



# Threshold of TRANSFORMATION

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## VISION FOR VICTIM SAFETY

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STATE OF OKLAHOMA



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## FORWARD

### INTERPERSONAL AND INTIMATE PARTNER VIOLENCE

The Threshold of Transformation: Vision for Victim Safety needs assessment and resulting strategic plan were designed on a victim-centered, trauma-informed, best-practice foundation as a collaborative response to recommendations made by the Division of Family Violence Prevention and Services (FVPSA) to the Oklahoma Coalition Against Domestic Violence and Sexual Assault and to the Oklahoma Office of the Attorney General. As a neutral convener with a wealth of knowledge and experience in the field, Integrated Concepts (ICI) was hired by the Coalition to conduct a needs assessment to determine the State of Oklahoma's current strategy for provision of victim services and to create a State Plan – in collaboration with the Coalition and as a joint process with input from tribal and state agencies which receive funding from numerous federal, tribal, state, and local sources. The intent of the plan is to address the following issues:

- bring community-based organizations, whose primary purpose is to provide culturally appropriate services to underserved populations, to the table at all stages of the planning process [42 U.S.C. 10407(a)(2)(E)];
- take into consideration the needs of the entire state including underserved populations;
- listen, validate and utilize the expertise that community-based organizations can provide in addressing the unmet needs of underserved populations [42 U.S.C. 10407(a)(2)(E)]; and
- utilize information provided through needs assessments, data collected on who is currently being served and the state census.

Throughout this process, ICI has endeavored to stay true to these recommendations and to reflect the purposes of FVPSA funding and the commitment

of the Administration for Children and Families' Administration on Children, Youth and Families (ACYF) as noted in language from the *HHS-2016-ACF-ACYF-SDVC-1125 — Standing Announcement for Family Violence Prevention and Services/Grants to State Domestic Violence Coalitions*.

**Executive Summary:** This notice for family violence prevention and services grants to Coalitions serves four purposes: to confirm a federal commitment to reducing family violence, domestic violence, and dating violence; to provide for Coalitions to collaborate and coordinate with states, tribes, localities, cities, and the private sector to be involved in state and local planning towards an integrated service delivery approach that meets the needs of all victims, including those in underserved communities and racial and ethnic minorities; to provide training and technical assistance to domestic violence programs and providers of direct services; and to increase public awareness about and prevention of family violence, domestic violence, and dating violence, **and increase the quality and availability of immediate shelter and supportive services for victims of family violence, domestic violence, and dating violence, and their dependents.**

**Ensuring the Well-Being of Vulnerable Children and Families:** The Administration for Children and Families' Administration on Children, Youth and Families (ACYF) is committed to **facilitating healing and recovery and promoting the social and emotional well-being of adult victims, children, youth, and families who have experienced domestic and dating violence, maltreatment, exposure to violence, and/or trauma.** Awards governed by this funding opportunity announcement and other current fiscal year expenditures are designed to ensure that effective interventions and trauma informed practice are in place to build skills and capacities that contribute to the

healthy, positive, and productive functioning of individuals and families.

An important component of promoting social and emotional well-being includes addressing the impact of trauma, which can have a profound effect on the overall functioning of adults, children, youth, and families. **ACYF promotes a trauma-informed approach, which involves understanding and responding to the symptoms of chronic interpersonal trauma and traumatic stress across the domains outlined above, as well as the behavioral and mental health sequelae of trauma.** ACYF anticipates a continued focus on social and emotional well-being as a critical component of its overall mission to ensure positive outcomes for all adults, children, youth, and families.

These examples from ACYF and FVPSA, plus the Key Improvements to FVPSA 2010<sup>i</sup> and the critical services cited in support of H.R. 6014 the Family Violence Prevention and Services Act of 2018<sup>ii</sup>, support the use of interpersonal violence throughout the Threshold of Transformation: Vision for Victim Safety.

Additionally, **The DELTA Program: Preventing Intimate Partner Violence in the United States**, a collaboration between FVPSA and the Department of Health and Human Services, Centers for Disease Control and Prevention (CDC), encouraged states to expand their Coordinated Community Response Team (CCRT) focus. Historically, CCRTs have focused on providing services to victims, holding perpetrators accountable, and reducing the number of recurring assaults. **The CDC and FVPSA reported that like many public health problems, intimate partner violence is not simply an individual problem. It is a problem rooted in community and societal norms.** The DELTA report also states prevention requires a thorough understanding of primary prevention and of risk and protective factors, i.e. addressing social determinants of health, including mental health issues, substance use disorders, and suicide. FVSPA

and the CDC recommend states strive to implement strategies for change focused on individuals as well as communities.

To support the expansion of the CCRTs focus on these environmental strategies, the DELTA report recommends State Domestic Violence Coalitions work with the local CCRTs by providing funding, tools, training, and technical assistance to promote primary prevention and to build capacity for planning, implementing, and evaluating primary prevention strategies and activities. The DELTA Recommendations also included directives for State Domestic Violence Coalitions to work with state leadership to build capacity (e.g., leadership, expertise, data collection systems, and evaluation processes) for primary prevention.

The CDC's strategic vision for violence prevention acknowledges the different forms of violence—child abuse and neglect, youth violence, intimate partner violence, sexual violence, elder abuse and suicidal behavior—are interconnected and often share the same root causes. The Threshold for Transformation: Vision for Victim Safety strives to improve our understanding of the overlapping causes of violence and the strategies, including programming through the criminal justice system, that can protect people and communities. With this understanding, our Victim Services System can better prevent violence in all its forms, while focusing on intimate partner violence.<sup>iii</sup>

The Threshold for Transformation: Vision for Victim Safety reporting process includes focus groups, interviews, and surveys which were conducted in collaboration with the District Attorneys Council and the Office of the Attorney General-Victim Services Unit over the last five years. Each of these evaluation tools incorporated the term interpersonal violence to focus on the health, safety, and well-being of entire populations throughout Oklahoma, including historically underserved populations. The intent of the resulting recommendations included within this strategic plan is to provide the maximum

benefit for the largest number of residents within the geographic boundaries of the State of Oklahoma who have experienced negative impacts on their social and emotional well-being resulting from interpersonal violence in its many forms, including intimate personal violence.

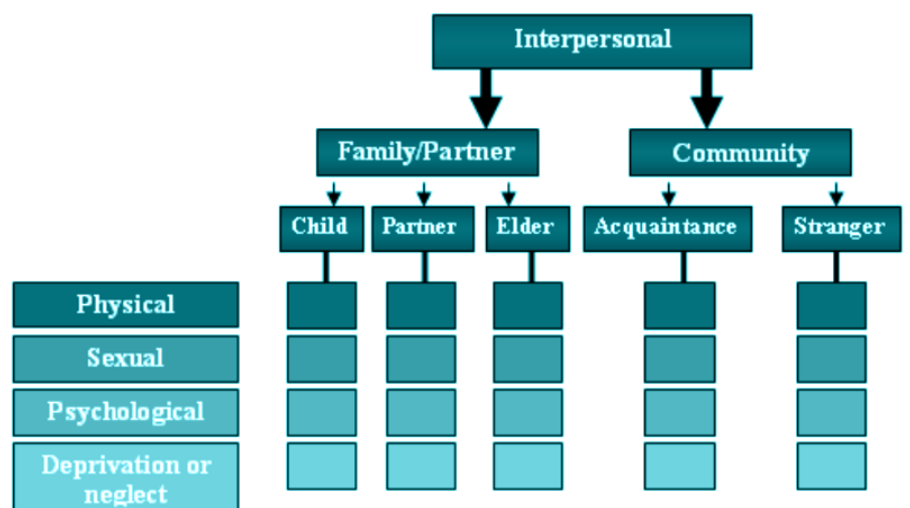
As demonstrated in the graphic below which was adapted from the World Health Organization Violence Prevention Alliance, the term interpersonal violence is broad and more easily understood by laypersons, i.e. victims and community members, than the term intimate partner violence. When discussing interpersonal violence with victims, community members, or professional colleagues, victim services professionals can parse interpersonal violence into the categories depicted within the graphic to explain the plethora of criminal, civil, and health implications which may arise from or co-occur with intimate partner violence.

For purposes of this report, interpersonal violence will be defined as: **violence between individuals**; subdivided into family and intimate partner violence and community violence. Family violence includes child maltreatment; intimate partner violence; and elder abuse, while community violence is broken down into acquaintance and stranger violence and includes youth violence; assault by strangers; violence related to property crimes; and violence in workplaces and other institutions. Additionally, female pronouns are used throughout the document when referring to victims/survivors. The authors are aware males are also victims of interpersonal violence.

Further, participants indicated throughout the needs assessment process that often the domestic

violence and/or sexual assault services provider in the community is the only service provider available. As such, this leads to the domestic violence and/or sexual assault agencies, those certified by the Oklahoma Office of the Attorney General, members of the Oklahoma Coalition Against Domestic Violence and Sexual Assault, and/or member of the Native Alliance Against Violence, receiving calls and requests for services for all types of interpersonal violence, not just intimate partner violence. During the needs assessment process, it was also noted that many community organizations are supported through numerous funding streams which allow the one agency to serve individuals who have experienced polyvictimization. These circumstances leave agency leadership tasked with providing services through the proper funding stream for each victimization. ICI's intent in using interpersonal violence is to take the onus of defining a particular victimization off the reader and off victims. Additionally, by using interpersonal violence, we also emphasize how so many of the issues we address throughout the report are interconnected.

The Threshold for Transformation: Vision for Victim Safety approach has drawn on a multi-disciplinary



Adapted from the World Health Organization Violence Prevention Alliance definition and typology of violence. Accessed on 3 November 2017 from <http://www.who.int/violenceprevention/approach/definition/en/>

base, relying on knowledge from professionals in victim services, criminology, medicine, epidemiology, sociology, mindfulness, psychology, education, and economics. This broad knowledge base forms a foundation for successfully responding to interpersonal violence. The Advisory Team will utilize the input from these diverse sectors to guide the collective action of stakeholders such as victim services, justice, health, education, social services, policy, and the private sector in addressing intimate partner violence. ICI and the Advisory Team are grateful to FVPSA for funding this project and supporting our efforts to increase the safety, security, and stability for ALL residents of Oklahoma.

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i. POLICY CENTER POLICY ISSUES: Family Violence Prevention & Services Act, <https://nmedv.org/content/family-violence-prevention-services-act/> -- Key improvements to FVPSA in 2010 include: 1) A distinct definition of dating violence, based on the Violence Against Women Act (VAWA) definition, to ensure that all victims in danger can access services; 2) An expanded emphasis on prevention, by improving and statutorily defining the DELTA prevention program; 3) A newly authorized program for children who are exposed to domestic violence (the Specialized Services for Abused Parents and their

Children program); 4) Amendments to the state planning process to better involve the State and Territorial Domestic Violence Coalitions in planning and monitoring and to ensure that the needs of underserved populations are assessed and addressed with the participation from community-based organizations whose primary purpose is to provide culturally appropriate services to racial and ethnic minorities and other underserved populations; and 5) A broadened definition of eligible entities for subgrants to allow for partnerships between domestic violence programs and community-based organizations with a history of providing culturally appropriate services to underserved populations.

ii. Bipartisan Group Introduces Bill to Reauthorize Family Violence Prevention and Services Act, <https://gwenmoore.house.gov/news/documentsingle.aspx?DocumentID=2801>, Critical support services funded under FVPSA include: 1) Coordinating statewide improvements within local communities, social service systems, and programming regarding the prevention and intervention of domestic violence through the leadership of State Domestic Violence Coalitions and FVPSA State Administrators; 2) Supporting the National Domestic Violence Hotline, which provides crisis intervention, counseling, and safety planning and can directly connect calls to a seamless referral system of more than 4,500 community programs across the U.S. The Hotline operates 24 hours a day, 7 days a week and is available in 170 languages; 3) Increasing public awareness about the prevalence of domestic violence, dating violence, and family violence; and 4) Supporting local and community-based domestic violence programs with specialized technical assistance addressing emerging issues such as trauma-informed care, the co-occurrence of domestic violence and child maltreatment, culturally-specific domestic violence services, and effective interventions for children exposed to domestic violence.

iii. CDC's Preventing Multiple Forms of Violence: A Strategic Vision for Connecting the Dots describes the Division of Violence Prevention's 5-year vision and areas of strategic focus to help us understand, respond to, and ultimately prevent violence across the lifespan.

**T**hreshold of Transformation was chosen as the theme for this project because conducting the needs assessment and developing the strategic plan gives us an opportunity to open doors to stronger, safer services for victims. The chance to spend the last year interacting with survivors and professionals in the field has allowed us to shine a light on current practices. The Strategic Vision Recommendations provide a road map allowing us to cross the threshold to safer, more secure, and more stable environments for all.

According to the data and the anecdotal stories revealed throughout this process, a deep need for transformation, a thorough or dramatic change in form or appearance, is needed within the victim services field in Oklahoma. The Strategic Vision Recommendations are designed to prime discussion on the opportunities now available to formulate one message among all victim service providers which promotes victim-centered, trauma-informed standards for all services and promote hospitality model conditions within all shelters across the state.



Adora Zerlina Astra, Beloved One Created from the Stars


## Aza is her name.

**S**he is sculpted from concrete and covered with glass mosaic. The Goddess Aza is a tribute to the feminine energy of the Cosmos. She "lives" atop Basin Park in Eureka Springs, Arkansas.

**A**t our core, we are the full-color, brilliant, Authentic-Self Aza; however, due to circumstances of power and control, we do not shine as brightly as we can. Therefore, the black and white photo on the front inside cover depicts our "Victimhood."

**F**ollowing our journey, we step through the Threshold of Transformation and allow the light of truth (which is shining through the Threshold of Transformation door) to support us as we move from victimhood to authenticity. Therefore, the back inside cover reveals our Authentic-Self through the color photo of Aza.

**E**fforts by sculptor, Bruce Anderson, brought Aza to "life." The eye of photographer, Gary Wright, allows her to be shared. The insight and creativity of these men, symbolizes the supportive efforts of all the amazing men working in the victim service field.

A mosaic statue of a woman, likely a deity or saint, standing in a garden. She is holding a staff with a globe on top. The statue is made of small tiles and is surrounded by greenery. In the background, there is a house with a grey roof.

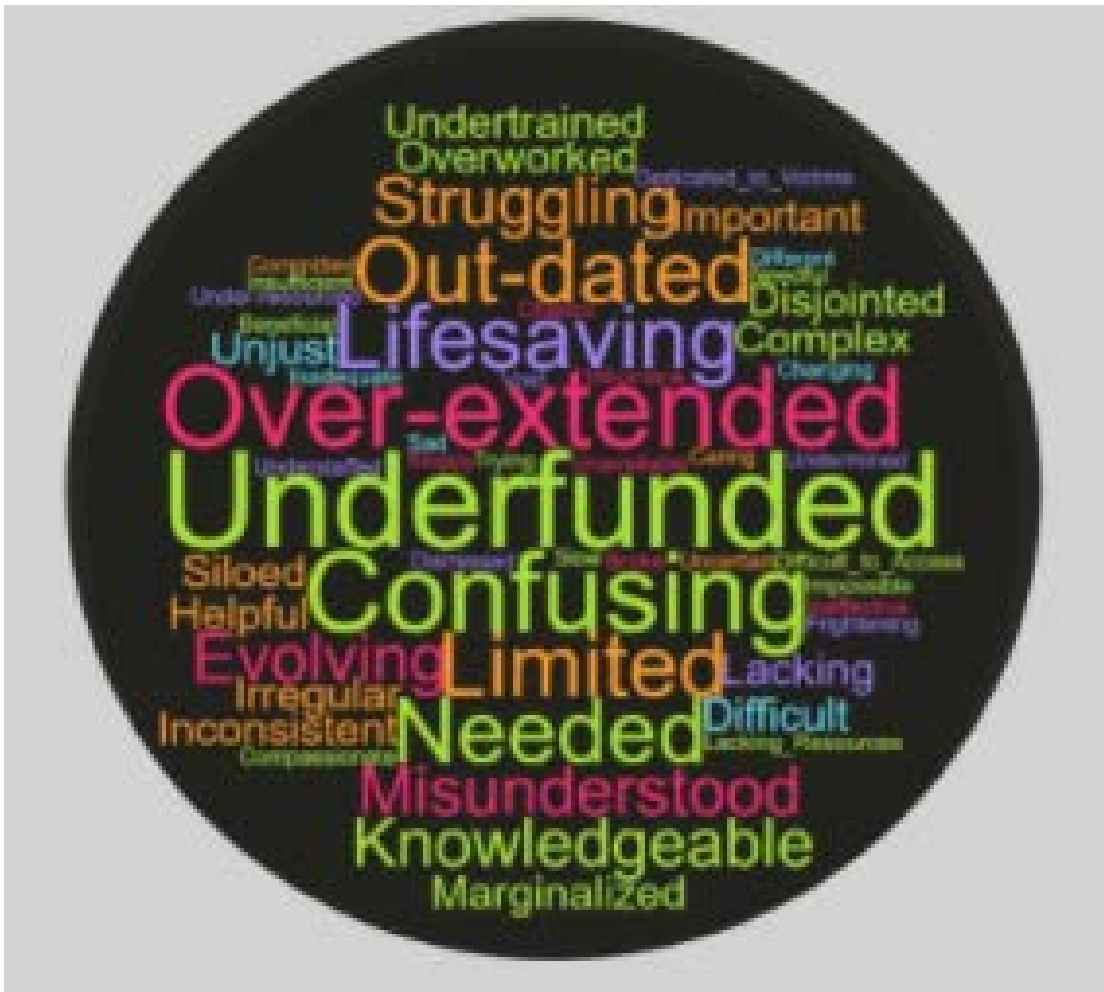
*“My actions are my only true belongings.  
I cannot escape the consequences of my  
actions. My actions are the ground on  
which I stand.”*

*- Thich Nhat Hanh, Understanding Our Mind:  
50 Verses on Buddhist Psychology*



# Introduction

# WHERE ARE WE NOW?



## **INTRODUCTION TABLE OF CONTENTS**

<b>PROJECT GOAL</b>	<b>12</b>
<b>STATEWIDE STRATEGIC PLANNING BACKGROUND</b>	<b>12</b>
<b>WHY INTEGRATED CONCEPTS</b>	<b>15</b>
<b>THE ICI APPROACH</b>	<b>15</b>
<b>TIMELINES &amp; MILESTONES</b>	<b>16</b>
<b>STRUCTURE OF THE REPORT</b>	<b>17</b>
<b>GUIDE TO ACRONYMS</b>	<b>17</b>
<b>PLAN INVOLVES EVERYONE</b>	<b>19</b>

## PROJECT GOAL

By 2023, all professionals and volunteers who touch the lives of individuals moving from victim to survivor will better understand the impact of interpersonal violence, as well as oppression, equity, and respect issues, among and between all residents and will adequately address the needs of all currently underserved populations. Victim Services within the geographic boundaries of the State of Oklahoma will be effective within and across all jurisdictional boundaries: federal, tribal, state, and municipalities.

The task undertaken was to develop an accurate state plan reflective of the State of Oklahoma's current strategy for the provision of interpersonal violence services within the geographical boundaries of the state. The following plan was developed through a joint process which included information from other federal funding sources in collaboration with the:

- Office of the Attorney General-Victim Services Unit (OAG-VSU)
- Oklahoma Coalition Against Domestic Violence and Sexual Assault (OCADVSA)
- Native Alliance Against Violence (NAAV)

This publication, which includes recommendations and high-level project plans for each recommendation, is a result of a ten-month process. The advisors intend to begin executing the plan in 2018 and continuing with assessment, capacity building, planning, implementation, and evaluation of the recommended action steps throughout the five-year period addressed, i.e. 2018-2023. The advisors are committed to executing the proposed plan in an environment of respect, cultural responsiveness, and with a focus on sustainability.

The Threshold of Transformation: Vision for Victim Safety Strategic Plan is based upon information provided through:

- needs assessments
- reviews of state census
- analysis of data collected on who is currently being served with a focus on the needs of all jurisdictions within the geographic boundaries of Oklahoma, including underserved populations

The plan is designed to actively bring community-based organizations and governmental agencies (tribal and state), whose primary purpose is to provide culturally appropriate services to underserved populations, to the table at all stages of the planning and implementation process.

During the initial phases of this process, the Advisory Team has listened, validated, and utilized expertise of community-based organizations and service professionals in addressing the unmet needs of underserved populations.

## STATEWIDE STRATEGIC PLANNING BACKGROUND

The impetus for the Threshold of Transformation: Vision for Victim Safety Strategic Plan was to engage in deliberate planning efforts designed to ensure continued federal funding, improve victim services, advance safety, and promote community wellness throughout the geographic boundaries of the State of Oklahoma.

As reported in the 2017 Family Violence Prevention and Services Act (FVPSA) application, the Office of the Attorney General's Chief of Victim Services Unit and the Executive Director of Oklahoma Coalition Against Domestic Violence and Sexual Assault consult on a variety of issues pertaining to family violence programming in our State. Additionally, as the OAG-VSU staff continue monitoring, distributing funds, and administering

grant programs and projects in the forefront, they value the OCADVSA's Executive Director input. In 2016, a committee was formed to review state FVPSA applications focused on making services available to victims in underserved populations. Further, the Executive Director of the NAAV reports her recent addition as the tribal representative to the District Attorneys Council (DAC) Violence Against Women Act (VAWA) Board. This Board is tasked with reviewing the grant applications received for state VAWA and Sexual Assault Services Program (SASP) funds.

The Executive Director of the NAAV and the Executive Director of OCADVSA meet periodically to discuss future collaborative efforts. Some collaborative efforts discussed include:

- encouraging local tribal and non-tribal programs to leverage local resources;
- creation of a plan to formalize partnerships;
- continue participation by the NAAV Executive Director on the OCADVA Prevention Leadership Committee;
- continued participation by OCADVSA staff in tribal awareness and education events;
- outreach by OCADVSA to execute more Memoranda of Understanding with non-member tribal programs to provide training for advocates and law enforcement;
- tribal coalition participation in OCADVSA meetings;
- and, NAAV to provide cultural sensitivity webinar training to victim service agencies.

**Desired Outcome One:  
Safety - the condition of being protected from danger, risk, or injury**

- **Victims/Survivors** will seek support when safe to do so
- **Service Providers** will provide crisis interventions which promote victim autonomy and are shaped to individual needs
- **Justice System** protocol will value, affirm, recognize, and support the immediate needs of the victim from the initial 911 call through law enforcement intervention and the protective order process
- **Communities** will recognize the signs of IPV and know where to seek support

**Desired Outcome Two:  
Security - the state of being free from danger or threat**

- **Victims/Survivors** will choose their life's direction and utilize a multifaceted treatment approach that meets the needs of their whole person and the needs of their children
- **Service Providers** will provide creative, culturally relevant service approaches which respect diversity, promote inclusion, support healing, and foster empowerment for victims and their children
- **Justice System** will provide appropriate representation and clarification of how to navigate the quagmire of legal proceedings which follow an incident of IPV
- **Communities** will provide opportunities for victim/survivors and their children, a place to belong after crisis intervention services are no longer necessary, and support their right to choose their life's direction

**Desired Outcome Three:  
Stability - the state of being not likely to give way or overturn;**

- **Victims/Survivors** will consider sharing their experiences within the Victim Service system by participating in on-going evaluation and adjustment of victim services
- **Service Providers** will integrate primary, secondary, and tertiary prevention approaches into all initiatives, programs, and projects while evaluating and adjusting services by including survivors' input and evidence-based best practices
- **Justice System** will increase offender accountability through evidence-based prosecution strategies and implementation of on-going training for all professionals
- **Communities** will acknowledge the complexities of trauma and healing, and develop creative solutions to foster violence free environments

# SOCIO-ECOLOGICAL MODEL



## Individual

The first level identifies biological and personal history factors that influence our thoughts and actions. Some of these factors are age, education, income, substance use, or history of abuse.



## Interpersonal Relationships

The second level examines interpersonal relationships which may influence one's thoughts and actions. A person's closest social CIRCLE-peers, partners, and family members-influences their behavior and contributes to their range of experience.



## Organizational

The third level investigates the climate, processes, and policies within our victim service organizations to unearth the environment in which we support our clients and our co-workers. Do we portray an institutionalized setting or a hospitable, warm atmosphere? Do we serve clients or guests? Do we only count numbers?



## Community

The fourth level explores the settings, such as schools, workplaces, and neighborhoods, in which social relationships occur and seeks to identify the characteristics of these settings. How do we reduce social isolation? How do we improve economic and housing opportunities in neighborhoods?



## Societal/Public Policy

The fifth level allows us to look at the broad societal factors which help create a climate in which violence is encouraged or inhibited. These factors include social and cultural norms that support violence as an acceptable way to resolve conflicts. Other large societal factors include the health, economic, educational, and social policies which help to maintain economic or social inequalities between groups in society.



At the request of the OCADVSA and the OAG-VSU, and after consultation with the NAAV, Integrated Concepts (ICI) entered into a Professional Services Agreement with OCADVSA to complete the 2017 Threshold of Transformation: Strategic Plan for the State of Oklahoma Strategic Vision for Victim Safety Needs Assessment and Strategic Plan. ICI, as neutral convener and author, provided the services described in the Timeline and Milestone section of this report.

Integrated Concepts professionals designed a thorough needs assessment process and utilized the data obtained to guide stakeholders through a comprehensive strategic planning process which culminated in this plan which is constructed to guide on-going victim services development as Oklahoma leadership explores ways to promote community wellness through advancing safety, security, and stability for all residents.

## **WHY INTEGRATED CONCEPTS?**

The impetus for creation of Integrated Concepts, Inc. (ICI) was the pervasive need for improved communication and collaboration between not-for-profits, educational institutions, governmental agencies, and business entities. All members of the ICI team strive to continually build and maintain professional knowledge with each staff member being knowledgeable in management, evaluation and compliance, organizational systems and development, group development, psychology, and conflict resolution. Each team member is well versed in the dynamics of change and learning/thinking theories. To meet the ever-changing needs of our clients, the ICI team is proficient in a range of facilitation methods and understands problem solving and decision-making models. A thorough understanding of a variety of group methods and techniques and the consequences of misuse of group methods aid ICI in guiding collaborations through complex issues and result in successful projects.

## **THE ICI APPROACH**

When we examine issues, which can seem marred with insurmountable problems, we often become overwhelmed by what can seem a monumental undertaking. Throughout our professional and personal journeys, the Integrated Concepts team has come to realize before we can positively change the Oklahoma policies impacting victim services, before we can positively impact our communities, before we can be valuable members of our organization, before we can become a beneficial presence in all of our interpersonal relationships, we must know who we are and why we are here. . . at this place. . . at this time.

Throughout this process, we have employed the socio-economic/socio-ecological models to demonstrate the complex interplay between individual, interpersonal, organizational, community, and public policy factors in effectuating change. The model helps us understand the multifaceted and interactive effects of personal and environmental factors which impact our behaviors. We encourage all participants in the Vision for Victim Safety to examine how our individual thoughts and actions impact our interpersonal relationships which in turn influence the organizations in which we work and the communities in which we live. Our thoughts and actions affect each of our spheres of influence which ultimately lead to public policy: the policy we have now and the policy we wish to establish.

As members of the victim services system, our individual job is to identify how our personal behavior reveals itself within our organizations and determine which behaviors are beneficial and which are detrimental to the safety, security, and stability of those we serve. How can we leverage our personal, interpersonal, and organizational strengths to improve the safety, security, and stability of our communities and move public policy forward to systemically strengthen the victim services system? By focusing internally, we are less likely to blame others for the systemic failures, less likely to become overwhelmed by the perception of undertaking a monumental task, and we are more likely to sustain prevention efforts over time.

## TIMELINE & MILESTONES

- PHASE ONE: Initial data gathering and planning sessions
- PHASE TWO: HIPAA-compliant survey creation, distribution, results, and feedback
- PHASE THREE: ‘Individual’ interviews, results, and feedback
- PHASE FOUR: Draft needs assessment, five-year strategic plan (including High Level Implementation Plan), and follow-up meetings
- PHASE FIVE: Finalize and submit plan and secure approval of plan
- PHASE SIX: Implementation of statewide five-year strategic plan  
Culmination of these efforts have resulted in this strategic plan which includes recommendations and high-level project plans for each recommendation. The advisors and authors intend to begin executing the plan in 2018 and continuing with assessment, capacity building, planning, implementation, and evaluation of the recommended action steps throughout the five-year period, i.e. 2018-2023. All activities will be executed in an environment of respect, cultural responsiveness, and with a focus on sustainability.

### **January through March 2017**

Initial Meetings Held with the Advisors, Theme of Project Determined, and Project Plan Created

### **February through November 2017**

Advisors Meetings: ICI professionals facilitated meetings with the advisors and attended OCADVSA and VOCA Board Meetings. ICI professionals sought recommendations from the OCADVSA, OAG, NAAV, and the DAC for potential interviewees. Interviewee names and comments were kept confidential.

### **March through Mid-May 2017**

Surveys Provided via HIPAA-Compliant Survey Monkey for Stakeholders Throughout Oklahoma, i.e. Partners for Change Conference Collaborative Agencies, Law Enforcement, Victims/Survivors, etc. ICI professionals conducted an aggregated data analysis and reported the initial findings during a breakout session at the 2017 Partners for Change Conference and have included findings from the survey within this report.

### **March through August 2017**

One-on-One Interviews with Key Stakeholders Identified by Project Partners: ICI professionals conducted in excess of forty (40) interviews.

### **Mid-May through June 2017**

Facilitation of five (5) three-hour Focus Groups: Victims/Survivors; State-Certified Service Providers; Tribal Service Providers; Partners for Change Conference Collaborative Agency Representatives; and Members of Coordinated Community and/or Sexual Assault Response Teams.

### **July through September 2017**

ICI professionals analyzed this data and provided an aggregated summary during a breakout session at the 2017 Partners for Change Conference and have included findings from the focus group within this report.

Follow-up Surveys: ICI professionals distributed via HIPAA-Compliant Survey Monkey for Tribal Court Judges with aggregated data findings included within this report.

Follow-up: ICI professionals conducted follow-up phone interviews with various stakeholders and engaged in numerous e-mail exchanges to confirm and/or update data as necessary.



Culmination of these efforts has resulted in this strategic plan which includes recommendations and high-level project plans for each recommendation. The advisors and authors intend to begin executing the plan in 2018 and continuing with assessment, capacity building, planning, implementation, and evaluation of the recommended action steps throughout the five-year period, i.e. 2018-2023. All activities will be executed in an environment of respect, cultural responsiveness, and with a focus on sustainability.

## STRUCTURE OF THE REPORT

This report is organized in 11 major sections, as follows:

1. Executive Summary
2. Community Description, major topics reviewed include:
  - Demographics and economic data of Oklahoma
  - Crime statistics and data from the Fatality Review Board
  - Systems of governance including federal, state, tribal structures, county and municipal government structures
  - Overview of the cultural of Oklahoma with attention to relationships with native American and non-white populations
3. Current Victim Service Programs, including:
  - Current federal, tribal and statewide programs
  - Programs such as family justice centers, SANE, DAC Victims programs
4. Needs Assessment Methodology and Findings. Description of data gathering for this plan including:
  - Survey methodology and findings
  - Focus group methodology and findings
  - OAG-VSU protective order project findings
5. Attempts to Address Challenges Within the Victim Service System
6. Problem Statement
7. Vision, Promise, and Guiding Principles
8. Oklahoma Victim Service System Recommendations
9. Sustainability
10. Conclusion and Gratitude
11. Resources and Appendix

## GUIDE TO ACRONYMS

Throughout the report, abbreviations are used to designate agencies, projects and grants. Here is quick list to use as a reference:

ABA	American Bar Association
BIP	Batterer Intervention Programs
CALCASA	California Coalition Against Sexual Assault
CCRT	Coordinated Community Response Team
CDC	Center for Disease Control
CDSVRP	Certified Domestic and Sexual Violence Response Professional
CIRCLE	Coordinated Indigenous Resource Center for Legal Empowerment

CLEET	Council on Law Enforcement Education and Training
CSDQE	Cultural Sensitivity, Diversity and Quality Evaluation Team
DAC	District Attorneys Council
DHS	Department of Human Services
DOC-VSU	Department of Corrections Victim Services Unit
DVIS	Domestic Violence Intervention Service
DVL-S	Domestic Violence Lethality-Screening
DVNE	Domestic Violence Nurse Examiner
DVSA	Domestic Violence Sexual Assault
FVPSA	Family Violence Prevention and Services Act
ICI	Integrated Concepts, Inc.
ICJR	Improving Criminal Justice Responses to Sexual Assault, Domestic Violence and Stalking Grant
JAG	Justice Assistance Grant
LASO	Legal Aid Services of Oklahoma
NAAV	Native Alliance Against Violence
NCAI	National Congress of American Indians
NCHIP	National Criminal History Improvement Program
NCVLI	National Crime Victim Law Institute
NIP	Neutral Investigation and Prosecution Task Force
OAG	Office of the Attorney General
OAG-VSU	Office of the Attorney General-Victim Services Unit
OBA	Oklahoma Bar Association
OCADVSA	Oklahoma Coalition Against Domestic Violence and Sexual Assault
OCCRT	Oklahoma Coordinated Community Response Team
ODAPCA	Oklahoma Drug and Alcohol Professional Counselors
ODMHSAS	Oklahoma Department of Mental Health Substance Abuse Services
OKAMFT	Oklahoma Association for Marriage and Family Therapy
OKDHS	Oklahoma Department of Human Services
OPA	Oklahoma Psychological Association
OPLC	Oklahoma Prevention Leadership Committee
OSBLSW	Oklahoma State Board of Licensed Social Workers
OVC	U.S. Department of Justice Office for Victims of Crime
OVC-TTAC	U.S. Department of Justice Office for Victims of Crime Training and Technical Assistance Center

OVW	U.S. Department of Justice Office on Violence Against Women
PHIO	Public Health Institute of Oklahoma
PSN	Project Safe Neighborhoods
RPE	Rape Prevention and Education
RSAT	Residential Substance Abuse Treatment Grant
SANE	Sexual Assault Nurse Examiners
SART	Sexual Assault Response Team
SASP	Sexual Assault Services Programs
TLOA	Tribal Law and Order Act of 2010
TSA	Tribal Service Area
VAWA	Violence Against Women Act
VAWA Amendments	Violence Against Women Act Amendment 2013
VCA	Victim's Compensation and Assistance
VINE	Victim Information and Notification Everyday
VOCA	Victims of Crime Act
VPO	Victim Protective Order

## PLAN INVOLVES EVERYONE

To implement this plan and address the recommendations, it is the intent of the advisors and authors, that each stakeholder within the geographic boundaries of the State of Oklahoma will reach out to his or her individual spheres of influence in the manner which best suits the situation. For example, the advisors will recruit collaborative partners who are necessary to fully implement the Threshold of Transformation: Vision for Victim Safety using written materials, meetings, one-on-one interactions, telephone, and/or emails dependent on the collaborative partners' preferred method of communication.

### READ ON . . .

The members of the victim service system have established a mission for Oklahoma Victim Service that by the year 2023 we will provide an atmosphere of safety, security, and stability through working together to,

- interrupt the cycle of interpersonal violence;
- provide long-term support for victims and their children to heal from trauma;
- hold offenders accountable;
- act as catalysts to create a state and culture free from violence;
- empower survivors to thrive.

Read on for a thorough assessment of the current system and how we may move to achieving this mission.