



“Turn Your Wounds into Wisdom.”
- Oprah Winfrey

Executive Summary

The truth which has been revealed is, should these situations persist, the vision for an Oklahoma free from violence, where safety, security, and stability are realized for all may be difficult to achieve. Many members of the victim service system recognize the immediate need to formulate and implement a comprehensive Vision for Victim Safety Strategic Plan to provide safety, security, and stability for ALL victims within our geographic boundaries. And now is the time!

EXECUTIVE SUMMARY

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THE ADVISORS

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 plan was developed through a joint process which included information from other federal funding sources in collaboration with the:

Native Alliance Against Violence (NAAV)

Oklahoma Coalition Against Domestic Violence and Sexual Assault (OCADVSA)

State of Oklahoma Office of Attorney General Victim Service Unit (OAG-VSU)

At the request of the OCADVSA and the OAG-VSU, and after consultation with the NAAV, OCADVSA entered into a Professional Services Agreement with Integrated Concepts (ICI) 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 herein.

This publication, which includes recommendations and high-level project plans for each recommendation, is a result of an extensive, inclusive, victim-centered process.

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PROJECT GOALS AND DESIRED OUTCOMES

This project was undertaken to devise a plan to meet the following goal and desired outcomes:

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

Implementation of the strategic plan recommendations and accomplishment of the goals and objectives lead to actualization of the desired outcomes:

- Safety, Security, and Stability of Victims/Survivors and the Victim Service System including ALL Underserved Populations within the geographic boundaries of Oklahoma.
- Victims of IPV within the geographic boundaries of Oklahoma will be:
 - protected from danger, risk, or injury, i.e. experience safety,
 - free from danger or threat, i.e. experience security, and,
 - firmly fixed in a state of wellness and unlikely to return to unhealthy states of being, i.e. experience stability.
- The Oklahoma Victim Service System will encourage and support victim-centered, culturally appropriate, prevention and on-going community services based upon evidence-based best practices.

MODELS AND BEST PRACTICES CONSULTED

The recommendations and plan presented in this report relied heavily on the following research and models:

- Center for Disease Control’s Preventing Intimate Partner Violence Across the Lifespan: A Technical Package of Programs, Policies, and Practices
- Praxis International’s Blueprint for Safety
- Office for Victims of Crime’s Achieving Excellence: Model Standards for Serving Victims & Survivors of Crime
- North Carolina’s Enhancing Local Collaboration in the Criminal Justice Response to Domestic Violence and Sexual Assault: A Coordinated Community Response/Sexual Assault Response Team Development Toolkit
- Wisconsin’s Sexual Assault & Domestic Violence Coordinated Community Response Toolkit 2nd Edition, 2016

COMMUNITY AND EXISTING RESEARCH REVIEW AND FINDINGS

Oklahoma Victim Services System has been planted in the soil of 38 tribal nations, 77 state counties, and 590 municipalities which creates a primarily rural, complex, jurisdictional “checkerboard.” Although Oklahoma has incredible people and incredible potential, across many national measurements our state is not performing at a level each Oklahoman deserves.

The community review conducted for this plan includes a review of the standing of Oklahoma across many metrics including:

- health of the population
- substance abuse
- business climate and competitiveness
- government and fiscal stability
- quality of life
- workforce talent and development
- innovation and growth
- crime statistics
- domestic violence statistics
- victim protective orders
- utilization of victim hotlines

In addition, the review examined the structure and history of federal, tribal, state, community and municipal governments, and Oklahoma’s quality of life impacting interpersonal violence victim services.

The Oklahoma victim services system is mired in dichotomies which have historically been viewed as extreme opposites: “Cowboys and Indians;” “Lawmen and Outlaws;” “Blacks and Whites;” “Sinners and Saints” and “Affluent and White Trash.” The complicated, largely still unspoken history of our state offers many challenges and untold opportunities to capitalize on the rich diversity, strength, and perseverance evidenced by many amazing Oklahomans – past and present.

“SEEDS TO TRANSFORM”

- The following populations are underserved: American Indian/Alaska Native, African American, Asian, Hispanic, Native Hawaiian, North African, Middle Eastern, rural victims, immigrants, victims presenting with disabilities, victims presenting as LGBTQ+, and male victims.
- The victims who survive the violence perpetrated by their abusers rarely see their cases prosecuted due to jurisdictional disputes and/or reluctance to utilize evidence-based prosecution techniques or to remove firearms from the perpetrator.
- Oklahoma has the 13th highest poverty rate in the nation.
- Oklahoma incarcerates more women than any other state, and we have the 2nd highest overall incarceration rate in the nation.
- One out of three Native American women and two out of three Alaska Native women will be raped in their lifetimes.
- One in four Native American and Alaska Native young people suffer from post-traumatic stress disorder (PTSD) because they are so routinely exposed to violence. This is the same PTSD rate as returning U.S. combat veterans from Afghanistan and Iraq.
- In 2015 alone, in Oklahoma 111 people lost their lives related to domestic violence. Of the 111 people who died, 94 were identified as domestic violence homicide victims, and 17 were identified as homicide perpetrators who died as a result of suicide, law enforcement intervention, or bystander intervention.

Often, survivors of domestic violence do not seek help at all. The following barriers to service experienced by Native American victims have been identified through this assessment and through the work of the District Attorneys Council. Many of these challenges apply to all underserved populations:

WORKFORCE CHALLENGES

- Limited, educated workforce within victim services which in conjunction with lack of funding to provide adequate program staffing, leads to high turnover rates and poor continuity of care for the victim.
- Few employment opportunities for victims which pay a living wage, especially if the victim has children.
- Most childcare facilities close at 6 PM or earlier which makes finding a job difficult for victims with children.

TRANSPORTATION

- As most of Oklahoma is very rural with many areas extremely isolated, supporting victims may require several days of transporting them to court, doctors' appointments, etc. Even though advocates are often working in excess of 40 hours per week and often covering numerous counties just to serve one victim and because grant funding is often based upon the number of victims served, programs find it difficult to justify grant funds when consideration for funding is based on a "numbers served" analysis.
- The majority of Oklahoma has no transit service, if service is available, it often caters to employees, elderly, or persons with disabilities.
- Native Americans are nearly twice as likely as Whites to have no vehicle (8.5 percent) and African Americans are over three times as likely to be without a car (14.1 percent). Consequently, more African-Americans in Oklahoma report walking or using public transportation to get to work (5.2 percent), followed by Hispanics/ Latinos (2.9 percent), American Indians (2.3 percent), and Whites (2.0 percent). [See CLOSING THE OPPORTUNITY GAP: BUILDING EQUITY IN OKLAHOMA retrieved on 15 Nov 2017 from <https://okpolicy.org/wp-content/uploads/2012/11/Closing-the-Opportunity-Gap.pdf?x43134>]

ISOLATION

- Many victims who are isolated, don't want to leave the area where they may have some family support.
- Few Sexual Assault Nurse Examiners are available in rural areas.

OUTREACH

- Although many tribal and non-tribal programs serve both tribal members and non-tribal members, many individuals within the community do not realize this even though programs engage in extensive outreach.
- Outreach takes a lot of time due to the large rural area covered.

HOUSING

- Victims may be on a waiting list for two years or longer to receive affordable housing.

LAW ENFORCEMENT

- Still the "good ole boy" system.
- Dual arrests are often made.
- Jurisdictional disputes.
- Delayed response times due to vastness of area served by tribal law enforcement.
- Victim distrust of law enforcement and judicial system.
- Lack of enforcement for protective order violations.

“Seeds” to Nurture

Peacefulness
Love
Healthiness
Joy
Forgiveness
Compassion
Happiness
Ease
Freedom
Stability
Wisdom
Hope
Understanding
Enlightenment

“Seeds” to Transform

Arrogance
Hostility
Difficulties
Discrimination
Anxiety
Ignorance
Suffering
Fear
Sorrow
Sadness
Anger
Craving
Delusion
Unhappiness



“SEEDS TO NURTURE” - EXISTING PROGRAMS AND RESEARCH

The following actions and programs show promise for providing greater safety, security, and stability for victims of crime throughout Oklahoma and should be nurtured:

- OAG’s Domestic Violence and Sexual Assault advisory board has amended the Oklahoma Administrative Code to state all certified programs shall assess the risk and needs of the children accompanying primary victims, and provide children’s services to address the impact of violence and trauma in their lives.
- The OCADVSA has adopted new corporate bylaws which have expanded its membership and strengthened the governance structure.
- The NAAV has implemented the Coordinated Indigenous Resource Center for Legal Empowerment (CIRCLE) Project which serves and supports Oklahoma Tribal Victim Advocates with advocacy support through a Victim Advocate Liaison. The CIRCLE Project also serves survivors of domestic violence, dating violence, sexual assault and stalking by providing comprehensive, high quality, culturally-competent and effective legal representation throughout Oklahoma.
- The Oklahoma crime victims’ compensation assistance policy which includes tribal cultural services was an innovation which has now become a best practice across the nation. The District Attorneys Council developed and submitted the 2017-2020 VAWA Implementation Plan which contains promising advances for the victim services system.
- The Retired Senior Volunteer Program of Tulsa oversees the successful Tulsa County Family Safety Court Watch volunteer program. Court Watch uses volunteers to observe cases in the the courts related to family safety and protective orders. Their aggregated observations and results are used by several community partners to improve victim safety.
- The DAC training division provides training to many coordinated community response teams (CCRT) and sexual assault response teams (SART) which consist of prosecutors, law enforcement, court personnel, victim service providers, first responders, medical personnel, and batterers intervention providers. These teams have been successful in addressing changes within the criminal justice system and the communities in which they serve.

HERE’S A LIST OF THE MOST POPULAR POSITIVE WORDS THE GROUPS SHARED WITH US:

LIFE SAVING/AFFIRMING
EVOLVING
CARING
COMPASSIONATE
HELPFUL
KNOWLEDGEABLE

DEDICATED
EMPOWERING
COMMITTED
GROWING
PASSIONATE

METHODOLOGY AND RESEARCH FINDINGS

Data and findings are included in the current analysis from the following resources:

- **Oklahoma City Family Justice Center Strategic Planning Report** prepared by the Family Justice Center Alliance (a program of Alliance for HOPE International), January 2016 – input received from over 120 Planning Team participants representing tribal and non-tribal survivors, providers, educators, faith-based community members, law enforcement, prosecutors, judiciary, and other members of the justice system
- **Protective Order Process Survey**, 2015 – 303 respondents provided 13,468 pieces of data
- **Sexual Assault Survivor Focus Groups**, 2013 – 50 participants
- **Oklahoma District Attorneys Council, Office for Victims of Crime – Victim Compensation**
- **Formula Grant Program, Annual Performance Measures Report**, October 1, 2015-September 30, 2016
- **Oklahoma Justice Reform Task Force: Victim/Survivor/Advocate Roundtables Summary Report and Priorities**, December 2016.

In addition to utilizing existing resources, the needs assessment included data gathering instruments and processes. New data was gathered using the following instruments and methods:

- **Statewide Threshold of Transformation Survey** - 586 Respondents Provided 34,291 Pieces of Data
- **Oklahoma Statewide Strategic Planning Key Stakeholder Survey** - Three Tribal Justice Respondents Provided 65 Pieces of Data
- **One-on-One and Small Group Interviews** - 41 Participants Provided 1,146 Pieces of Data
- **Focus Groups** - Five Sessions included 28 Participants, Provided 140 Pieces of Data, 296 Seeds, and over 100 Descriptors
- **Partners for Change Data Gathering** - 40+ Participants Provided 188 Pieces of Data, Approximately 100 Seeds, and 188 Descriptors

For trending and analysis purposes, the survey respondents were categorized into four primary groupings based on their self-reported alignment with various categories

- **Victim** - Survivor or victim of interpersonal violence, and family member of victim/survivor of IPV
- **Provider** - IPV service provider, first responder, SANE, victim advocate with district attorney's office, volunteer involved with IPV service provider
- **Justice** - Member of judiciary, district attorney/ assistant district attorney, government (federal, tribal, state, county, city), law enforcement, attorney (not DA/ADA), volunteer involved in justice system
- **Other** - Business, educator, faith-based leader, media, medical professional, non-profits (not including IPV services), other community member

Observations of beliefs and attitudes discovered through focus groups and the written assessments which were either common to the groups or indicated as strongly held beliefs are summarized below. The detailed descriptions of the findings are in the section entitled “Key Needs Assessment: Methodology and Findings.”

ASSESSMENT FINDINGS

The assessments found the following beliefs, attitudes and practices of providers, enforcers and victims:

- 100% of domestic violence service providers report consistent court systems will improve perpetrator accountability.
- 93% of domestic violence service providers report domestic violence cases are not handled in a timely matter.
- 93% of domestic violence service providers report Coordinated Community Response Teams improve victim safety.
- 25% of non-victim respondents reported a lack of understanding about the dynamics of interpersonal violence.
- One agency reported having a policy regarding mandatory training requirements.
- Agencies continue to struggle for financial support; it is imperative funds are allocated correctly.
- 41% of law enforcement officers have experienced jurisdictional challenges in responding to domestic violence and sexual assault cases
- Law enforcement reports that in 77% of calls they deemed to be domestic violence related, an advocate was not dispatched to the scene to support the victim.
- 84% of all respondents believe local politics affect the granting of protective orders.
- Domestic violence victims reported lowest satisfaction rates based on their experiences with law enforcement, judge and court personnel.
- Domestic violence victims were asked to indicate issues and problems encountered with the court system. Lack of empathy and the feeling they were not believed were the most reported issues.
- Providers supplied a list of victims they were unable to serve. This included victims with hearing impairment, victims with disabilities, limited English proficiency, rural resident victims, LGBTQ victims, male victims, Asian victims, Hispanic victims. Only one agency reported having a specific policy on how to provide services to the underserved.
- 52% of victims reported no criminal charges nor contempt of court charges were filed for violations of protective orders.
- In cases in which district attorneys filed criminal charges, 61% of the victims reported they were never contacted by the district attorneys' office.

FOCUS GROUP AND INDIVIDUAL INTERVIEW FINDINGS

Focus group participants and interviewees include providers, victims, law enforcement, and members of the judiciary. The following is a summary of the recurring comments received:

- Change is needed. The strategic plan needs to affect real positive change. It should not just be lip service.
- Leadership needs to be strong and make the hard decisions and changes.
- Numbers served should not be the primary basis for evaluating agencies. Victims are people; not numbers to be counted as “yours, mine, or theirs” for each provider.

- Additional training is needed, especially for law enforcement and especially for members of the judiciary, which should be continuous throughout the career and always be grounded in current best-practices.
- Law enforcement should be held accountable for failure to determine predominate aggressor.
- People are frustrated with local politics and the good 'ol boy system.
- Lethality screening is a positive.
- Jurisdictional issues are a problem and the system favors perpetrators.
- Cultural differences are challenging – not many tribal people seek help.
- Some general criticism of advocates – need more training; staff and volunteers are not knowledgeable of all the issues of victims (i.e. mental health and substance use disorder)
- Constant criticism surrounds the ways in which DHS is involved in cases which involve IPV
- Shelters need help in understanding rules and how best to serve victims.
- Male victims need shelters.
- The legal system must better address those who engage in victim-blaming and force victims to participate in the prosecution of the offender.
- All victims need to receive respect and services.

THE PLAN SHOULD ADDRESS ...

Analysis of all findings highlights the following challenges to effectively provide safety, stability and security for victims:

- Outreach and services should be enhanced for each underserved population with an emphasis on American Indian and Rural Victims.
- Victims are not believed when reporting incidents of interpersonal violence.
- Victims are unable to receive support due to lack of awareness of available assistance and/or jurisdictional confusion and restrictions.
- Victims who do receive support report they are thrust into an environment dominated by “power and control”.

“WE NEED TO BE ABLE TO PROMISE JUSTICE TO ALL VICTIMS.”

— SERVICE PROVIDER

RECOMMENDATIONS

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

Based on these observations and findings, seven key recommendations of this study are:

RECOMMENDATION 1 - GOVERNANCE

Establish Vision For Victim Safety Strategic Planning And Implementation Leadership Team To Support Governance Grounded In Cultural Sensitivity, Diversity, And Sustainability Guided By A Neutral Convener

- Appoint Implementation Project Director (Neutral Convener)
- Establish a Cultural Sensitivity, Diversity and Quality Evaluation Team (CSDQE)
- Review program standards, competency standards and ethical standards focusing on scope, coordination, direct services, confidentiality/technology, and administration/evaluation

RECOMMENDATION 2 – BRANDING AND MARKETING

Implementation Leadership Team, comprised of the Project Director and Cultural Sensitivity, Diversity, Quality, and Evaluation (CSDQE) Team, will engage in Branding/Marketing the Oklahoma Victim Service System.

- Develop a statewide branding and marketing plan for awareness of issues and services available.
- Project Director and CSDQE team will hire a professional marketing firm.
- Marketing firm will identify target markets and develop appropriate messages.
- Marketing firm will provide training to service providers on the power of words and images.

RECOMMENDATION 3 – COORDINATED COMMUNITY RESPONSE TEAM

Convene an Oklahoma Coordinated Community Response Team (OCCRT) to establish methods and procedures to empower local teams to improve victim safety, stability and sustainability.

- Composed of high-level decision makers for statewide and tribal victim service system providers which mirror the composition of local Coordinated Community Response Teams, including law enforcement, judiciary, Department of Human Services, and Indian Child Welfare leadership
- OCCRT team will review existing best-practices models
- Identify barriers to service and potential system or environmental changes
- Coordinate with other organizations, develop policy positions and recommendations on local and state policy changes

RECOMMENDATION 4 – UNDERSERVED POPULATIONS

Implementation Leadership Team will Engage And Convene Advocacy Organizations Who Currently Serve Populations Identified As Underserved Within The Victim Service System

- Assess ways of increasing communities’ capacity to provide culturally specific resources and support for victims of IPV and their families
- Assess ways of working with tribal, state, and local governments and social service agencies to develop and enhance effective strategies to provide culturally specific services to victims of IPV
- Assess ways of strengthening criminal justice interventions, by providing training for law enforcement, prosecution, courts, probation, and correctional facilities on culturally specific responses to IPV
- Examine the dynamics of culture and its impact on victimization and healing

RECOMMENDATION 5 - CRIMINAL JUSTICE RESPONSE

Implementation Leadership Team will Cultivate a Victim-Centered, Evidence-based, Trauma-informed, Culturally-appropriate, Best-practice Criminal Justice Response to address these objectives:

5.1 Victims/Survivors will seek support when safe to do so

- Research alternate certification methodologies to allow single-service organizations to meet the level of service required for certification without requiring them to provide all services for victims
- Research expansion of SANE compensation legislation to include DVNE
- Research and advocate for laws to protect children from abusive parents following divorce
- Review certification process to allow certification for service providers who have “specialized” services
- Research best practices to eliminate or reduce the burdens of “failure to protect” in IPV cases to limit revictimization
- Expand databases and provide accessibility to service providers via secured website including shelters

5.2 Service Providers will provide crisis intervention services which promote victim autonomy and are shaped to individual needs

- Research new methods for providing holistic services during crisis intervention
- Identify community partners who may be able to support safe housing for victims who cannot find safe shelter
- Follow CDC’s methodology to oversee the potential expansion of healthcare professionals being imbedded in shelters and with providers
- Collaborate with mental healthcare educators to provide training for all victim service providers in addressing mental health and substance use disorders
- Ensure services and shelters are in every county

5.3 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

- Research, evaluate, and select methodology to improve service in PO court
- Enrich law enforcement training
- Establish a statewide Neutral Investigation and Prosecution Task Force (NIP) for use on an ad hoc basis within the geographic boundaries of Oklahoma.
- Develop statewide defendant/perpetrator tracking system for use in court and service provider arenas including Protective Order information and Interstate Identification Index background checks to improve perpetrator accountability and improve victim safety
- Establish statewide ad hoc Court Watch Team to increase systemic accountability
- Develop a plan to support victims through the justice system and establish legal proceedings navigators to support victims during justice system encounters and interactions
- Establish a collaboration between these efforts and tribal, state, and local bar associations to specifically address judicial and legal needs for professionals involved in adjudication of or representation in DV, SA, Stalking, and Human Trafficking cases, including:
 - development of a bench book
 - jurisdictional challenges
 - expert testimony by advocates
 - appropriate bonds in DV case
 - lethality assessment
 - evidence-based prosecution victim-witness intimidation
 - enforcement of firearm relinquishment laws
 - overall training needs
- Modify the protective order process including improving “service”, reducing traumatization of victims, and improved safety for victims before, during, and after hearings

5.4 Communities will recognize the signs of IPV and know where to seek support

- Assess ways to:
 - teach safe and healthy relationship skills
 - engage influential adults and peers
 - disrupt the developmental pathways toward partner violence
 - create protective environments
 - strengthen economic supports for families
 - support survivors to increase safety and lessen harms

RECOMMENDATION 6 - BEST-PRACTICE PROGRAM SERVICES

Implementation Leadership Team will Cultivate Victim-centered, Evidence-based, Trauma-informed, Culturally-appropriate, Best-practice Program Services to address these objectives:

6.1 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

6.2 Service Providers will provide creative, culturally relevant service approaches which respect diversity, promote inclusion, support healing, and foster empowerment for victims and their children/agencies

- Review OVC's Model Standards, Program Standards, Competency Standards and Ethical Standards for Serving Victims & Survivors of Crime:
 - Determine which should be in place in Oklahoma
 - Identify knowledge and skills for professional competence in the crime victims field and ways to encourage training and educational programs to incorporate the competencies in their curricula
- Require all program staff to abide by a code of ethics to ensure laws, regulations, mandatory reporting, and other funder requirements are met or exceeded

6.3 Justice System will provide appropriate representation and clarification of how to navigate the quagmire of legal proceedings which follow an incident of IPV

- Review dynamics of interpersonal violence curricula currently available through Oklahoma law schools and provide recommendations for updates if needed
- Provide family law mediators with CDSVRP training to increase safety during mediation sessions
- Develop an annual calendar of Supreme Court approved judicial training including IPV dynamics for judges; and annual calendar of legal education opportunities for members of the bar practicing family and criminal law.

6.4 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

- Develop time, treasure, and talent infographic for agencies to utilize during relationship and collaboration building tasks in their communities
- Encourage service providers to partner with other local non-profits to increase types of services (i.e. youth development for "child care", outdoor programs, the arts, etc.)
- Increase prevention and healthy relationship curricula incorporation into public, private, and home-schooling environments

RECOMMENDATION 7 - PREVENTION EFFORTS ACROSS NUMEROUS COMMUNITY SECTORS

Implementation Leadership Team will Cultivate Victim-centered, Evidence-based, Trauma-informed, Culturally-appropriate, Best-practice Prevention Efforts Across Numerous Community Sectors

7.1 Victims/Survivors will consider sharing their experiences within the Victim Service system by participating in on-going evaluation and adjustment of victim services

- Develop evaluation methods to gather victim/survivor feedback
- Develop statewide "AAA Rating"-style evaluation for all service providers based on outcomes and evaluations

7.2 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

- Encourage cross-agency/statewide projects and grants
- Develop a communication plan which fosters open multi-disciplinary communication across agencies
- Establish evidence-based, best-practice technical assistance policies, procedures, and protocols to enhance and streamline assistance to member organizations

7.3 Justice System will increase offender accountability through evidence-based prosecution strategies and implementation of on-going training for all professionals

- Give Victims' Rights "Teeth"
- Review of Victim Compensation Laws and criteria for victims to qualify to receive Victim's Compensation
- Address the disparity of misdemeanor level crimes for human violence as opposed to pet/animal violence which are classified as felony level crimes
- Research options to allow tribal BIP programs to be certified
- Collaborate with appropriate organizations to acquire funding and support the expansion of Department of Corrections Victim Assistance into Family Safety Centers and service provider offices

7.4 Communities will acknowledge the complexities of trauma and healing, and develop creative solutions to foster violence free environments

- Encourage agencies providing services and support to victims of DV, SA, Stalking, and Human Trafficking to engage with community partners and state agencies who have recognized IPV as a health issue within their missions
- Establish working relationships with Indian Health Services, Public Health Institute of Oklahoma, County Health Improvement Organizations, Oklahoma Turning Point Council, and Oklahoma Association for Mental Health
- Increase prevention and healthy relationship curricula incorporation into public, private, and home-schooling environments

IMPLEMENTATION TEAMS INTEGRAL TO RECOMMENDATIONS

LEADERSHIP TEAM - VISION FOR VICTIM SAFETY

- Engage and Convene Advocacy Organizations Who Currently Serve Populations Identified As Underserved Within The Victim Service System
- Communicate closely with agencies across the state, review documentation, existing models, assessments to develop new/suggested legislation, regulations, or modifications to existing policies, practices and procedures to address:
 - Criminal Justice Response
 - Best-practice Program Services
 - Prevention Efforts Across Numerous Community
- Appoint Implementation Project Director (Neutral Convener) (member of leadership team)
- Appoint an Oklahoma Coordinated Community Response Team (CCRT)
- Establish a statewide Neutral Investigation and Prosecution Task Force (NIP)

PROJECT DIRECTOR

- Serve as a member of the Leadership Team
- Establish a Cultural Sensitivity, Diversity and Quality Evaluation Team (CSDQE)

CULTURAL SENSITIVITY, DIVERSITY AND QUALITY EVALUATION TEAM (CSDQE)

- Team members are members of the leadership team
- Comprised of diverse individuals who desire to effectuate positive system change
- Will provide a blend of approaches, resources, documents, and evaluation criteria to promote consistent and unified victim-centered, trauma-informed standards for all services and promote hospitality model conditions within all shelters across the state
- Responsible for supporting the implementation of collaborations with health professionals and organizations
- Oversee Branding/Marketing efforts including hiring a professional marketing firm
- Analyze evaluation of service providers' follow up with victims (anonymous)

OKLAHOMA COORDINATED COMMUNITY RESPONSE TEAM (OCCRT)

- The statewide CCRT will establish methods and procedures to empower local teams to improve victim safety, stability, and sustainability
- Hire coordinators for CCRT/DVRT/SART groups statewide

- Collaborate with DHS to evaluate the methods by which policies designed to protect children are enforced in domestic violence cases
- Implement process for sharing best-practices between partners, centralized training accessible in various ways
- Expand the number of Department of Corrections personnel to allow imbedding of victim services unit staff in family safety centers across Oklahoma
- Establish communication methods to share information regarding perpetrator movements and release to strengthen VINE messages and fill reporting gaps



NEUTRAL INVESTIGATION AND PROSECUTION TASK FORCE (NIP)

- For use on an ad hoc basis within the geographic boundaries of Oklahoma
- NIP may lend support in investigation to strengthen the likelihood of evidence-based prosecution
- NIP may be contacted by ANY law enforcement agency for consultation and expertise
- Explore collaboration opportunities between NIP and prosecutors with a focus on victim safety and perpetrator accountability

Each team will have broad representation. For example, the Oklahoma Coordinated Community Response Team (OCCRT), will include representatives of:

- tribal- and state-level leadership responsible for facilitation of VAWA, FVPSA, VOCA, and RPE programs
- representatives from state and tribal prosecutor's agencies
- Sexual Assault Nurse Examiners (SANE) nurses/medical personnel
- sexual assault/domestic violence advocates
- law enforcement
- faith-based leadership
- business owners
- educational professionals (higher education, public schools, private schools, home schooling organizations)

- homeless services leadership
- ethnic minority advocacy agencies
- immigration/trafficked advocacy agencies
- representatives from the disabilities, aging, and LGBTQ+ networks
- survivors of domestic violence

TIMELINE - 2018-2023

The Threshold of Transformation: Vision for Victim Safety Strategic Planning and Implementation will follow a Five Phase timeline to

- assess the "soil" in which the plan will be implemented;
- determine the capacity of the state to implement the recommendations;
- plan policies and practices needed to meet the recommended goals and objectives;
- implement the recommendations;
- monitor/evaluate the process along the way.

Each team will establish precise timelines to achieve their objectives.

The advisors intend to begin executing the plan in late 2018 and continuing throughout the five-year period addressed, i.e. 2019-2023. The advisors are committed to executing the proposed plan in an environment of respect, cultural responsiveness, and with a focus on sustainability.

Emphasis is placed on programming which utilizes federal, tribal, state and local funding to meet the needs of all victims of interpersonal violence in the state and to assure those programs undergo annual evaluation. On-going review and annual evaluations of the victim services system will provide relevant information on the needs of the specific communities and populations served.

Equipped with the information summarized in this publication, members of the victim services system must now take action:

- **stepping through the Threshold of Transformation;**
- **nurturing today's vision;**
- **reaping tomorrow's harvest of Safety, Security, and Stability for crime victims who reside within the geographic boundaries of Oklahoma.**