

The Office on Violence Against Women in partnership with Praxis International

Audio Conference Training Binder

Translating Battered Women's Experience Into Your CCR by Centralizing the Role of Advocacy

with Rose Thelen

Thursday, July 17, 2008

Call at 2:00 p.m. Central Time

Dial 512-623-5114, then enter guest code 52533#

Things to Know:

Time zone conversion:

Eastern: 3:00 to 4:30

Central: 2:00 to 3:30

Mountain: 1:00 to 2:30

Arizona: 12:00 to 1:30

Pacific: 12:00 to 1:30

Alaska 11:00 to 12:30

Hawaii: 9:00 to 10:30

Cost: Long distance telephone call. All expenses can be covered by your OVW training funds.

Participation: Remember to say your name and state every time you start speaking – we can't see you!

Muting: Unless the operator has muted all of the lines, please keep your telephone on mute EXCEPT when you are speaking on the call. Press *6 on your keypad to mute your line. To un-mute, press *6 again.

To Leave: Hang up your telephone. This does not interrupt the session. If you need to step away temporarily, do not put the call on hold, as we may hear "on hold" music – simply rest the receiver on your desk.

Problems: Rarely, a caller may experience long-distance connection difficulties, such as a fast busy signal or message saying "All circuits are busy". You may simply re-dial the number to try to complete the call. If you have repeated problems, try using any standard long-distance calling card. Alternatively, you may use one of the following dial-around sequences: 1010636 + 1-405-244-5555 (Clear Choice – currently 5¢ / min), 1010220 + 1-405-244-5555 (MCI WorldCom – currently 99¢ for first 20 min, 7¢ / min additional), 1010834 + 1-405-244-5555 (Penny Plan – currently 9¢ / min). For other problems, please call us at 218-525-0487, ext 100 and we'll do what we can to assist you.

Trainer Biography:

Rose Thelen

Gender Violence Institute

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Office: 320-558-4510

Rose is co-founder of the Gender Violence Institute in Clearwater, MN. In that capacity, she most recently completed a four-year federal grant with Tribal battered women's programs to coordinate a community response (CCR) to domestic violence among law enforcement, prosecutors and advocacy groups on two northern Minnesota Reservations. Rose is also a *Technical Assistance Partner* for Praxis International where she provides training and technical assistance to programs across the country receiving Department of Justice, Office on Violence Against Women (OVW) grants to reform criminal justice practices and establish coordinated community responses. She has also worked with Praxis to conduct *Safety and Accountability Audits* in a number of settings.

Rose has been working to end domestic violence since 1979, when she helped to organize a local battered women's shelter and became an advocate. In 1983, she founded and coordinated the St. Cloud Intervention Project, a CCR based on the Duluth model. She has worked for the Minnesota Coalition for Battered Women as a Legislative Coordinator and also as a consultant to the *Rural Violence Against Women/Child Victimization Collaboration*, which developed "best practice" protocols between advocacy programs and child protection agencies. She also worked in 10 Minnesota counties to develop policies, protocols and training within and between battered women's programs, law enforcement, and County Attorney's offices, through a joint project with the MN Bureau of Criminal Apprehension. Rose participated in the Southeast European Mayor Link Project to develop CCR's in a number of former Soviet block countries.

Rose provides training domestically and internationally on CCR methodologies, law enforcement investigations, individual and systems advocacy, facilitating batterer's and battered women's groups, and the intersection of child welfare and domestic violence.

She is the author of several publications, including *Advocacy in a Coordinated Community Response*, and *Promising Practices for Responding to the Co-occurrence of Battering and Child Maltreatment*.

~Audio conference~

**Translating
Battered Women's Experience
Into Your CCR
by Centralizing
the Role of the Advocacy**

July 2008

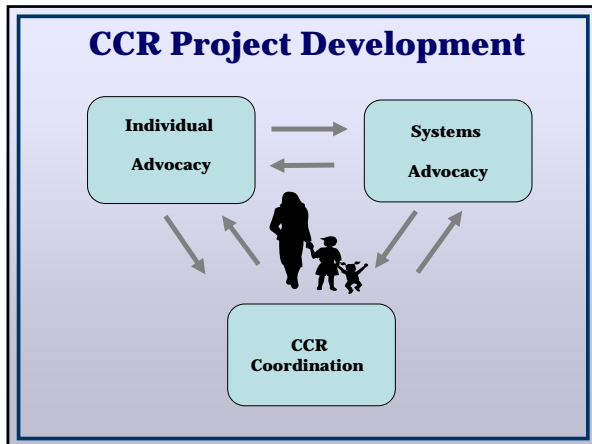
Presented by
Rose Thelen
Gender Violence Institute
Praxis Technical Assistance Partner

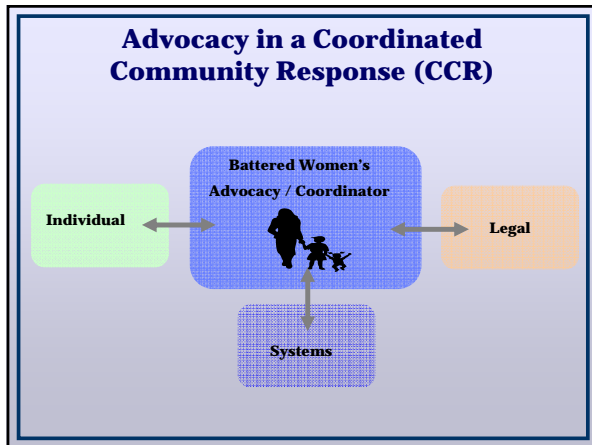
**Coordinated Community
Response (CCR)**

An interagency effort to change the climate of tolerance of battering by institutionalizing practices and procedures which centralize victim safety and offender accountability in domestic assault related cases.

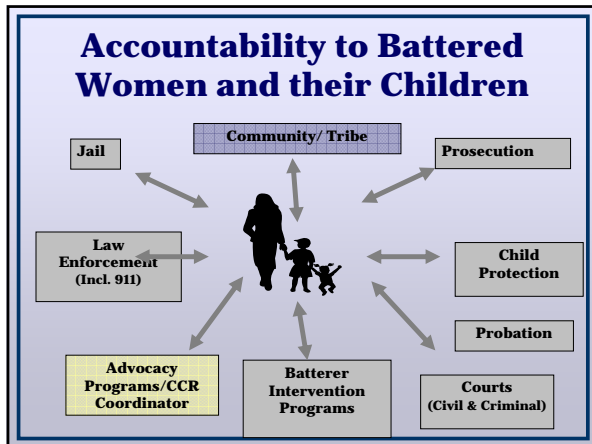
An Effective CCR

- **A system that shifts responsibility for victim safety to the system**
- **Central role for advocates and battered women**
- **Written policies/ practices**
- **Inter-agency linkages**
- **Tracking and monitoring activities**
- **Inter-agency networking / meetings for dialog and problem-solving**
- **A shared philosophy**





- ### Radical (Root) Advocacy
- Ongoing analysis and critical reflection about the roots of violence
 - Advocacy and battered women-directed work methods
 - Undo 'pathologizing' of women's lives
 - Social change (justice) rather than just social services
 - Community organizing activities at every level
 - Linking with other anti-violence groups
 - Minimize dependence on institutions that subjugate women



The Role of Advocacy Programs

**Battered Women's
Advocacy Program**

- 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 battered women's experience as the locus of systemic problems and the standpoint from which to solve them
- Provide input to judges, prosecutors, probation, batterer programs, counselors, task forces, interagency meetings
- Coordinate or work closely with coordinator of inter-agency collaboration to enhance response
- Organize in the community to enhance safety for victims
- Involve battered women in efforts and ensure their voices are heard

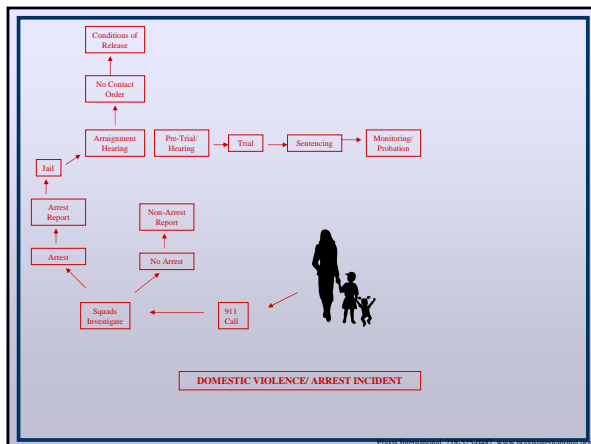


Effective Advocacy in A CCR

1. **Know**
 - the steps in case processing
 - what the woman needs at each step
 - methods that currently organize the worker at each step
 - methods that could more effectively organize the worker
2. **Design advocacy interventions to meet her needs**
3. **Identify and document response concerns**
4. **Intervene with the system on behalf of individual women**
5. **Identify what could organize the worker more effectively on behalf of all women**
6. **Work to change the system to better meet all victim's needs**

Steps in Case Processing

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. 911 2. Investigation 3. Booking 4. Holding or Charging 5. Releasing or Charging | <ol style="list-style-type: none"> 6. Arraignment/ Bail Setting 7. Pre-trial 8. Trial Prep 9. Trial 10. Sentencing 11. Monitoring/ Enforcement |
|---|--|



Methods of Problem Identification

- 1. Talking to women**
 - Surveys/ questionnaires
 - Informal/ Focus groups
 - Ongoing response concerns documentation
- 2. Meeting with practitioners**
- 3. Reviewing practitioner texts**
 - That guide practitioner responses
 - That result from practitioner responses
- 4. Tracking/ monitoring**

1. Documenting problems

- **Procedures for all advocacy program personnel/ volunteers**
- **Procedures for legal advocates**
- **Tracking/ monitoring activities**

2. Analyze problem

- **Individual interviews**
- **Focus groups**
- **Observations**
- **Examine texts**
- **Map the institutional steps**
- **Consult others working on the issue**

Advocacy Procedures

1. On-call advocate duties
 - Contact victim immediately
 - Route information to Legal Advocate
2. Legal/systems advocacy duties
3. Post-arrest advocacy with court
4. Systems advocacy: formal review of law enforcement report
5. Non-arrest advocacy tasks
6. Other daily systems/ individual advocacy tasks
7. Ongoing legal advocacy
8. Tracking and monitoring procedures, ongoing
9. Report to supervisors
10. Other.

Involve the community

- **Promote CCR in public speaking efforts**
- **Community/neighborhood meetings**
- **Get other institutions involved—faith community, schools, business, etc.**
- **Align with other organization working to end violence and oppression**
- **Keep the media informed**
- **Invite policymakers and politicians to events**

Selling Points in Your Community

- **Formalizing Community Standards**
- **Guidance for Practitioners**
- **Interagency Agreements and Accountability**
- **Public Safety**
- **Community-based v. victim reliant**
- **Reduced Recidivism**
- **Civil Liability**
- **Model Community**

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

Campaigns

- Pin down candidates
- Screen or use surveys that lock them in
- Get involved in campaigns
- Attend candidate forums
- Make sure violence against women is a key objective of their campaign
- Stay involved after the election

The Legislature

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

Resources

Praxis International
www.praxisinternational.org

Gender Violence Institute
gvi@frontiernet.net

Mending the Sacred Hoop
www.msh-ta.org

Sacred Circle
www.sacred-circle.com

Tribal Law and Policy Institute
www.tlpi.org

Red Wind Consulting, Inc.
www.red-wind.net

Battered Women's Justice
Project
(800) 903 0111
www.bwjp.org

Minnesota Center Against
Violence and Abuse
www.mincava.umn.edu

Resource Center on Child
Protection and Custody
(800) 527 3223

Domestic Abuse Intervention
Project
www.duluth-model.org

Sample Internal Agency Procedure for Handling System Response Concerns

In order to enhance individual and systems 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 battered woman's agency or another agency, they will:

- A. Document the problem on the form, titled "*System Response Concerns Tracking Form*" (next page).
 - Where the source of the information is a battered woman, determine whether she wants to be involved with any efforts to participate in the solution, consider:
 - Having her attend meetings with the involved agency to address the issue
 - Creating an organized method by which battered women can participate to take action as a group in addressing community response problems
 - Conducting battered women's focus groups to identify solutions.
- B. Route the form to a person (liaison, ccr coordinator, systems advocate) who has been designated within your agency to keep track of systems problems
- C. For problems where a protocol or other working agreement has been developed with the agency responsible for the problem, the liaison will respond as outlined in the protocol.
- D. Where the situation requires an immediate response, whether or not there is an agreement in place with an agency, liaison will secure releases with the battered woman where necessary and contact appropriate parties for immediate consideration and resolution.
- E. Where there is no written agreement for handling response questions and the situation does not require an immediate response, the liaison will address the issue at a staff meeting or other meeting to address these types of concerns.
 - At the staff meeting, possible avenues of approach include:
 - Keeping the form on file to see whether the problem is part of a pattern that needs to be addressed at a future time (in cases which do not require an immediate response, for example, a judge may have made a disparaging comment about battered women in open court but has not yet demonstrated a pattern in this regard).
 - Selecting other strategies for handling the situation depending on the persistence or severity of the problem (See *Systems Advocacy Outline* for possible strategies)
 - Determining who is going to accomplish the strategy and by when.
- G. Update "*System Response Concerns*" Tracking Form, to include strategies attempted and outcomes. . "
- H. Keep completed forms on file.

SYSTEM RESPONSE CONCERN TRACKING FORM

Details of the Concern

Date of Incident: _____

Advocate Involved/ Reporting _____

Battered Woman Involved: _____

Battered Woman's Permission to Use Name if Necessary: ____ yes ____ no

Concerned Agency/ Employee Involved: _____

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

Remedy (to be completed by liason, ccr coordinator, systems advocate) ¹

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

Date: _____

I would like to participate in focus groups or other methods of addressing this problem, as needed: __Yes__No

¹ In some places there is an outside CCR coordinator . Confidentiality considerations need to be addressed.

SAMPLE DRAFT
**WORKING AGREEMENT BETWEEN DOMESTIC VIOLENCE ADVOCACY PROGRAM
AND LAW ENFORCEMENT AGENCY**

I. Law Enforcement Agency agrees to:

- A. The (designate law enforcement personnel¹) will contact the advocacy program within (designated time²) of all arrests for domestic violence-related crimes, including incidents where officers determine there is probable cause to arrest but the alleged perpetrator cannot be immediately located. (specify responsible party, i.e. dispatch, arresting officer, jailer, other);
- B. Share arrest and non-arrest reports on all domestic violence-related calls. Domestic violence-related calls would be those wherein the parties involved have a relationship as defined in (Statute reference). These calls include, but are not limited to, assault, disorderly conduct and civil protection order violations. (Specify procedure, ex: reports will be faxed within 24 hours of the incident except those calls occurring during the weekend. Reports generated by calls received during the weekend will be faxed Monday morning).
- C. Hold suspects in custody until first appearance or as allowed by statute (ie: 36/48/72 hours).
- D. Keep statistics on all domestic calls, both arrests and non-arrests. Maintain computerized data when possible.
- E. Review, revise, and update law enforcement policy with Advocacy Program annually.
- F. Provide and/or participate in annual training on domestic assault, as needed.
- G. Identify a liaison to the Advocacy Program for purposes of implementing this Working Agreement (designate responsible party).
- H. Participate in meetings with Advocacy Program and other criminal justice agency representatives as part of the coordinated community response.

II. Advocacy Program agrees to:

- A. Maintain a 24-hour telephone service that will provide information to callers regarding services and options available to victims of domestic assault.
- B. Make immediate contact with the victim (within one hour of notification by law enforcement in order to: a) provide information concerning the court process and available services; b) elicit victim's input into the court process; c) ascertain the victim's wishes regarding conditions of release; and d) offer accompaniment throughout the court process.

¹ Possible options: dispatch center after being informed by the officer that an arrest was made; the arresting officer out of earshot of the abuser; the jailor, as a part of booking procedures.

² The sooner that the advocacy program can make contact the better. In most places this can occur within an hour. Part of the negotiations is to determine who can make this call within the shortest amount of time.

- C. Provide support and assistance for victims throughout the civil or criminal court process by accompanying them to court, advocating on their behalf when appropriate, and providing transportation and childcare when possible.
- D. Provide weekly support/educational groups for battered women.
- E. Facilitate the exchange of information relevant to the case as desired by the victim.
- F. Work with law enforcement and affected criminal justice agencies to ensure appropriate court outcomes by advocating on individual cases and by coordinating domestic assault intervention policy and procedure development with criminal justice and other community agencies.
- G. In cases where arrests are not made, staff will attempt to contact persons identified as victims on the non-arrest report and provide them with information and support.
- H. Provide training to local law enforcement and other criminal justice agencies on the issue of domestic assault.
- I. Track the criminal justice response from the initial call through final disposition.
- J. Meet with individual agency liaisons to discuss deviations from policy or changes in protocol.
- K. Provide quarterly reports to intervention agencies regarding the disposition of cases in which they were involved.
- L. Meet with representatives of all involved agencies to discuss the effectiveness of the policies and practices of the coordinated community response.
- M. Identify a liaison to the Law Enforcement Agency for purposes of implementing this Working Agreement (specify responsible party).

III. Law Enforcement/Advocacy Program Domestic Abuse Complaint Procedure

Whenever the Advocacy Program or the Law Enforcement Agency identifies or receives a complaint regarding the response of one or more of the employees of the other's agency, the Advocacy Program Liaison and the Law Enforcement Agency Liaison agree to contact each other for the purpose of investigating and rectifying the complaint .

This agreement is entered into for the purpose of standardizing the collaborative domestic assault response between the Law Enforcement Agency and the Advocacy Program. It will be reviewed annually to assess its effectiveness and to make revisions where needed.

This agreement is entered into on _____(date)

Law Enforcement Agency

Advocacy Program

Checklist
ADVOCACY 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 performs the duties outlined below.

A. Contact Victim Immediately

- After recording contact information and arrest details provided by law enforcement on Arrest Follow-up Assessment Form (AFA), 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, provide option of not participating
- Determine victims needs, provide with information and resources about battered women’s services and options.
- Discuss the arrest
 - Was *victim’s rights* card provide by officer?
 - Was she treated fairly and respectfully treated by the responding officers?
- Inform her of next steps in the court process, including
 - Jail release
 - 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
 - Availability and type of Legal Advocacy provided throughout case
- Discuss incident, history, risk assessment
 - History
 - Risk
 - Contact information
- Discuss sharing information with prosecutor, probation, batterer’s program
- Secure release, where needed
- Record all information on AFA

B. Route information to Legal Advocate

- Finish compiling information on AFA and place in Legal Advocate box.
- Leave message on legal advocate pager/phone

II. Legal/Systems Advocacy Duties. Next Morning.

- Pick up and review copies or faxes of law enforcement arrest and non-arrest reports.
- Pick up Arrest AFA for corresponding victim(s) filled out 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 (as outlined in full procedures).
- ❑ Review law enforcement report and AFA, to determine the 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 AFA
 - ❑ 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 AFA, 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 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 *Supervisory 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.

VIII. Tracking and Monitoring Procedures, ongoing

- ❑ Enter data from arrests and court hearings into DAIN.

IX. Report to Supervisors

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

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

This checklist was adapted from *Advocacy Procedures in A CCR* available from Gender Violence Institute. Contact: gvi@frontiernet.net.

ARREST FOLLOW-UP ASSESSMENT

This form to be completed by advocate following response by law enforcement to a domestic violence incident.

*Date ____/____/____

*Advocate Initials _____ *Time of Call _____

***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? _____

1st Contact with (BW PROGRAM)? Yes No

*Location/ phone where (BW PROGRAM) 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: _____

Do you know if your partner/former partner (referring to the person who has just been arrested):

Yes No

_____ has been convicted of assaulting you in the past five years? When? _____

_____ has been convicted of domestic assault in another county or state? Where? _____

_____ has been convicted of assaulting another victim in the past two years? When? _____

_____ is currently on probation? Where? _____ P.O. Name _____

_____ was abused by a family member?

_____ witnessed the physical abuse of his mother?

_____ shows remorse about violence towards you?

_____ commits nonviolent crimes?

_____ has a history of violence to others (besides family members)?

_____ has experienced any unusually high stress in the past 12 months (loss of job, death, financial crisis)?

_____ abuses alcohol?

_____ uses street drugs? If yes, what kind? _____

_____ has been to alcohol/drug treatment? _____

_____ Do you think the court should consider ordering alcohol/CD evaluation/treatment?

Why? _____

INCIDENT

*Description of incident: _____

Yes No

_____ Did you have any injuries? Visible Not visible Both Description: _____

_____ Was a weapon involved? What kind? _____

_____ Does your partner/former partner own, carry, or have ready access to a firearm?

_____ Did the children witness the incident?

_____ Were the children involved in any way? If so, how? _____

_____ Were you treated well by law enforcement when they responded to your call? Please explain:

Page 2 Arrest Follow-up Assessment

Victim Name: _____ Assailant Name: _____

The following questions are designed to help assess the dangerousness of the situation. Answering these questions can help both you and the court decide what safety measures should be put in place to help protect you and will be helpful in providing rehabilitation for the offender.

Please describe past violence and/or injuries (worst incident, type of injuries, frequency): _____

During the course of your relationship, has your partner (the person who has just been arrested):

- | <u>Yes</u> | <u>No</u> | |
|------------|-----------|--|
| 1. _____ | _____ | Become increasingly more violent, brutal, and/or dangerous to you? |
| 2. _____ | _____ | Caused injuries to you which required medical attention? |
| 3. _____ | _____ | Strangled (choked) you? |
| 4. _____ | _____ | Injured or killed a pet? |
| 5. _____ | _____ | Threatened to kill you? |
| 6. _____ | _____ | Forced sex or used sexual coercion? |
| 7. _____ | _____ | Used a weapon against you or threatened to use one? |
| 8. _____ | _____ | Seemed preoccupied or obsessed with you (following, or stalking, very jealous, etc.)? |
| 9. _____ | _____ | Increased the frequency of assaults upon you? |
| 10. _____ | _____ | Ever threatened to commit suicide? |
| 11. _____ | _____ | Assaulted you while you were pregnant? |
| 12. _____ | _____ | Do you believe that s/he may seriously injure or kill you? |
| 13. _____ | _____ | Have you separated or tried to separate from your partner in the past twelve months? |
| 14. _____ | _____ | Have you sought outside help (OFP, police, shelter, counseling) during the past 12 months? |
| 15. _____ | _____ | Do you feel isolated from sources of help (car, phone, family, friends, etc.)? |
| 16. _____ | _____ | Have you ever tried to protect your partner from the court system (tried to drop charges, reduce bail, change your statement, etc.)? |
| 17. _____ | _____ | Has he ever threatened to harm you if you involve law enforcement, the courts and/or testify against him ? |

Please elaborate on 'yes' answers: _____

Other information you would like the court to know about the danger you may be in (an event, a specific threat, a feeling you have) _____

- | <u>Yes</u> | <u>No</u> | |
|------------|-----------|---|
| _____ | _____ | Would you like the court to order the assailant to have limited or no contact with you? |
| _____ | _____ | Would you be interested in a protection order? |
| _____ | _____ | Are you interested in attending education/support groups? |

This information is used to assist us in providing services to you and to evaluate our services. We ask your permission to give this information and photos to other agencies who hold offenders accountable and provide protection for victims. This information will not be shared with the abuser. Can we share this information with:

_____ Probation Officers (for setting conditions of release from jail and sentencing recommendations)

_____ Prosecutors

_____ Batterers Group (for rehabilitation purposes)

Signature _____ Date _____

Supervisory Oversight Worksheet

Supervisor: _____ Case # _____

Officer: _____ Date ____/____/____

Check the following boxes if the report includes this information and circle items needing attention

- Time of call for the incident?
- Time of arrival at the incident?
- Relevant 911 information?
- Immediate statements of either party?
- For each party interviewed:
 - Name, DOB, Address, Phone number for home/work/cellular?
 - Relationship of parties involved/witnesses?
 - His/Her account of events
 - Responses to officer's follow-up questions?
 - Emotional State/Demeanor?
 - Alcohol/Drug impairment?
 - Past history with same/other victims?
 - Officer observation related to account of events?
 - Injuries, including those not visible (e.g. sexual assault, strangulation)?
 - Names and phone number of two people who can always reach the victim?
- Where suspect has lived during the past seven years?
- Children present, involvement in incident, general welfare.
- Children living at the residence, not present?
- Evidence collected (e.g., pictures, statements, weapons, other)?
- Medical help offered or used, facility, medical release obtained?
- Rationale for self-defense or predominant aggressor?
- Summary of officer actions (e.g. arrest, non-arrest, attempts to locate, transport, referrals, victim notification, seizing firearms)?
- Existence of an OFP, probation, warrants, and prior convictions?
- Appropriate enforcement of tribal or inter-jurisdictional protection order?

Risk Questions

- Do you think he/she will seriously injure or kill you or your children? What makes you think so? What makes you think not?
- How frequently and seriously does he/she intimidate, threaten, or assault you?
- Do you think he/she will seriously injure or kill you or your children? What makes you think so? What makes you think not?
- Describe the most frightening event/worst incident of violence involving him/her.

Self-Defense

Reasonable force may be used to resist, or aid another to resist, an offensive action. A person may use all of the force and means that he/she reasonably believes necessary to prevent bodily injury that appears imminent. The use of force must be reasonable given the strength differential and the nature of the threat, IE deadly force is justified when it is necessary to prevent death or great and imminent bodily harm.

Predominant Aggressor Considerations: Intent of policy-- to protect victims of ongoing abuse. Compare the following:

- Severity of their injuries and their fear (incident).
- Use of force and intimidation (incident).
- Prior domestic abuse by each party.
- Likelihood of each suspect to cause further injury.
- Fear of each person being injured by the other.

□ **Appropriate Application of Arrest/Self-Defense/Predominant Aggressor Policy**

Comment on all circled items_____

Systems Advocacy/ Community Organizing

The following outline has been developed to assist battered women's programs to identify, think about and document problems that battered women experience when accessing the criminal and/or civil justice system. In addition, it aids in identifying possible solutions, who should be involved in effecting these, and how to organize meetings and other activities to begin the process of change.

I. PROBLEM IDENTIFICATION

The first step is to accurately identify and document the problem from a number of perspectives.

A. Identify the Problems/ Gaps within the system, which create additional risks for battered women and do not hold batterers accountable for their violence. While many improvements in the legal response to domestic violence have been institutionalized in the last 25 + years, battered women's programs across the country report numerous problems persist, including:

- Arresting battered women for self-defensive or resistive acts of domestic violence.
- Not arresting on violations of protection orders
- Dismissing cases because women do not want to testify
- Not contacting advocacy programs after an arrest
- Failure to comply with policies, protocols, procedures, laws, grant agreements and other texts that govern how a given agency should respond in a domestic assault situation.

Depending on the climate for change in the community and work that has already been accomplished in any one location, these problems may not exist or there may be others battered women face when accessing the legal system. Regardless of the problems battered women face in your community, it is imperative to approach them as imminently solvable through systematic and sustained efforts.

B. Expand Your Understanding of the Problem/s Gaps. To identify problems for battered women and/or to understand them more completely and to find more comprehensive solutions, it is important to understand problems from a variety of perspectives. Systems change efforts should include opportunities to meet with and learn from the following groups using some of the methods listed below:

1. Battered Women

- Informal dialogue with battered women, while providing services
- Surveys of battered women at intake, support groups, or after-care activities regarding their experiences with all or portions of the legal system
- Focus groups with battered women

The Praxis Safety and Accountability Audit¹ method routinely uses focus groups to bring women together to ask them questions about and understand their experiences with intervening systems; which interventions make their lives more or less safe; examples of what is or is not working well, and the likely impact and unintended consequences of any changes that the system is considering.²

2. Advocates

- Include opportunities for those closest to the victims to discuss problems for battered women.

1 A method developed by Praxis International to analyze and reform institutional practices to enhance victim safety, offender accountability and change the climate in the community. www.praxisinternational.org.

2 Pence, Ellen and Sadusky, Jane, *The Praxis Safety and Accountability Audit Toolkit*, p. 56

- Create procedures/forms for battered women’s program staff and volunteers to routinely document system’s problems.
 - For example, advocates attending court with women may identify that in a large number of cases, temporary custody arrangements are not being addressed, even though women have requested that this occur. Advocates can record these problems through use of a procedure and form similar to the one found in Appendix A: *Sample Internal Agency Procedure for Handling System Response Concerns and Sample System Response Concerns*.

3. Community Members

- At community presentations or forums, discuss with the community what they see happening.
- Work with community organizations to conduct surveys regarding community perceptions regarding the problem.

4. Legal System

- Dialog with and seek information from practitioners through ride-along s, focus groups, informal discussions and interviews.
- Survey legal system personnel to identify gaps
- Collect data from case files, police reports and other documentation generated by the system in individual cases.
 - Develop protocols between battered women’s programs and law enforcement agencies to provide early advocacy and monitor response effectiveness (see Appendix B: *Sample Working Agreement between Advocacy Program and Law Enforcement Agency*)
- Tracking and monitoring the legal system response
 - The Domestic Abuse Information Project has created the Domestic Abuse Information Network (DAIN) software, which can track and monitor cases from the initial 911 call through case disposition³ (see Resource Section: *Domestic Abuse Information Network*).
- Court watches have been effectively utilized in a number of areas to identify problems and promote solutions⁴

C. Document the Problems/ Gaps. Once identified, it is essential that the problem be effectively documented. This will demonstrate to those you need to involve in its solution, that it is a legitimate systemic issue. Documentation can include:

- Focus group reports
- Survey results
- Compilation of response concerns forms (See A - 2)
- Tracking and monitoring reports
- Ride-alongs
- Other: Whenever a problem is systemic, there are ways to keep track of these, creating tables, graphs, and/or charts to demonstrate the recurrent and ongoing nature of the problem

D. Identify the source(s) of the problem. Effective solutions will depend on how accurately the source of the problem is identified. To assist, it is important to understand that “none of the workers in the criminal or civil justice agencies decide independently how to process an individual battered women’s case. Rather, every worker is coordinated and organized to think about and act on cases in

³ Duluth Domestic Abuse Intervention Project. Ph: 218-722-2781, email: www.duluth-model.org

⁴ For information on court watches, contact the National Resource Center’s Battered Women’s Justice Project, 1-800-903-0111 or WATCH, a MN project designed to monitor cases of violence against women: www.watchmn.org

institutionally authorized or accepted ways”.⁵

The primary way the legal system organizes its workers to act on a case is through the use of **governing texts** – federal and state law, county ordinances, tribal codes, departmental policy, protocols, procedures, working agreements, and forms, which guide workers at every institutional step of the case.

To locate the source of the problem, consider whether it is the result of:

1. **Shortcomings in Governing Texts.** Review and determine if the problematic response arises from an absence or an inadequacy in the law, county ordinance, tribal code, departmental policy, protocol, procedure, working agreement, and/or form which governs the problematic institutional step.

Consider whether:

- A governing text needs to be created. For example:
 - Changing the law: probable cause arrest laws were created to enable law enforcement to make arrests without relying on the victim to state whether they wanted the offender arrested.
 - Changing policy: law enforcement policies have been crafted to include report-writing guidelines to assure better law enforcement investigations and facilitate prosecution practices that are less reliant on victim testimony.
- Existing texts need revision or expansion. For example:
 - A law enforcement policy may exist but not have adequate provisions to effectively determine the primary aggressor, thereby resulting in arrests of victims for acts of self-defense or resistance.
 - Provisions may not be in place to discourage arrest of victims where she may have an outstanding misdemeanor warrant.
- Adequate provisions are in place but are not followed or are misinterpreted by an individual or department. For example:
 - A law enforcement agency may not provide adequate supervision to assure compliance with the policy. Through the development of internal supervisory procedures, individual officers will be notified by their supervisors when they are out of compliance.
 - Through the development of interagency protocols or “Working Agreements” between battered women’s programs and law enforcement agencies, law enforcement can agree to be contacted when the battered women’s program is aware that a deviation from policy, procedure etc. has occurred (see Appendix B. Sample Working Agreement Between Advocacy Program and Law Enforcement Agency).

2. Other Sources of Problems

- **Lack of Resources:** Often the involved agencies will cite a shortage of resources as a reason for ineffective responses. However, the argument can be made that ineffective practices squander existing resources (For example, failure to hold batterers accountable leads to continued violence, with repeat calls for service, escalating violence, problems for children in the home, in the schools, etc.). This is not to dismiss the need for additional resources, but rather to caution against a lack of resources being used as an excuse for not correcting response problems.
- **Need for Training:** Training is often suggested as a method for changing institutional behavior. While training is worthwhile, it is most effective when paired with some change in required

⁵ Pence, Ellen and Sadusky, Jane, *The Praxis Safety and Accountability Audit Toolkit* p. 5

practice. For example, if battered women’s programs had relied on training alone in the 1970’s to change law enforcement arrest behavior in domestic violence cases, instead of changing laws to enable probable cause arrests, the enormous surge in domestic violence arrests would not have occurred. In most cases, the legal system needs tools first and training second.

3. **Mapping the problem.** The Praxis Safety and Accountability Audit has developed a technique for mapping the many institutional steps that are involved in the processing of a case in the criminal and civil justice system. If unsure of the source of the problem or if the problem involves numerous steps and agencies, it can be useful to use mapping to follow a case through the involved agencies to determine who is responsible for which actions, the texts which govern each step, and how specifically, the case is routed from one agency or department to the next to produce the problem under investigation.
4. **Audit Trails.** The Praxis Safety and Accountability Audit identifies eight “core standardizing methods of institutions’. These are the means that institutions use to direct, influence, control and cajole workers into acting in authorized and acceptable ways.”⁶ In addition to those discussed above, these are: administrative practices, concepts and theories, linkages, mission, purpose and function, and accountability. This can provide a greater understanding of how a particular problem is produced in the legal system, thereby leading to more comprehensive solutions (See Resource Section: *Tool # 2: The Audit Trails*).

The Praxis Safety and Accountability Audit

A method that has been employed successfully in many communities and agencies to refine institutional practices, an audit is a *community-based* systematic method of analyzing how certain features (i.e. safety and accountability) are or are not incorporated into practitioners’ daily work routines and the policies of their agencies. It is a method that involves representatives of multiple agencies forming an audit team to collect and analyze data and recommend solutions for change. For more information on audits, visit www.praxisinternational.org

E. Identify the individual who has the authority to remedy the problem. For most problems, there is a policymaker who is ultimately responsible for putting solutions into place but often, individuals further down in the ranks are invested with authority to guide department/ agency policy. Also, working with the individuals who are responsible for carrying out departmental policy can be helpful in identifying both sources and solutions to problems. Identify all the individuals directly involved in the problem and its solution:

- An individual employee
- Supervisor
- Department head
- Political body (city council, county commissioners, legislators)
- All of the above
- Others...

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.

⁶ Ibid., p.33.

A. 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 the desired behavior?
- What has been done elsewhere to address the problem?
- How could this be adapted to local conditions?

B. Identify Unintended Consequences.

- Make sure that identified solutions have been analyzed to make sure that they won’t adversely impact battered women.
 - 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” approach⁷

B. Fully analyze the problem and craft your message. A complete analysis of the problem considered from as many perspectives as possible will enable you to arrive at comprehensive solutions. It will also facilitate you’re ability to craft a message that will engage as many people as possible in its solution. 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?
 - A law enforcement agency may think that the problem is that they go to the same place repeatedly. From a broader perspective, if law enforcement and the courts don’t arrest the first time and there are no subsequent consequences, this will indeed lead to repeat calls to the same residence. If on the other hand, there are consequences, repeat calls are reduced, and when they occur, escalating consequences can be enforced.
 - A woman may allow her partner back in the home even though there is a protection order because she feels safer while there are legal sanctions in place or, alternatively, if she drops the order to let him back in, if she needs another, the courts may be reluctant to grant her petition because she dropped the last one.
- How has the situation impacted victim safety?
- How does the problem impact the children?

⁷ 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.

- 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.⁸
 - 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.

C. 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
 - Community/ public opinion
 - Professional journal or other articles written by someone in their field
 - Other

⁸ To access this publication, go to www.cdc.gov/ncipc/pub-res/ipv_cost/ipv.htm

- **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)?

In order to be an effective force for change in the community, battered women's programs should always work to raise support for developing community resources as well as *enhancing community responses* to domestic violence. When this work is ongoing, the battered women's program increases their ability to influence decision-makers about the need for change. They do this by positioning themselves as knowledgeable representatives of a community interested in changing conditions for victims of domestic violence.

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.⁹ 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.

9. 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.

- 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:
 - 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 packet to go into detail about development of policy in subsequent meetings. However, it is suggested that:

- The development of policy proceed through the following stages, as recommended by the Duluth Domestic Abuse Information Project ¹⁰
 - 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

¹⁰ For more information, visit www.duluth-model.org

Appendix A

Sample Internal Agency Procedure for Handling System Response Concerns

In order to enhance individual and systems 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 battered woman's agency or another agency, they will:

- A. Document the problem on the form, titled " *System Response Concerns Tracking Form*" (next page).
 - Where the source of the information is a battered woman, determine whether she wants to be involved with any efforts to participate in the solution, consider:
 - Having her attend meetings with the involved agency to address the issue
 - Creating an organized method by which battered women can participate to take action as a group in addressing community response problems
 - Conducting battered women's focus groups to identify solutions.
- B. Route the form to a person (liaison, ccr coordinator, systems advocate) who has been designated within your agency to keep track of systems problems
- C. For problems where a protocol or other working agreement has been developed with the agency responsible for the problem, the liaison will respond as outlined in the protocol.
- D. Where the situation requires an immediate response, whether or not there is an agreement in place with an agency, liaison will secure releases with the battered woman where necessary and contact appropriate parties for immediate consideration and resolution.
- E. Where there is no written agreement for handling response questions and the situation does not require an immediate response, the liaison will address the issue at a staff meeting or other meeting to address these types of concerns.
 - At the staff meeting, possible avenues of approach include:
 - Keeping the form on file to see whether the problem is part of a pattern that needs to be addressed at a future time (in cases which do not require an immediate response, for example, a judge may have made a disparaging comment about battered women in open court but has not yet demonstrated a pattern in this regard).
 - Selecting other strategies for handling the situation depending on the persistence or severity of the problem (See *Systems Advocacy Outline* for possible strategies)
 - Determining who is going to accomplish the strategy and by when.
- G. Update " System Response Concerns" Tracking Form, to include strategies attempted and outcomes. . "
- H. Keep completed forms on file.

SYSTEM RESPONSE CONCERN TRACKING FORM

Details of the Concern

Date of Incident: _____

Advocate Involved/ Reporting _____

Battered Woman Involved: _____

Battered Woman's Permission to Use Name if Necessary: ____ yes ____ no

Concerned Agency/ Employee Involved: _____

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

Remedy (to be completed by liason, ccr coordinator, systems advocate) ¹¹

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

Date: _____

I would like to participate in focus groups or other methods of addressing this problem, as needed: __Yes__No

¹¹ In some places there is an outside CCR coordinator . Confidentiality considerations need to be addressed.

APPENDIX B

WORKING AGREEMENT BETWEEN ADVOCACY PROGRAM (CCR COORDINATING/MONITORING AGENCY) AND LAW ENFORCEMENT AGENCY

I. Law Enforcement Agency agrees to:

- A. Contact Advocacy Program within one hour of all arrests for domestic violence-related crimes, including incidents where officers determine there is probable cause to arrest but the alleged perpetrator cannot be immediately located. (specify party to make contact , i.e. dispatch, arresting officer, jailer, other);
- B. Share arrest and non-arrest reports on all domestic violence-related calls. Domestic violence-related calls would be those wherein the parties involved have a relationship as defined in MN Statute 518.B. These calls include, but are not limited to, assault, disorderly conduct and civil protection order violations. (Specify procedure, ex: Reports will be faxed within 24 hours of the incident except those calls occurring during the weekend. Reports generated by calls received during the weekend will be faxed Monday morning).
- C. Hold suspects in custody until first appearance or as allowed by statute (ie: 36/48/72 hours).
- D. Keep statistics on all domestic calls, both arrests and non-arrests. Maintain computerized data when possible.
- E. Review, revise, and update law enforcement policy with Advocacy Program annually.
- F. Provide and/or participate in annual training on domestic assault, as needed.
- G. Identify a liaison to the advocacy program for purposes of implementing this Working Agreement (specify responsible party).
- H. Participate in meetings with Advocacy Program and other criminal justice agency representatives as part of the coordinated community response.

II. Advocacy Program agrees to:

- A. Maintain a 24-hour telephone service that will provide information to callers regarding services and options available to victims of domestic assault.
- B. Make immediate contact with the victim (within one hour of notification by law enforcement in order to: a) provide information concerning the court process and available services; b) elicit victim's input into the court process; c) ascertain the victim's wishes regarding conditions of release; and d) offer accompaniment throughout the court process.
- C. Provide support and assistance for victims throughout the civil or criminal court process by accompanying them to court, advocating on their behalf when appropriate, and providing transportation and child care when possible.
- D. Provide weekly support/educational groups for battered women.
- E. Facilitate the exchange of information relevant to the case as desired by the victim.

- F. Work with law enforcement and affected criminal justice agencies to ensure appropriate court outcomes by advocating on individual cases and by coordinating domestic assault intervention policy and procedure development with criminal justice and other community agencies.
- G. In cases where arrests are not made, staff will attempt to contact persons identified as victims on the non-arrest report and provide them with information and support.
- H. Provide training to local law enforcement and other criminal justice agencies on the issue of domestic assault.
- I. Track the criminal justice response from the initial call through final disposition.
- J. Meet with individual agency liaisons to discuss deviations from policy or changes in protocol.
- K. Provide quarterly reports to intervention agencies regarding the disposition of cases in which they were involved.
- L. Meet with representatives of all involved agencies to discuss the effectiveness of the policies and practices of the coordinated community response.
- M. Identify a liaison to the Law Enforcement Agency for purposes of implementing this Working Agreement (specify responsible party).

III. Law Enforcement/Advocacy Program Domestic Abuse Complaint Procedure

Whenever the Advocacy Program or the Law Enforcement Agency identifies or receives a complaint regarding the response of one or more of the employees of the other’s agency, the Advocacy Program Liaison and the Law Enforcement Agency Liaison agree to contact each other for the purpose of investigating and rectifying the complaint

This agreement is entered into for the purpose of standardizing the collaborative domestic assault response between the Law Enforcement Agency and the Advocacy Program. It will be reviewed annually to assess its effectiveness and to make revisions where needed.

This agreement is entered into on _____, 2004

Law Enforcement Agency

Advocacy Program

APPENDIX C

Meeting Agenda Template

Purpose of Meeting

Agencies In Attendance

Date

Time

I. Introductions

II. Overview of Agenda

Additions

III. Overview of Problem

Discussion

IV. Possible Ideas for Solutions : policies, procedure, and other practice changes applied in other locations;

V. Future plans to Address Issue

VI. Setting next meeting dates.