

Welcome

Building and Enhancing A Coordinated Community Response to Battering: Coordinator/ Advocacy Track

Presented by

Praxis International in Partnership with
Office on Violence Against Women
U.S. Department of Justice

Types of Advocacy

Individual Advocacy

- accompany a woman to sign complaint at police station
- help battered woman to get social services to restore food stamps
- ask prosecutor to authorize a complaint after it's been turned down
- accompany woman to court

Institutional/ Systems/Policy

- work to change police policy so that signature is not necessary
- change social services policy so battered women can get food stamps w/o question
- convince prosecutors to draft effective dv policies & procedures so fewer complaints are denied
- change court practices so to provide better outcomes for victims

Central Role for Advocates/ Victims

- Identify and analyze response problems
- Response problems guide the direction of the CCR
- Work closely with coordinator to identify solutions
- Examine potential solutions for impact on safety and unintended consequences

The Role of Advocacy Programs in a CCR

- Provide individual advocacy, resources, referral, safe housing and support/education groups advocacy-initiated
- Provide immediate advocacy- initiated contact, legal and systems advocacy after law enforcement intervention
- Identify and address problems that battered women experience when seeking help from or getting involved with community systems
- Coordinate or work closely with coordinator of inter-agency collaboration to enhance response
- Organize the community to enhance safety for victims
- Provide input to judges, prosecutors, probation, batterer programs, counselors, task forces, interagency meetings
- Involve battered women in social change efforts and ensure their voices are heard

The Role of the Coordinator

- Identify, analyze and research potential solutions to response problems
- Adapt best practices into policy, protocols, procedures
- Secure agreements for information sharing/ policy development
- Coordinate interagency meetings, ad hoc committee meetings, other groups to institutionalize best practices
- Track all cases through the system/ produce reports
- Document deviations of policy
- Coordinate information sharing
- Invite feedback on the work being done/evaluate CCR
- Promote community support
- Other

Coordinator and Advocate The Crucial Link

- Ongoing relationship with advocacy program personnel
- Identification of response and victim safety concerns
- Critical analysis and problem-solving
- Conduit for translating victim's experience into change

1. Methods of Problem Identification

1. Talking to women
 - Surveys/ questionnaires
 - Targeted focus groups
 - Informal Conversations
2. Institutional response concerns procedures
3. Advocacy-initiated response
4. Tracking/ monitoring

Best Practice: Institutional Response Concerns Procedure

- Institutionalizes documentation of problems
- Emphasis on addressing intervention risks, rather than helping women to manage or recover
- Operationalizes victim-centered approach
- Other...

Best Practice: The Advocate-Initiated Response

- Law enforcement contacts advocacy program as soon as possible after a domestic violence related call
 - Victim is informed that an advocate will be making contact
- Advocate contacts victim of domestic violence as soon as possible
 - Advocate, not victim, initiates contact

Protocol Between Advocacy Program and Law Enforcement

- Law enforcement contacts advocacy program:
 - Who calls?
 - When is call made?
 - What information will they provide?
- Advocacy program:
 - Provides 24-hour response
 - Makes immediate contact
- Both:
 - Facilitate exchange of information
 - Appoint liaisons to respond to concerns
 - Evaluate and assess

Tracking and Monitoring

- **Tracking = Case Management**

Provides reports

- **Monitoring = Identifying Systematic Trends**

- Allows for records review
- Identifies trends/gaps in system response
- Checks for compliance with agreed upon procedures

Purpose of Tracking System

1. Increasing attention to victim safety
 - Responsibility for the impact of our collective actions
2. Holding offenders accountable
 - Individual Case Management
3. Holding intervening agencies accountable

The burden of offender accountability is on the
community not the victim

Policy & Procedure

- Revealing problems of procedures that work against victim safety
- Recognizing patterns of possible bias
 - Arrest of victims
 - Reducing charges / dropping cases
 - Recoding cases between 911 and patrol level
 - Compelling women to testify
 - Mutual orders of protection

Tracking and monitoring systems Domestic Abuse Intervention Network Database (DAIN)

- Can input complex data from numerous sources
- Can find answers to complex questions, summarize trends, identify gaps, improvements needed
- Can easily generate reports on a wide array of indicators

For more info: **Katie Neff Dawson** - *DAIN Coordinator*
www.theduluthmodel.org

Police incidents:

- offender and victim, and the relationship between them
- whether there is a child in common
- date and incident address
- jurisdiction and case number
- police area, beat, etc.
- whether the incident was a dual arrest
- any reason no arrest was made
- case status
- offense level
- charge(s)
- court case number, once it goes to court
- responding officers and what type of reports they filed

Data input: risk factors

Whether:

- the victim was pregnant
- a child witnessed an assault
- the offender was using alcohol or drugs
- the offender uses alcohol or drugs in general
- a weapon was involved
- the offender is under stress
- the offender is obsessed with the victim
- the offender has access to weapons, and is likely to use them
- the offender threatened to kill the victim, and whether the victim believes this is possible
- the offender threatened suicide
- the violence is becoming more severe or frequent
- there is a recent or impending separation

Data input: policy

Did officers:

- refer victim to a shelter?
- contact the shelter about the incident?
- ask the victim specific risk questions?
- assess for predominant aggressor or self-defense before making an arrest or issuing charges if it seemed that both parties used violence?
- assess for strangulation when she made certain statements about the incident
- and more ...

What Does Data Provide?

Provides data to system advocates

- Adherence to new laws, policies and procedures
- Trends
- System gaps
- Service to partner agencies
- Improves advocacy for battered women and children

In 2009, Duluth, MN DAIP entered:

- 487 law enforcement reports
- 1682 criminal court hearings
- 308 protection orders (including some harassment orders involving partner relationships)
- 141 protection order modification documents

This takes about 10 hours per week

Role of Tracking and Monitoring Agency

1. Secure Agreements
2. Collect Data
3. Produce Reports
4. Address Compliance Problems
5. Address Documentation problems

2. Problem Analysis

- Identify agency practice that produces problem
- Identify step(s) in case processing where problem originates
- Examine current laws, policies, procedures protocols to identify which organizes response at this step(s)
- Identify “best practice” to address the problem

Other...

- Review case files, reports, other work products
- Mapping
- Observe / interview practitioners
- Consult local, state, national resources

What is a Best Practice?

- Victim-focused practice proven to produce better outcomes for victims, offenders and the community
- Meets the goals of enhanced safety for all victims and their children, accountability for offenders and shift responsibility for change from the victim to the community
- Can be a template / benchmark for other communities to address similar concerns and achieve similar results

Role of CCR Coordinator

- Advocate
- Coordinator
- Researcher
- Leader
- Community Organizer
- Negotiator
- Monitor

Getting Buy-in from Law Enforcement

- Provides victims with immediate assistance, rather than wait for them to call
- Reduces risk, recidivism
- Provides systems check, improves system response
- Improves law enforcement response
- Improves morale
 - They know someone will follow-up with victim
 - Someone will have their eye on the case throughout
 - Reduces risk to officers
- Other: media, allies , other law enforcement experts

Practice 4 Golden Rules

1. Centralize victim safety, well-being and autonomy
2. Develop a strong knowledge base
3. Use a systemic and social change analysis
4. Use a model of constructive engagement

Allies

- Women's groups
- Board of directors
- Professional associations
- Indian Health Services
- Community agencies
- Other professionals
- Elders
- Judges
- Mayor/City Council
- Tribal Council
- County commissioners
- Friends or colleagues
- Educators
- Religious/Spiritual leaders
- Other BW programs
- Sheriffs, prosecutors, court administrators
- Media

The Legislature

- Work with your state coalition/tribal coalition
- Think through unintended consequences
- Testify at committee hearings/public hearings
- Inform the media of the intent of bills
- Laws: Mandate local jurisdictions
- Require reports back to the legislature to ensure compliance

<p>Advocacy Programs Activities</p> <p>Coordinated Community Response to Domestic Violence – Criminal Justice System</p>

To enhance the criminal justice system’s capacity to protect victims and hold offenders accountable in a coordinated community response (CCR), or inter-agency effort, requires the allocation of resources and capacity building to the community-based advocacy program to coordinate and provide specialized legal and institutional advocacy. Resources and capacity building efforts should be prioritized so that the activities outlined below can be an integral part of the CCR effort.

This list is intended as a guide. Local conditions and resources may determine that tasks be distributed differently between the coordinator and the advocate.

A. Coordinator .25 – 1 FTE

1. Ongoing
• Identify and document current response problems
• Review/understand laws, local policies, procedures, protocols that organize current responses
• Track all cases through the system
• Produce statistical reports of law enforcement and criminal justice system response from tracking and monitoring activities
• Consult state, national resources, research to identify best practices, strategies, solutions to existing gaps
• Review best practices with wider reference group to identify adaptability to local conditions and avoid unintended consequences
• Gain support of responsible agency decision-makers to enhance local responses through development/ modification of local policy, procedures, protocols to include best practices
• Coordinate/ facilitate ad hoc meetings to enhance and evaluate policy
• Coordinate information sharing
• Coordinate/ facilitate inter-agency meetings
• Identify and document deviations of policy and address with appropriate agency
• Provide ongoing evaluation, address concerns, promote success
• Promote community support
• <i>Other:</i>
2. “Best Practice” policy, procedure, protocol development with criminal justice agencies
• Agreement for advocacy- law enforcement linkage to provide Advocacy-initiated Response
• Advocacy- Prosecution Working Agreement
• Agreements for sharing data needed for tracking / monitoring
• Law enforcement policy, procedure, protocol, checklist to incorporate attention to risk/safety, threats for cooperating
• Law enforcement/ dispatch/ jail policy
• Other criminal justice agency policy, protocol, procedures
• <i>Other:</i>

B. Legal / Institutional Advocate - .25 – 1 FTE

1. Advocacy- initiated response

- Contact victims immediately (asap) after arrest
- Contact victims of ongoing domestic violence asap who were arrested for illegal use of violence or were erroneously arrested due to law enforcement failure to identify self-defense acts or predominant aggressor
- Contact non-arrest victims within a week of law enforcement contact
- Maintain contact with victim throughout court process
- Contact law enforcement liaison to discuss concerns on individual cases
- Document and address response concerns / deviations of policy
- *Other*

2. Institutional advocacy

- Identify and document response problems for victims in the legal system
- Work with coordinator to effectively resolve problems through your CCR
- Assure that potential solutions work for all women, regardless of race, culture, class, etc.
- Provide opportunities for battered women’s involvement in CCR/ social change efforts
- *Other:*

C. Advocacy program management, supervisors - .025 - .05 FTE

1. Internal policy, procedure, protocol development

- Job descriptions, procedures, forms for
 - CCR coordinator
 - AIR hotline/crisis line
 - Legal/institutional advocate,
 - Supervisors
- *Other:*

Checklist Summary Duties
ADVOCACY INITIATED-RESPONSE
PROCEDURES IN A CCR

I. On-Call Advocate Duties

After receiving a call from law enforcement following a domestic –violence related arrest, the On-call Advocate and/or the Legal Advocate performs the duties outlined below.

A. Contact victim immediately by phone

- After recording contact information and arrest details provided by law enforcement on the Arrest Follow-up Form (AFF), contact all victims EXCEPT *if the offender is no longer in jail*, (If you have doubts, call the jail and confirm that offender is being held).
- Discuss purpose and confidentiality of call (no info will be shared, unless she gives permission, disclose mandated reporting of child abuse).
- Determine if she wants to:

___yes ___no continue with call now, or

___yes ___no talk to the Legal Advocate before his first appearance and release from custody the next workday morning , or

___yes ___no end call now and wants no further AIR contact.

B. If victim wants no further contact, before you hang up, provide crisis line number and determine whether she would like:

___yes ___no information about when he will be released from jail.

___yes ___no the court to be informed that she would like contact with upon his release. If yes, she will need to talk to the advocate the next workday morning before first appearance. Assure her at that point she can discontinue contact¹

C. If victim wants to wait and talk to the Legal Advocate, provide crisis line number and check whether the phone number where Legal Advocate can reach her next workday morning is correct.

D. If victim agrees to continue with air phone contact, provide the following information and complete as much of the AFF as she is comfortable with.

- Determine her immediate safety needs, provide with information and resources about battered women’s services and options.
- Discuss the arrest
 - Was *victim’s rights* card provided by officer?
 - Was she treated fairly and respectfully by the responding officers?
- Inform her of next steps in the court process, including
 - Jail release. What are her safety needs when he is released?
 - Arraignment
 - Her wishes regarding contact with the offender: Does she want a criminal no-contact order?
 - Her rights and role in the proceedings: charging decisions, appearance in court, contact with prosecuting attorney

¹ If there is a victim witness, let her know instead that she can let her know when contacted in the morning.

- ❑ Availability and type of Legal Advocacy provided throughout case², that she will be contacted next morning³ by legal advocate, who will check in periodically with her throughout the case. Check if phone number provided by law enforcement is one that will work in the morning.
- ❑ Discuss incident, history, risk assessment
- ❑ Discuss sharing information with prosecutor, probation, batterer's program
- ❑ Secure releases, where needed
- ❑ Record all information on AFF

C. Victim Defendants. Because of the responses to the AFF or through check of advocacy program clients, you believe that the victim you are talking with is the predominant aggressor or the batterer in the ongoing relationship, inform the Legal Advocate that a jail visit should be conducted to determine if advocacy should be provided for the victim-defendant.

D. Route Information to Legal Advocate

- ❑ Finish compiling information on this form and AFF and place in Legal Advocate box.
- ❑ Leave message on legal advocate pager/phone, identify if jail visit should occur to possible victim-defendant

II. Legal/Systems Advocacy Duties the Following Morning

- ❑ Pick up and review copies or faxes of law enforcement arrest and non-arrest reports.
- ❑ Pick up AFF for corresponding victim(s) completed by on-call advocate.
- ❑ If on-call advocate was not contacted by law enforcement, or if on-call advocate did not take the call per protocol, record the problem on the *Response Concerns Tracking* form or other method to address gap.
- ❑ Review law enforcement report and AFF, to determine information that still needs to be addressed with the woman and identify any obvious gaps.
- ❑ Contact the woman:
 - ❑ Review information provided by on-call advocate
 - ❑ Provide additional information as guided by AFF
 - ❑ Get her version of what happened. Check to see that the version of events recorded by law enforcement is consistent with hers. If her account differs from the report, inform her that you would like to follow-up with law enforcement to correct the error, with her permission.
 - ❑ Find out about injuries, were photos taken; if injuries are more visible now
 - ❑ Provide information on the court process, services available, etc
- ❑ Review or determine and record woman's wishes re no-contact and other issues on AFF, secure release and provide info to prosecutor via fax or in person prior to arraignment (as specified in prosecution / advocacy agreement).

III. Post-arrest Advocacy With Court

- ❑ Contact woman after arraignment / first appearance and all other proceedings to inform her of progress of the case, see how she is doing, invite her to support group, focus groups, etc.
- ❑ Follow the case through court, and where necessary, advocate for the woman, attend meetings with her, and provide additional information as needed to the prosecutor and other court personnel as requested by her or

² Inform her if there is a court (prosecution victim witness or law enforcement advocate) who will be contacting her. Let her know the difference.

³ Or next workday if weekend or holiday

with her permission (victim information is never shared with prosecutor without her knowledge and release).

IV. Systems Advocacy: Formal Review of Law Enforcement Report

- ❑ Use the *Advocacy Oversight of Law Enforcement Reports Worksheet*, to check for items that are included in the law enforcement report and circle those which are absent, incomplete or unclear.
- ❑ Contact law enforcement liaison immediately to inform him/ her if:
 - ❑ There are significant gaps in the law enforcement report.
 - ❑ The victim's version of events differs significantly.
 - ❑ Law enforcement failed in other ways to make an appropriate arrest, follow statute, code, policy or protocol.

V. Non-arrest Advocacy Tasks

- ❑ Weekly: Pick up copies or faxes of non-arrest reports
- ❑ Attempt to contact victims, making sure that it is safe for the victims to talk to you.
- ❑ In cases where after discussion with the victim, you determine that there was a problem with the response -- in particular, where you think an arrest should have been made, contact the law enforcement liaison to resolve the matter, ASAP.
- ❑ Where contact is not possible, mail packet to the woman
- ❑ In all cases, inform women of your program services.

VI. Other Daily Systems/ Individual Advocacy Tasks

- ❑ Review "*System Response Concerns*" *Tracking Sheet* each day to follow-up on
- ❑ current cases, which have not been resolved.

VII. Ongoing Legal Advocacy

- ❑ Provide information that the victim has released for sharing with the court to the appropriate parties
- ❑ Attend or track and monitor all hearings on behalf of the victim
- ❑ Contact victim to let them her know what occurred at each hearing and invite them to come to educational / support group.
- ❑ Maintain contact with the County Attorney to assure that the victim's needs and rights are being considered.

VII. Tracking and Monitoring Procedures, ongoing

- ❑ Enter data from arrests and court hearings on tracking/monitoring form or tracking software.

VIII. Report to Supervisors

- ❑ On a weekly basis, compile summary of work activities on *Supervisory Checklist*.

IX. Other. When Victims are Arrested. See full procedures.

Adapted from *Advocacy Procedures in A CCR* available from Gender Violence Institute. For the longer version or more information, contact: gvi@frontiernet.net.

Routing

I. Information from LE to Adv. Program (via phone)

Time of call _____ Date ____ / ____ / ____

Arrest Information

Agency: _____ Officer (s) _____ Charge: _____ Time: _____

Victim Information

Name _____ DOB _____ Race _____ Sex: F M

Address _____ Zip _____

Phone (H) _____ (W) _____

Phone number where she can be reached immediately? _____

Location/ phone where WRC can contact Victim in the morning (or Monday if wk end arrest)? _____

Assailant Information

Name _____ DOB _____ Race _____ Sex: F M

Relationship to victim _____

Location of Assailant _____ Time to be Released: _____

II. Information from On-call Advocate to Legal Advocate

Advocate initials: _____; Contact made- time: _____; Contact attempted- time: _____; TOP assistance: _____;

In shelter: _____; Parenting plan assistance: _____; Victim informed that GPD VW will be contacting: _____;

Other services provided _____; Notes: _____

Routing

I. Information from LE to Adv. Program (via phone)

Time of call _____ Date ____ / ____ / ____

Arrest Information

Agency: _____ Officer (s) _____ Charge: _____ Time: _____

Victim Information

Name _____ DOB _____ Race _____ Sex: F M

Address _____ Zip _____

Phone (H) _____ (W) _____

Phone number where she can be reached immediately? _____

Location/ phone where WRC can contact Victim in the morning (or Monday if wk end arrest)? _____

Assailant Information

Name _____ DOB _____ Race _____ Sex: F M

Relationship to victim _____

Location of Assailant _____ Time to be Released: _____

II. Information from On-call Advocate to Legal Advocate

Advocate initials: _____; Contact made- time: _____; Contact attempted- time: _____; TOP assistance: _____;

In shelter: _____; Parenting plan assistance: _____; Victim informed that GPD VW will be contacting: _____;

Other services provided _____; Notes: _____

FLOW CHART FOR MISDEMEANOR CRIMINAL CASE

ARREST/POLICE REPORT/ASSAILANT FLEES

1. Officer makes probable cause arrest
2. Officer (or dispatch) phones On-Call Advocate
3. Police report forwarded to Prosecutor's Office where decision is made to authorize/not authorize charges
4. If an arrest was made, the assailant is held in jail until his arraignment the next working day



ARRAIGNMENT

- * Arraignments occur in Mahnomon or Becker County Court
 - * Woman may attend--it is her choice
 - * Advocate relays victim info (preference re no-contact) to prosecutor
1. Charges read to assailant
 2. Conditions of bond are set (may include No-Contact Order)
 3. Assailant usually released on personal recognizance or \$ bond
 4. Advocate relays outcome to victim



PRE-TRIAL

- * Survivor may attend--it is her choice
 - * Victim contact with prosecutor/ advocate accompanies
1. Assailant may request court-appointed attorney if he can't afford to hire one.
 2. Plea is entered (guilty/not-guilty/no contest)
 3. If not-guilty plea entered, assailant chooses trial by judge or trial by jury
 4. Conditions of bond may be reviewed/changed
 5. Testimony accepted on bond violations

Pleads NOT Guilty

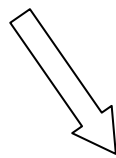


TRIAL

- * Survivor will be subpoenaed to testify as a witness. She must attend.
- * Can plead the fifth
- * Can be witness for defense



Found NOT Guilty



Found Guilty

Pleads Guilty



PRE-SENTENCE INVESTIGATION

1. Assailant must meet with probation officer. Probation officer will make a recommendation to the judge re: what the sentence should be.
 - * This recommendation is almost always followed.
2. The survivor may call or meet with the probation officer to give her input and sentencing recommendations. * Survivor's input is very important in balancing out the very one sided view of assault that probation got from the assailant.



SENTENCING

- * Survivor may attend sentencing and has right to make a victim impact statement
- * The **maximum** sentence for a first misdemeanor domestic violence charge is 90 days in county jail and/or \$750 fine (repeat DV charges have higher penalties)
- * The **USUAL** sentence for a first offense is one year of probation, with a smaller fine/times and the rest stayed under the condition that the offender complies with terms of his probation, which may include assessment for alcohol/ drugs, attendance at batterers group, no same or similar offences and other conditions as determined by the court. --jail time is rarely given to a first time offender.

FLOW CHART FOR FELONY CRIMINAL CASE
ARREST/POLICE REPORT/ASSAILANT FLEES

1. Officer makes arrest
2. Complaint forwarded to Prosecutor's Office where decision is made to authorize/not authorize charges
3. Assailant held in jail until arraignment



ARRAIGNMENT

- * Survivor may attend--it is her choice

 1. Charges read to assailant
 2. Conditions of bond set (depending on the severity of the crime, the \$ bond will be higher/lower. Therefore, assailant will be more/less likely to get out. It is much less likely that the assailant will be released than in misdemeanor case.



PRELIMINARY EXAM

1. Hearing to determine if probable cause a crime was committed & that the defendant committed the crime--this is NOT a trial.
2. Must occur within 14 days of the arrest
3. Survivor will be subpoenaed and must attend and testify
4. Assailant will already have been appointed an attorney
5. Assailant may plead guilty or no contest to charge or to a plea bargain (plea bargains are fairly common in felony cases)
6. If probable cause found, assailant will be bound over for trial in Circuit Court
7. Bond conditions/violations addressed



PRE-TRIAL

Pleads Guilty/No Contest

- * Survivor may attend--it is her choice

 1. There will probably be many pre-trials
 2. Motions on evidence are heard
 3. Bond conditions/violations addressed
 4. Assailant may plead guilty or no-contest
 5. Assailant chooses a trial by judge or by jury

TRIAL 

- * Survivor will be subpoenaed and must attend and testify.

Found NOT Guilty 

Found Guilty 

PRE-SENTENCE INVESTIGATION

1. Assailant must meet with probation officer. Probation officer will make recommendation to judge re: sentence assailant should receive.
2. Surveyor may call or meet with probation officer to give her input and sentencing recommendation (this should be strongly encouraged).



SENTENCING

- * Survivor may attend sentencing and has a right to make a Victim Impact Statement either verbally and/or in a written letter to judge (a letter should be given to the judge a few days before the sentencing date). Sentences vary depending on the crime, the assailant's past criminal history. Victim Impact Statements from survivors have a strong effect on sentencing

THE NORTHWEST NETWORK OF BISEXUAL, TRANS, LESBIAN & GAY SURVIVORS OF ABUSE

ASSESSMENT TOOL OVERVIEW

Intimate partner abuse relies on a pattern of power, control and exploitation established by one person over another. To identify if a person is establishing such a pattern, it is important to go beyond a simple checklist of —abusive behaviors . Because we find that virtually any behavior can either be used by a person to **survive abuse** or be used by a person **to establish power over another**, we must look further than a cursory survey of who has done what to whom. When assessing who is establishing systematic power and control in a relationship, it is crucial to look at the context, intent and effect of a pattern of behaviors.

CONTEXT—What is/was happening in the relationship over time, as well as immediately before and after a specific behavior occurred? What meaning or history does a certain behavior have, given the context? What impact does the context have on the agency/self-determination of each person in the relationship?

INTENT— What are the real, imagined, perceived, expressed, or intuited reasons for the behavior? What is the goal of the behavior? Was the behavior used to establish control over someone else, or was it used to regain control over oneself?

EFFECT—Whose life is smaller as a result of the behavior? Who is being controlled, manipulated, coerced, exploited or hurt as a consequence of the behavior? For example, —When I lost it like that, she finally realized how much she’d been hurting me, and allowed me to move back in, vs., When I lost it like that, I felt so ashamed of how I’d acted that I gave up on the changes I’d been asking for.

The behavior itself is not the point—determining if the behavior is part of a pattern of systematic power and control over a partner is.

The Northwest Network Assessment Tool consists of **Instructions** and **Worksheets**. The instructions broaden the discussion of context, intent and effect into a wide range of behaviors. The instructions frame questions for critical thinking before beginning an assessment conversation, as well as list a few sample questions that can be used when talking to a person about their specific experience. The instructions contain helpful prompts but cannot replace training, dialogue with other advocates, and on-going critical thinking.

The worksheets lay out these and additional questions into a number of grids on specific themes. They are not listed in a specific order except to correlate with the instructions.

The worksheets are designed to prompt and assist—the real work comes in the active listening of the advocate. This tool requires a significant commitment of time and advocate support.

There is no simple formula to determine who is battering a partner or who is surviving abuse, and this tool does not pretend to offer one. It does offer, however, a framework and strategy for discerning patterns of power, control and exploitation in abusive relationships.

We recommend that advocates receive training about this tool and that agencies planfully incorporate its use into their processes before the tool is used in an organization. We recommend that advocates who utilize this tool participate in significant, on-going anti-oppression training and analysis building. ***For info about the tool &/or training on assessment, call: The NW Network (206) 568-7777 Thanks!***

**The Northwest Network of Bisexual, Trans, Lesbian & Gay Survivors of Abuse Seattle, Washington
(206) 568-7777(v) (206) 517-9670 (tty msg) www.nwnetwork.org info@nwnetwork.org
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Internal Procedure for Handling Institutional Response Concerns

In order to enhance individual and institutional advocacy practices, this is a suggested internal agency procedure to record, track and handle response concerns/ problems.

Every time a staff person or volunteer identifies a response problem involving the advocacy program, a community agency, system or institution, the policy will be to:

- A. Document the problem on the *Institutional Response Concern Tracking Form* (next page).
 - Where the source of the information is a battered woman or sexual assault survivor, determine whether she wants to be involved with any efforts to participate in the solution.
 - Options to consider:
 - Invite her to attend meetings with the involved agency to address the issue;
 - Conduct focus groups to gain more information / identify solutions;
 - Create other opportunities for women/survivors to participate to take action as a group in addressing community response problems.
- B. Route the form to the person who has been designated within your agency to keep track of institutional problems (i.e. liaison, coordinator of your Coordinated Community Response (CCR), SART or multi-disciplinary team, institutional advocate, etc.).
- C. The liaison (or other designee) will take the following actions:
 - *Where the situation requires an immediate response*, after discussing the situation with a supervisor, secure releases with the woman/survivor if necessary and contact appropriate party in the involved agency for immediate consideration and resolution;¹
 - *If the situation does not require an immediate response*, address the issue/concerns at a staff meeting or other meeting to address concerns.
- D. At the staff/other meeting, possible avenues of approach include:
 - Contact the involved agency for resolution;
 - Keep the form on file to see whether the problem is part of a *pattern* that needs to be addressed at a future time. For example, in cases which do not require an immediate response, such as a judge who may have made a disparaging comment about battered women in open court but has not yet demonstrated a *pattern* in this regard;
 - Determine who is going to accomplish the strategy and by when.
- E. Update "Institutional Response Concerns" Tracking Form to include outcomes and strategies attempted.
- F. Keep completed forms on file.

Details of the Concern

¹ It is best to develop a working agreement with the agency in advance that designates a person within each agency to address response concerns.

Internal Procedure for Handling Institutional Response Concerns

Date of Incident: _____

Advocate/volunteer involved/reporting incident: _____

Woman/ Survivor Involved: _____

Woman/ Survivor Permission to Use Name if Necessary: ____yes ____no (Release of Information-see below)

Concerned Agency/ Employee Involved: _____

Description of Concern (use reverse side if needed): _____

Remedy (to be completed by liaison or a multi-disciplinary team coordinator)²

Action Taken: ____ phone call ____ letter ____ meeting ____ training ____ policy development

____ Other action, explain _____

Describe action taken _____

Outcome _____

Persons involved in reaching outcome _____

Other relevant information _____

Release of Information

I give _____ (Name of Program) permission to address this matter with the involved agencies.

Signed: _____ Date: _____
(Initial by advocate if permission given over the phone)

I would like to participate in focus groups or other methods of addressing this problem, as needed: ____ Yes ____ No

² In places where there is an outside CCR coordinator, SART coordinator, or other multi-disciplinary team coordinator, confidentiality considerations need to be addressed.

Internal Procedure for Handling Institutional Response Concerns

System Response Concerns (SRC) Tracking Sheet:

Department _____

Victim/ Offender Names	SRC Dt	Details Of SRC	Action to take (TO DO)	System contact	Outcome/ Resolution (RES'N)	Res'n Dt	FA ³
V: O:							
V: O:							
V: O:							
V: O:							

 3 Followup Action: Write letter (L), Meeting (M), other (O)

Memorandum of Understanding

The Court Administrator enters into a Memorandum of Understanding (MOU) with the Domestic Abuse Information Network (hereinafter referred to as DAIN), which is a project of Minnesota Program Development, Inc. (MPDI). The DAIN links together eleven Duluth public and private agencies which intervene in domestic assault cases. An MOU with each agency defines the information it will provide to the network and identifies who has access to this information. It also defines the information DAIN will provide to each agency. Collectively, these agencies are committed to three objectives of intervention. They are

- to prioritize victim safety
- to maximize the ability of the system to deter identified offenders from committing further acts of violence
- to create a general deterrence to the use of violence in intimate relationships.

I. Purpose

The Court Administrator enters into this MOU for the purposes of improving the community's capability of responding to domestic violence cases. The DAIN was designed and implemented by an interagency group of practitioners to (a) assist practitioners in responding to *specific cases* and (b) assist policy makers in evaluating the *collective response* to domestic violence cases.

The Domestic Abuse Information Network will

1. provide individual practitioners with up-to-date information on cases
2. alert practitioners to cases which have become stalled within the system or have fallen through the cracks
3. alert practitioners to extremely dangerous abusers and alert victim advocates to high-risk situations
4. promptly communicate information from the victim, dispatcher, and police officer to the pre-trial release agent, probation officer, prosecutor, and judge
5. increase the information available regarding the history and/or pattern of abuse to practitioners when making decisions regarding a case (e.g., supervised release conditions, prosecution decisions, sentencing recommendations, issuing a warrant)
6. improve communication flow among participating agencies
7. inform practitioners of case outcomes
8. allow a review of actions taken by individual practitioners and agencies to ensure compliance with agreed-upon policies and protocols
9. provide data to evaluate the overall effectiveness of the community response.

II. Exchange of Information. Participating agencies recognize that the timely exchange of information can have significant impact on case outcomes and on the system's ability to protect victims.

The Court Administrator agrees to provide the following domestic violenceⁱ related information to the DAIN coordinatorⁱⁱ:

Criminal Court

1. - Calendars: Arraignment, omnibus, pre-trial, trial, revocation of probation hearings.
 - Information provided includes: plea, sentence, case status and disposition, names of prosecutor, defender, judge on all domestic related cases.
 - Calendars to be picked up by the DAIN Coordinator on a daily basis.

Civil Court

1. Calendar which includes initial protection order hearings, review hearings, contempt hearings
2. Copies of signed Ex parte orders and affidavits
3. Copies of all protection orders issued and updates on orders.

The DAIN will provide to the Court Administrator monthly reports tracking cases from initial court appearance to disposition. A quarterly report summarizing the overall domestic violence related data collected through the DAIN will also be provided.

III. Maintenance and Confidentiality. Participating agencies recognize the sensitive nature of the information and agree to follow carefully the procedures described herein.

All copies of court documents provided to the DAIN shall be securely maintained in locked file drawers in the MPDI office to insure confidentiality of individual. DAIP staff, counselors or facilitators providing services to offenders or victims will have access to review courts orders, however, copies will not be provided to them. All reports shall be shredded five years after the initial case if there are no further incidents involving that offender.

MPDI has contracted with the University of Minnesota-Duluth to conduct an evaluation of the effectiveness of the Duluth coordinated community response in reducing violence against women. The UMD research team will have access to the data produced through the DAIN from 1994 through 1999.

We the undersigned have read and agree with this Memorandum of Understanding. This agreement may be canceled by either party in writing at any time.

By _____
Court Administrator (Duluth)

By _____
Domestic Abuse Information Network

Date

Date

-
- i. domestic cases involving assaults, criminal damage to property, trespass, protection orders, violation of protection orders.
 - ii. DAIN coordinator = the MPDI staff person (or designee of said staff) who gathers all reports and information, enters data into the computer, prepares monthly reports, and manages the information network.

Memorandum of Understanding

The Duluth Police Department (DPD) enters into a Memorandum of Understanding (MOU) with the Domestic Abuse Information Network (hereinafter referred to as DAIN), which is a project of Minnesota Program Development, Inc. (MPDI). The DAIN links together eleven Duluth public and private agencies which intervene in domestic assault cases. An MOU with each agency defines the information it will provide to the network and identifies who has access to this information. It also defines the information DAIN will provide to each agency. Collectively, these agencies are committed to three objectives of intervention. They are

- to prioritize victim safety
- to maximize the ability of the system to deter identified offenders from committing further acts of violence
- to create a general deterrence to the use of violence in intimate relationships.

I. Purpose

The DPD enters into this MOU for the purposes of improving the community's capability of responding to domestic violence cases. The DAIN was designed and implemented by an interagency group of practitioners to (a) assist practitioners in responding to *specific cases* and (b) assist policy makers in evaluating the *collective response* to domestic violence cases.

The Domestic Abuse Information Network will

1. provide individual practitioners with up-to-date information on cases
2. alert practitioners to cases which have become stalled within the system or have fallen through the cracks
3. alert practitioners to extremely dangerous abusers and alert victim advocates to high-risk situations
4. promptly communicate information from the victim, dispatcher, and police officer to the pre-trial release agent, probation officer, prosecutor, and judge
5. increase the information available regarding the history and/or pattern of abuse to practitioners when making decisions regarding a case (e.g., supervised release conditions, prosecution decisions, sentencing recommendations, issuing a warrant)
6. improve communication flow among participating agencies
7. inform practitioners of case outcomes
8. allow a review of actions taken by individual practitioners and agencies to ensure compliance with agreed-upon policies and protocols
9. provide data to evaluate the overall effectiveness of the community response.

II. Exchange of Information. Participating agencies recognize that the timely exchange of information can have significant impact on case outcomes and on the system's ability to protect victims.

The Duluth Police Department agrees to provide the following domestic violenceⁱ related information to the DAIN coordinatorⁱⁱ: (subject to the Minnesota Government Data Practices Act, Minn. Stats. Chapter 13).

1. Daily 911 watch reports
2. Copies of misdemeanor and gross misdemeanor arrest reports and citations as soon as they are typed
3. Copies of investigative reports
4. Copies of felony reports, upon request following conviction, in cases in which an offender is court ordered to participate in the Domestic Abuse Intervention Project nonviolence classes. Prior to adjudication the DAIN Coordinator (or the coordinator's designee) may review felony reports.

It is understood that the DPD may withhold information or reports when release of such information

could compromise an ongoing police investigation or when it contains sensitive information regarding child sexual abuse or juvenile offenders.

The DAIN will provide DPD monthly updates tracking cases from arrest/investigative report through final disposition. Quarterly reports summarizing domestic violence related data from all agencies involved in the DAIN will also be provided. See attachments for reporting forms.

III. Maintenance and Confidentiality. Participating agencies recognize the sensitive nature of the information and agree to follow carefully the procedures described herein.

Copies of the police arrest and investigative reports will be given to the Women's Coalition for follow-up victim advocacy purposes and the DAIP education group coordinators for use in providing rehabilitation services.

The DAIN coordinator may also make copies of reports available to prosecutors, probation officers, or judges for purposes of taking action regarding charging or prosecuting, pre-trial releases, sentencing recommendations and decisions, and revocation of probation. Typically, these practitioners do not have timely access to police reports involving previous incidents of domestic violence.

The probation department may also provide to the DAIN coordinator DPD misdemeanor reports if DAIN does not have a copy.

Other practitioners and counselors intervening with a particular offender may review the police reports on file. MPDI will not provide copies of reports to victims or offenders and will refer any person who requests a copy of a police report to the police department.

All reports provided to the DAIN shall be securely maintained in locked file drawers. All reports shall be disposed of five years after the initial complaint if there are no further incidents involving that offender. Reports will be shredded either in-house or at a commercial disposal company. The Women's Coalition will follow the same guidelines for security and disposal.

MPDI has contracted with the University of Minnesota-Duluth to conduct an evaluation of the effectiveness of the Duluth coordinated community response in reducing violence against women. The UMD research team will have access to the data produced through the DAIN from 1994 through 1999.

We the undersigned have read and agree with this Memorandum of Understanding. This agreement may be canceled by either party in writing at any time.

By _____
Duluth Police Department

By _____
Minnesota Program Development, Inc.

Date

Date

- _____
- i. Domestic cases involving assaults, criminal damage to property, disorderly conduct, trespass, violation of protection orders.
 - ii. DAIN coordinator = the MPDI staff person (or designee of said staff) who gathers all reports and information, enters data into the computer, prepares monthly reports, and manages the information network.

Excerpt: CCR/ Systems Advocacy/ Community Organizing
Rose Thelen
Gender Violence Institute

II. STRATEGIZING SOLUTIONS

Once problems have been identified, documented, and their source located, spend some time determining what a “fix” would look like, how to talk about it, who to approach and how to do it most effectively. This section serves as a guide through this process.

A. Document the Extent of the Problem from tracking monitoring, surveys, focus groups, other methods

B. Identify the Desired Change

- What change in practice would solve the problem?
- What governing texts, training, resource, and or other “fix” would standardize and require a more effective response?
- Is there a “best practice” that already exists that could effectively address the problem?
- How could this be adapted to local conditions?

C. Identify Unintended Consequences.

- Measure the effectiveness of potential solutions to assure that no unintended consequences can result from its implementation. .
 - Analyze the desired change against possible risks that could result. Consider risks posed by the intervening agency and/or the culture in which she lives, as well as those posed by the batterer.
 - Review changes with battered women, “would this have helped in your situation?” (Focus groups can be particularly effective for soliciting feedback from battered women)
 - In particular, measure the effectiveness of possible solutions against the lived experience of historically marginalized groups in your community, such as Native women, women of color and immigrant women. Guard against a “one size fits all” approach¹
 - *In the case of best practices, these have been vetted to minimize unintended consequences.*

D. Fully analyze the problem and craft your message. Analysis of the problem from multiple perspectives will enable you develop comprehensive solutions with greater buy-in. Focusing too narrowly on the issue can alienate the very agencies that you need to work with in order to create change. Name, analyze, and identify how the problem affects not just those directly impacted by it (the battered woman, her children and the offender) but also the involved agency, other community agencies and the community as a whole.

The following questions will help you analyze it and craft a message to broaden the discussion:

- How widespread is the problem? What does the documentation reveal?
 - It is important to make your case and back it up with the documentation that you have collected. This is your “science”. It makes your cause more “legitimate”, less easily dismissed and more urgent to remedy.
- How does the public understand the issue? Who is telling the “story” or framing the issue? What is the alternative story?
 - For example, a law enforcement agency may state that the problem is that they go to the same place repeatedly because she continues to go back to her abuser. From a broader perspective, if law enforcement and the courts repeatedly fail to arrest, prosecute, and convict with consequences, this will

¹ An article which provides an analysis of how mainstream solutions can differentially impact women is “Assessing Social Risks of Battered Women,” *A Guide for Conducting Domestic Violence Assessments*. By Radhia Jaaber and Shamita Das Dasgupta, See Resource section.

indeed lead to repeat calls to the same residence. In other words the problem can be reframed to suggest that the problem is not that she goes back but we as a community have failed to make him stop.

- For example, women are blamed for allowing their partners back in the home even though there is a protection order, when in fact she may feel safer inviting him back while there are legal sanctions in place or she fails to drop the order because she fears, she may not be able to get another if does so. In reframing the problem this way, communities have sought solutions that provide review hearings and/or temporary suspensions of protection orders to allow for a trial “reunion”. The problem with protection orders is they can be an imperfect method in some cases to
- How has the situation impacted victim safety?
- How does the problem impact the children?
- How has the identified problem supported an abuser's behavior, enabled him to continue the violence, and/or failed to hold him accountable?
 - When the system fails to hold him accountable, he is emboldened to continued and often greater acts of violence. He understands that he has “carte blanche” to do as he pleases. Protection orders become meaningless when there is a failure to arrest, when charges are dismissed, when victims are arrested.
- How does the problem impact the ability of other agencies to effectively carry out their mission?
 - With inadequate investigations and reports written, prosecution can not do its job effectively. Cases are dismissed because victims are understandably reluctant to testify, or they are reduced to lesser crimes through plea arrangements.
- How does the problem make the community a place where domestic violence is acceptable?
- What are the public safety issues?
- What are the costs to the community?
 - There are financial costs. The Center for Disease Control has published an article on the costs of violence, including medical, days lost at work, etc. This article includes the formula by which you can extrapolate the costs to your own community.²
 - Social costs include impact on children, other community problems, etc.
- How is this situation related to other types of community problems (drugs, gang activity, problems at school, etc.)?
- How would the life of the community be enhanced by effectively addressing the issue?
 - See all of the above
 - To effectively address this issue can result in positive outcomes for the community, positive press, public relations, increased safety and productivity, and grant money for future projects, etc.

E. Consider the likely position/ reaction of the responsible policymaker(s) to the problem

- **What obstacles / objections / biases to change do you anticipate he/she will raise?**
 - Lack of interest
 - Lack of resources
 - Racism, sexism, homophobia, classism, ageism
 - Other
- **What strategies will you use to address each obstacle?**
 - See Sections III and IV
- **What might influence their thinking? How can you find common ground?**
 - Altruistic Motives: want to end violence; make a safer, stronger community; prevent homicide; help women and children; increase convictions, improve department morale; make a difference/ leave a legacy; reduce risk to officers
 - Self-interest: they want to good community relations; be effective leaders; get votes (where elected); good publicity/press; money for the department; have more efficient department: maintain order, officer compliance with department directives; avoid law suits

² To access this publication, go to www.cdc.gov/ncipc/pub-res/ipv_cost/ipv.htm

- Community/ public opinion
- Professional journal or other articles written by someone in their field
- Other
- **Who might help influence their thinking?**
 - Elected officials, leaders in the community, battered women, elders, experts in their field, wives, children, relatives
 - Who hires them or to whom are they responsible (mayor, city council, county commissioner, voters, anyone else)?

III. MEETINGS WITH POLICYMAKERS FOR SYSTEMS CHANGE

When the work outlined in sections I and II has been completed (the time this takes depends on the issues involved, community support and often the leadership style of the involved policymaker), *usually* the next step is to hold one or more meetings with the involved policymaker(s) to discuss the problem and identify possible solutions.³ Battered women's programs can use the ideas in this section on meeting preparation, facilitation and follow-up to maximize results.

A. Before the Meeting

- Set up the meeting by phone or in person and follow it up with a memo, including the time, date, and purpose of the meeting.
 - If you are having trouble getting a return phone call, talk to a secretary or someone else who might know about scheduling to determine the best way to set up a meeting, and/or request the meeting in writing and follow up with a phone call.
 - If you continue to be ignored by the decision-maker, consider consulting with one or more of your allies to figure out how to get a response. In some cases, a person with greater influence can request the meeting to address the problem.
- Decide who should represent your agency at the meeting (it is best to have at least two people to represent your point of view in attendance)
 - Select your most effective communicators and negotiators. This means that they will be effective at establishing a cooperative tone, keeping the meeting on track, and maintaining a cool head if tensions rise.
 - Designate one person to facilitate and the other to function as a "peacemaker" (they can gently interrupt the proceedings if conflicts arise in order to remind participants of common goals or commitments and to point out where collaboration could happen; they can also keep the discussion on track if attention starts to wander)
- Organize your documentation in brief, easy-to-follow points, tables, charts, and/or bullets, and make copies to hand out at the meeting. Make sure the documentation is accurate. Do not use names of victims and avoid description that would divulge their identity.
 - In addition to the numbers that you have documented, briefly bullet your points for why it is a problem for the individuals concerned (including safety issues for the victims, lack of accountability for the offenders), the department (repeated calls to the same address, morale issue, lack of effective prosecution and other concerns, depending on the problem) and the community (public safety, a climate of tolerance for battering, trouble in the schools, etc). (See II.B)
- Develop and type an agenda. Keep it simple (see Appendix C: *Meeting Agenda Template*).
- Prepare a fact sheet, which lists the possible solutions you have researched regarding what has been done in other areas to address the problem (see II A).
- In addition to the work you have done in documenting the problem and solutions, do some homework on the decision-maker and the agency with whom you are meeting:

3. Even when there is a task force, coordinated community response team or other group similarly convened to look at domestic violence issues in the community, it is best that the group as a whole not be involved in addressing every problem that arises in terms of the systemic response. This is a face-saving gesture for the policymaker as it allows her/him an opportunity to address the issue outside of the scrutiny of other members of the community. It also saves time, by bringing in only those who know the most about the problem and are therefore best situated to solve it.

- What else is happening in the community that involves him/her?
- What interests the involved policymaker (do they play on softball team, have a garden, etc.)?
- Role-play the meeting, (see *At the Meeting*, below to guide your role-play)
 - Anticipate the obstacles, objections and biases that you will be presented; practice equanimity, listening skills, deep breathing in order not to over-react.

B. At the Meeting

- Establish a friendly and positive atmosphere.
 - Remember to keep your attitude in check – the goal is to influence rather than alienate. Start from the premise that most policymakers are interested in doing a good job and that the problem is not who they are as individuals but rather that they have inherited a criminal justice agency that is not well structured to respond to or handle domestic cases.
 - Make small talk while getting settled (look for family photos and other memorabilia to refer to in the room; discuss recent (positive or neutral) media about their agency)
 - Make introductions and where necessary, shake hands (“good old boy” skills)
- Discuss the purpose of the meeting and the amount of time that you have.
- Make your role clear – For example, you thought a meeting might be a good starting place to:
 - Discuss a problem that has come to your attention that you think they would want to know about,
 - Dialog about what can be done about it,
 - Explore some solutions that have been tried in other places to see if they might be helpful here, and
 - Hopefully set up a process with them to find local solutions that would benefit not only victims and their families but also the involved agency and the community.
- Let the group know that notes will be taken and sent to participants afterward
- Pass out the agenda and go over it. Ask if there are any additions or questions
- Once you start the meeting, stick to the agenda
- Provide documentation and discuss the problem, why it is a problem, who is impacted by it;
 - Allow time for people to discuss the problem from their perspective
 - Really listen to understand their perspective
- Provide opportunity for policymakers to suggest solutions
 - Discuss potential solutions. Hand out the *Fact Sheet*
 - Point out that every community is different and what works in one might not work in another but that this may be a good starting point, rather than re-making the wheel you can capitalize on others efforts.
 - Stress why a solution is good not only for victims and their families but the involved departments/agencies and the community.
 - Discuss solutions and the need for them in the context of the current trends in their field (For example, with law enforcement, public safety, community policing and preventive policing fits in with coordinating a better community response).
 - Look for areas of agreement and where you have mutual self interest (i.e. you both want to reduce domestic violence, increase convictions, etc)
 - If possible, broker a deal. In other words, look for an opening where you can be of assistance in removing obstacles. For example:
 - Depending on whom you are meeting with, they may have complaints about other departments and that part of your job will be to work out problems with them as well. If they say they need more help and /or equipment, see what you can do to help. Perhaps a grant can be written or you can support their efforts. These promises, of course, require commitment and follow-through on your part.
 - If a participant is particularly unhappy, frustrated or negative, spend some time reaching out to them to clarify their position (i.e. "that is an interesting issue you raise and it sounds like a big frustration in your day-to-day job".)
 - Avoid arguments. If it appears that they are very biased, express gross misunderstanding of the issue or in other ways demonstrate incredible ignorance, make a note of their statements to discuss at a later time or to provide training on or in other ways strategize a response.
 - If side issues come up, bring the discussion back to the agenda.
 - Look for areas of agreement.

- They may not know domestic abuse laws as well as you do. If they bring up an obstacle that is legal in nature, determine the legal basis for their objection and tell them you will consult with your legal resources to come up with a legal argument to that particular obstacle.
- Discuss the possibility of establishing a process for exploring or adapting your recommendations or finding other solutions.
 - Suggest making the policy or other "fix" time-limited if they seem hesitant ("Let's try it for six months and see if it makes a difference")
 - Offer to meet to go through the suggested policy, protocol, procedure, and/or form point by point to adapt it to local conditions.
 - Offer to draft the new or updated document that results from these meetings
- Set up a timeline and the next meeting or series of meetings to further discussion and/ or begin development of the recommended policy change.
- Summarize the points that were made at the meeting
- Close the meeting on a positive note. If it didn't go well, minimize this. Thank them for their time. Tell them you will keep working with them on the issue because you know that you are all interested in the same thing (whatever that may be).

C. After the meeting:

- Assess how effective the meeting was, what worked, what could have been improved.
- Review areas of disagreement for determining additional strategies for their resolution.
- Write a follow-up letter summarizing your understanding of the results of the meeting, including notes that were taken, what was decided, the process agreed upon, who will do what, and any agreed upon timelines. If the meeting was not successful, note your understanding of the obstacles that were raised which prevented action. Have someone review your letter to assure that it is written in a way that keeps communication open.
- Follow-up on any tasks that came out of the meeting.
- Continue to meet to work out necessary drafting of policy and other "fixes".
- Utilize local media and other resources to publicize work and successes.
- If the meeting was a complete "bust" strategize amongst yourselves and allies what to do next. It is likely at this point that your allies may need to help to raise community support to resolve the problems.

- D. Subsequent meetings for policy development.** It is outside of the scope of this document to go into detail about development of policy in subsequent meetings. However, it is suggested that a CCR consult with state and national resources to determine if a best practice policy is already in use in other jurisdictions that can be adapted to local conditions. This can serve as the prototype for your local policy development effort.
- Consult on Content. If you have agreement to start with the policy that you brought to the table at the first meeting, go through this point by point, making changes as needed to fit local conditions.
 - Craft / Draft the Language. Draft the document with the changes that have been identified.
 - Secure Agreements. Get signatures from the involved parties who need to sign off on the policy.
 - Plan for implementation, training, monitoring compliance and evaluating the changes for their impact.

IV. OTHER STRATEGIES FOR CHANGE

The following ideas are additional suggestions for prioritizing domestic violence as an important issue in your community and to enhance your agency's influence in coordinating community change.

A. Actions to Take With Outside Agencies/ Representatives/ Individuals

- In advance of problems, work within the community to gain support for systems change
- Work with an existing task force to examine practices that would eliminate/ reduce the problem
- Invite new systems people (judges, po's, law enforcement) to your office or to lunch to discuss issues involved with safety for battered women
- Provide community forums/ trainings
- Send letters of introduction to new judges, po's, law enforcement

- Stay abreast of issues related to the involved agency that come up at city council or county commissioner's meetings in order to identify ways that you can become involved or fit what you are doing into a current community issue
- Develop a media strategy
- If there is a hiring process coming up for a new chief of police, detective, prosecutor, etc. try to volunteer for the hiring committee or provide questions related to domestic violence to the hiring committee
- Find out what is current in their discipline and make what you are attempting to do fit this context or model (ex: Community policing fits in with a coordinated community response)
- Read their trade publications/ literature
- Find out what is happening in their field statewide and nationally
- Reward good behavior
- Establish an annual award
- Publicize good behavior
- Write letters to individuals and cc to bosses when they have done well
- Develop relationships with community, county, state and federal policy makers/legislators
- Identify community allies