processes each organization and collaboration will undertake. Technical assistance to the four pilot sites will continue throughout the remaining grant period.

Operating Principles

- A. Consumers/survivors should drive our efforts.
- B. Initiatives should be doable.
- C. Changes that we foster must be sustainable and steps toward sustainability will be developed.
- D. Initiatives will meet the needs of service providers, allowing them to provide safe, accessible, and responsive services to their client base.
- E. Initiatives will address mental health issues that have been raised in the needs assessment, but not to the exclusion of other issues.
- F. Initiatives will ensure that the Red Cliff and Bad River Tribal communities in Ashland/Bayfield will drive these efforts.
- G. Initiatives will deliberately engage communities of color from the beginning.
- H. Initiatives will deliberately engage Deaf from the beginning in Brown County.
- I. Initiatives must account for state-level changes to disability service delivery.

- J. Initiatives will foster changes at individual, organizational, and systems levels, thereby impacting the larger community.
- K. There will be a variety of initiatives, balancing change at various levels.

Work Plan

Key Task A

Promote and implement a *facilitate-to-action* initiative for systems change work in all pilot communities.

Steps:

Each step outlined throughout this document's pilot-by-pilot work plans reflects a deliberate approach and commitment to working with stakeholders on a practical level to forge relationships, build capacity over time and engender systemic change within individual organizations and among systems. It is this form of change that is meaningful and sustainable.

Key Task B

Evaluate how Project Collaborative (DRW, WCADV & WCASA) will enhance its relationship with Deaf Unity and UNIDOS

Steps:

1. Schedule a meeting of the collaborative to specifically address this task
2. Facilitate an opportunity to free think strategies of how best to build a more meaningful alliance with Deaf Unity and UNIDOS
3. Prioritize strategies and develop an action plan that will be followed throughout the grant period when opportunities arise that involve these two organizations
4. Share the Collaborative's ideas with the leadership of Deaf Unity and UNIDOS on an ongoing basis (quarterly informal discussions) to identify where & how a stronger alliance can be forged.
 1. *Lead Responsibility* ⇒ All members of the Collaborative and key organizational decision-makers within Deaf Unity and UNIDOS
 2. *Start-End Date* ⇒ 01/09-09/09

Outcomes to Foster Sustainability

Both Key Task A and B reflect the *facilitate-to-action* strategy, which is based on core principles of community organizing and the roles and responsibilities organizers hold in fostering systems change efforts. These roles and responsibilities define the Collaborative's technical assistance approach and delivery throughout this implementation phase. Our strategy is designed to affect sustainable outcomes:

- to challenge individuals and organizations to reconsider and then act on behalf of their common interests;
- to enhance existing and develop new relationships among individuals and organizations from a variety of perspectives;
- to accomplish these changes, we will create opportunities for people:
 - to deliberate with one another about their beliefs and practices regarding violence against women with disabilities and Deaf women;
 - to reinterpret these beliefs and practices in ways that open up new possibilities for collaboration and concerted action;
 - to develop strategies and tactics that make creative use of the resources and opportunities that their beliefs and practices allow;
 - to concentrate on concrete activities that contain specific goals and deadlines; and,
 - to build community ownership of these issues by developing leadership through enhancing the skills, values and commitments of those individuals and organizations involved, both individually and systemically.²¹

²¹ *Community Organizers: Who Are They?* [The Community Organizing Toolbox](http://www.nfg.org/cotb/12organizers.htm), Neighborhood Funders Group (<http://www.nfg.org/cotb/12organizers.htm>).

Overview of Longer-Term Plans for the Wisconsin Collaborative

Besides sustainability efforts described for the Project pilot sites, our collaborative has identified three initiatives it agrees to undertake from October 1, 2009 – September 2012. Our intent with these strategies is to promote longer term impact that maintains the collaborative infrastructure developed throughout the last six years that promotes and supports a collaborative technical assistance response to disability, Deaf, domestic violence and sexual assault agencies.

In addition to the infrastructure maintenance, we also plan to address more systematically the need for more trauma-informed services, a key area of interest that surfaced from the needs assessment but was not feasible for the Project to undertake during the remainder of the grant period. The three longer-term initiatives are summarized below.

Initiative 1:

Individually as organizations and collaboratively continue to assess and implement modifications needed to ensure access within our own organizations and the community-based agencies we assist. Accessibility continues to encompass a broad spectrum: attitudes, policies, procedures & practices; physical accessibility; and effective communication.

- Prior to the end of the grant period, each organization will review the accessibility improvement plan developed in 2006.
- Prior to the end of the grant period, each organization will identify specific strategies to implement their continued focus on access among the community-based organizations we assist.
- Each organization continues to uphold practices to ensure accessible meetings, conferences, trainings and other events.

Initiative 2:

Individually as organizations and collaboratively learn about and promote systems of support and service that are based on a trauma-informed model²²:

²² According to the National Center for Trauma-Informed Care, "Trauma-informed programs and services represent the "new generation" of transformed mental health and allied human services organizations and programs who serve people with histories of violence and trauma...and trauma-informed organizations, programs, and services are based on an understanding of the vulnerabilities or triggers of trauma survivors that traditional service delivery approaches

- Review existing trauma-informed assessments used throughout the country by service agencies experienced with trauma-informed services.
- Modify trauma-informed assessments accordingly for applicability to Wisconsin disability, domestic violence and sexual assault service systems.
- Participate actively in the newly-formed Trauma Informed Care Work Group, sponsored by the Wisconsin Department of Health Services' Bureau of Prevention, Treatment & Recovery.

Looking to the Future

Through deliberate efforts to forge relationships and collaborations in our pilot communities, DV/SA and disability organizations and systems will grasp the impact of disability organizations having greater knowledge of and access to DV/SA services for clients while DV/SA programs having an understanding of the disability resources available within their communities. These relationships also are devised for disability, domestic violence, sexual assault and Deaf organizations to understand their obligations to ensure, include and create service systems and environments accessible to and effective for victims with disabilities and Deaf victims. This collaborative impact is designed to be felt most importantly by the victims/survivors themselves who receive meaningful support and enhanced safety that is relevant to their life experiences and circumstances. As our vision states:

Women with disabilities and deaf/Deaf women who experience sexual assault and/or domestic violence will be supported by people who have actively prepared for access and who think about the meaning of respect one woman at a time.

may exacerbate, so that these services and programs can be more supportive and avoid re-traumatization." *National Center for Trauma-Informed Care*, Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services (<http://mentalhealth.samhsa.gov/nctic/>).

Appendix A: A Disability Abuse Prevention Team of Brown County

Brief History:

For nearly four years, a multi-disciplinary community group has operated in Brown County, Wisconsin to collaboratively address violence against people with disabilities and Deaf in that community. Brown County, located in the northeast section of the state, is primarily rural in nature, but contains the mid-sized city of Green Bay. The multi-disciplinary group, entitled "A Disability Abuse Prevention Team" –ADAPT of Brown County—formed as a result of interest sparked during a cross-training conducted by Wisconsin's Project in 2004.

Wisconsin's Violence Against Women with Disabilities and Deaf Women Project has assisted this group from its inception with developing their mission statement, conducting strategic planning and enhancing knowledge base and skills on substantive information on disabilities and violence. The Brown County group works to collectively address abuse of people with disabilities and systemic responses to incidents of abuse. It meets monthly and provides multi-disciplinary training to service systems throughout the county, supports the creation of a peer education/social group for people with disabilities to learn about safety and abuse, and enhances effective and appropriate systems responses when a person with a disability experiences sexual assault, domestic violence or stalking.

The Wisconsin Project views the Brown County collaborative as successful for three reasons:

1. Its evolution was organic: domestic violence, sexual assault, county human services, individuals with disabilities and disability advocacy and service providers in the community themselves identified the need for joining forces to address abuse of and responses to victims with disabilities;
2. Its structure reflects a shared vision, leadership, roles and responsibilities among a broad spectrum of collaboration members; and,
3. Its operation is action-oriented toward needs and gaps identified through ongoing discussion among community stakeholders.

Outcome Statement:

The outcome of A Disabilities Abuse Prevention Team is for all people with disabilities to have access to education and accessible resources to prevent abuse. Through ongoing partnership with our community, which respects and utilizes our distinct areas of expertise, A.D.A.P.T is committed to providing: education/prevention and accessibility.

The Team's Self-Identified Top Ten Accomplishments:

1. Developed an internal resource guide, with areas of expertise each individual and agency, to be used by members of ADAPT.
2. Attended local resource fairs to share information about ADAPT.
3. Developed ADAPT brochure of local disability abuse resources along with ADAPT information.
4. Developed and sent out community survey to inquire about gaps in services as well as existing policies in agencies in regards to handling abuse.
5. Collaborated with Human Services as well as other agencies in defining gaps in services. Made recommendations in regards to disability abuse in Brown County, based on information gathered by ADAPT survey.
6. Provided training about Disability Abuse to Service Providers, Guardians and Disability Agencies.
7. Built up a small account of money, by charging for some trainings and through some local donations, to be used for brochures, flyers, etc... as needed to work toward ADAPT's mission.
8. Invited to help educate and support other communities that are interested in starting some form of ADAPT in their area.
9. Developed and implemented Peer Support Group, offered monthly as an educational and social outlet, to be used to inform people with disabilities about abuse and safety issues.
10. Developed strong connections and collaborations within ADAPT, which has helped in supporting individuals with disabilities who have been a victim of abuse. These connections have made the victims experience less disjointed and offered choice in helping facilitate healing.