

"Change your opinions, keep
your principles; change your
leaves, keep intact your roots."

- Victor Hugo

**Oklahoma Victim
Service System
Recommendations,
Objectives,
Implementation
Strategies and
Timeline**

**OKLAHOMA VICTIM SERVICE SYSTEM
RECOMMENDATIONS, OBJECTIVES, IMPLEMENTATION
STRATEGIES AND TIMELINE
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INTRODUCTION

As previewed in the Problem Statement Section of this report, the Oklahoma Victim Service System Recommendations are based upon the following trauma-informed, evidence-based, best-practice models, each of which are described in more detail in this section:

- 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
- Wisconsin’s Sexual Assault & Domestic Violence Coordinated Community Response Toolkit 2nd Edition, 2016
- 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

Seven recommendations are outlined in this document. The recommendations are designed to address the major findings of research, data gathering, interviews and focus groups composed of victims, providers and justice/law enforcement personnel. The recommendations address prevention efforts, criminal justice response, program services and coordinated community responses.

The recommendations address:

- Creation of an effective leadership team to implement the Vision for Victim Safety
- Implementation of branding and marketing strategies to spread the message of victim safety
- Development of an effective Coordinated Community Response Team and promulgation of changes in public policy and advocacy systems to enhance victim safety
- Availability of services to underserved populations
- Efforts to encourage the judiciary to better understand IPV issues, to understand the turmoil experienced by victims involved in a myriad of confusing legal issues, and to encourage the judiciary’s support of procedures to enhance victim safety
- Efforts to encourage victim services providers to incorporate into their own programs proven model standards for serving victims
- Enhancement of prevention efforts across community sectors; recognition of IPV as a public health issue

Each recommendation is listed in this section with comments and suggestions related to assessment, capacity, planning, implementation and evaluation. It is envisioned that once teams are identified, the teams will fill out the outlines where there are no comments, and, from there, develop workable timelines.

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

- A) Neutral Convener and Team.** As an initial step to transforming Oklahoma's victim service system, the state must form a team whose goal is to oversee and guide a systemic review of the victim service system within Oklahoma's geographic boundaries based upon the principles and protocols championed in the CDC's Preventing Intimate Partner Violence Across the Lifespan, Praxis International's Blueprint for Safety, OVC's Model Standards, and Wisconsin's and North Carolina's CCR Toolkits
- a) Appoint a neutral convener to serve as the Threshold of Transformation Implementation Project Director
 - b) Project Director to convene a Cultural Sensitivity, Diversity, and Quality Evaluation Team (CSDQE) which 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. The team members shall have the following characteristics:
 - i) Those who are diplomatic and have diverse networks
 - ii) People persons who understand the state's victim service system history, purpose, and practical operation
 - iii) People with group facilitation skills
 - iv) Decision makers and others who guide program direction
 - v) Trusted people who have no particular stake in the evaluation
 - vi) Advocates, creative thinkers, and members of the power structure
 - vii) Partners and community members
 - c) The Project Director and CSDQE Team must be comprised of diverse individuals who desire to effectuate positive system change
 - d) Define roles, responsibilities, and accountabilities for the team and select members accordingly
 - e) Ensure all segments of Oklahoma residents are represented on the team
 - f) Ensure members of the batterer's intervention program community are represented on the team
 - g) Embrace technology
- B) Review all applicable program standards focusing on scope, coordination, direct services, confidentiality/technology, and administration/evaluation**
- a) Assessment
 - i) Collaboration among funders—Review reporting requirements across federal funding agencies and streamline data collection, leverage funding sources to provide holistic services

- b) Capacity**
 - i)** Require more qualified and properly trained program service provider executives/administrators
 - ii)** Consistency of services throughout the state
 - 1)** Move toward Office of Attorney General Standards
 - iii)** Uniformity across the state regarding mission statements, paperwork, and curricula used within agencies
 - c) Planning**
 - i)** Develop evaluation criteria and methodologies for victim touch-points including, but not limited to: coordinated community response teams, shelters, service providers, and justice systems personnel to promote accountability for all “parts” of the system
 - d) Implementation**
 - i)** Follow the Threshold of Transformation Strategic Vision for Victim Safety Communication Plan and Guidelines in Appendix
 - e) Evaluation**
 - i)** Collaborate with Project Director and CSDQE Team
- C) Review of all applicable competency standards focusing on scope, coordination, direct services, confidentiality/technology, and administration/evaluation**
- a) Assessment**
 - i)** Coordinate, conduct, analyze, and report on an annual or biannual statewide assessment
 - ii)** Refine roles, accountability structures, and measures for success for all members of government and non-government personnel serving victims in Oklahoma
 - iii)** Ensure that numbers served are not the primary basis for evaluating agencies. Victims are people; not numbers to be counted as “yours, mine, or theirs” for each partner.
 - b) Capacity**
 - i)** Encourage community teams to select goals, develop measurable objectives, and implement evaluation methodologies to effectuate systemic/environmental change
 - ii)** Ensure teams evaluate goals and objectives per approved evaluation methodology
 - iii)** Ensure consistency in resources and services across counties
 - iv)** Encourage working together across the counties
 - v)** Develop comprehensive training plan, calendar, curricula, and implementation for all service providers and justice system personnel
 - vi)** Ensure training for teams is provided by professionals steeped in evidence-based best practices. Topics need to include:
 - 1)** Cultural Sensitivity, Cultural Competence, and Equity
 - 2)** Team Strengthening
 - 3)** Time, Treasure, Talent
 - 4)** Blueprint for Safety

- 5) Leadership and Governance (Financial Management, Confidentiality, Compliance, Policies and Procedures)
 - 6) Setting goals, measuring objectives, and evaluation methods
 - 7) Hospitality training for all service providers, court personnel, and volunteers. Seek support from the Clerk of the Courts and other leaders to ensure participation is expected of all parties involved in victim services
 - 8) Board Development and Succession Planning
 - 9) Self-care (i.e. meditation, resiliency, retreats)
- c) Planning
- i) Establish and fund a robust, five-year, multi-platform multi-disciplinary training agenda founded on evidence-based, best-practice modules in collaboration with OCADVSA, DAC, OAG, NAAV, (all Partners for Change group) plus ABA/OBA, Administrative Office of the Courts and Court Clerks
- d) Implementation - Team will determine
- e) Evaluation
- i) Fatality Review Board methodologies
 - ii) Update to include review of fatal domestic violence incidents occurring within Oklahoma's geographic boundaries regardless of jurisdiction, , i.e. address homicides which occur on federal and/or tribal land
 - iii) Establish a mechanism to evaluate the manner in which recommendations are implemented
 - iv) Research best practices for fatality review board roles and responsibilities.
- D) Review all applicable ethical standards focusing on scope, coordination, direct services, confidentiality/technology, and administration/evaluation
- a) Assessment - Team will determine
 - b) Capacity
 - v) Encourage an awareness of language which is respectful of all parties, shows an intention with words utilized, and requires use of destigmatizing language - words matter
 - vi) Enforce mandatory reporting requirements
 - vii) Improve accountability for each partner
 - viii) Adapt new evaluation criteria for agencies to reduce the "my clients" not "your clients" atmosphere
 - c) Planning - Team will determine
 - d) Implementation - Team will determine
 - e) Evaluation - Team will determine

RECOMMENDATION 2 - BRANDING/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.

- A) Develop a statewide branding and marketing plan for awareness of issues and services available.
- B) Incorporate national campaigns as appropriate.
- C) Hire professional marketing firm.
- D) Marketing firm will work with Project Director and CSDQE team to incorporate target markets, target demographics, and appropriate messaging. Specific target markets may include victims, faith-based leaders, educators, men, and underserved populations.
- E) Marketing firm will work with the Project Director and CSDQE team to provide training to service providers on the power of words and images.
- F) Language must be respectful of all parties, destigmatizing, and intentional. For example, agencies will review agency name and/or image to determine if it represents inclusivity or exclusivity.

RECOMMENDATION 3 - COORDINATED COMMUNITY RESPONSE TEAM

IMPLEMENTATION LEADERSHIP TEAM WILL CONVENE AN OKLAHOMA COORDINATED COMMUNITY RESPONSE TEAM (OCCRT)

- A) Assessment
 - a) Assess the findings of the strategic plan and state assessment
 - b) Review the Wisconsin's Sexual Assault & Domestic Violence Coordinated Community Response Toolkit 2nd Edition, 2016 [See https://www.wcasa.org/file_open.php?id=119]
 - c) Review the North Carolina Coalition Against Sexual Assault guide, Enhancing Local Collaboration in the Criminal Justice Response to Domestic Violence and Sexual Assault: A CCR/SART Development Toolkit for guidance, research, and resources [See <http://www.nccasa.org/cms/wp-content/uploads/2013/11/ERS-CCR-SART-Toolkit.pdf>]
 - d) Review the NCLVI Victims' Rights Enforcement Toolkit
 - e) Review the judicial bench books on interpersonal violence [See Michigan <https://mjeducation.mi.gov/documents/benchbooks/21-dvbb/file>; Texas <http://www.txcourts.gov/publications-training/judicial-ethics-bench-books/judicial-bench-books/>; and Tribal <http://www.tribal-institute.org/download/TribalJudgeSABenchbook6-9-11.pdf>]
 - f) Develop a prioritized list of systemic or environmental barriers to victim services for all residents of Oklahoma

g) Research and identify potential system or environmental changes to implement. (i.e. Modify Failure to Protect procedures, address the lack of transportation for victims, and establish partnerships to address housing issues)

h) Policy

i) Develop legislative liaison and policy position within the coalitions for statutory changes/support

ii) Provide guidance and receive feedback from community partnerships on local and state policy issues that may impact victim services

iii) Develop recommendations on local and state policy changes by collaborating with other organizations in taking action on policy issues that may impact victim services throughout Oklahoma

iv) Sponsor community informational meetings on primary policy objectives and sponsor an annual Policy Day to engage the community in the development of primary policy objectives and advocacy efforts

i) Sustainability

i) Research possibility of a "fun" tax on arenas and venues with $\geq 5,000$ -person capacity

ii) Develop and implement an Operating Reserve Policy to enrich unrestricted funds which can be utilized to meet the needs of the coalition and its members, i.e. fund development, grant writing services

iii) Develop fund development plan for unrestricted funds through coalitions

j) Embrace technology

B) Capacity

a) Establish an Oklahoma Coordinated Community Response team with statewide decision makers, including members of the BIP community, as the representative for each participating agency to strengthen the availability of resources, clearly define roles, responsibilities, and accountabilities for victim service providers and members of the justice system. The statewide CCRT will establish methods and procedures to empower local teams to improve victim safety, stability, and sustainability

b) Collaborate with appropriate organizations to acquire funding and support provision of sustainable leadership and administration for coordinated response teams by hiring paid coordinators for CCRT/DVRT/SART groups statewide

c) Establish the level of capacity existing within current organizational structures to accept the identified issue and agree to collaborate on systems

d) Collaborate with DHS to evaluate the methods by which policies designed to protect children are enforced in domestic violence cases. Service provider and DHS must establish strong collaborations to develop protocols in order to protect children without revictimizing non-offending parents, i.e. victim/parent pays, perpetrator's classes are free and reduces days served. Participation by DHS representatives is strongly encouraged on CCR Teams

e) Implement process for sharing best-practices between partners, centralized training accessible in various ways

- f) 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.

C) Planning

- a) Collaborate with the Project Director and CSDQE Team to develop and follow-through on implementation plan
- b) Collaborate with the Project Director and CSDQE Team to provide funding for coordinators for CCRT, SART, and DVRT teams

D) Implementation

- a) Collaborate with the Project Director and CSDQE Team to implement the Threshold of Transformation: Vision for Victim Safety Plan

E) Evaluation

- a) Collaborate with the Project Director and CSDQE Team for evaluation of the Threshold of Transformation: Vision for Victim Safety Plan

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

A) Assessment

- a) Review state assessment results regarding history of Oklahoma cultural biases
- b) Review state assessment results regarding barriers to safety, security, and stability for victims
- c) Assess ways of increasing communities' capacity to provide culturally specific resources and support for victims of IPV and their families
- d) Assess ways of enhancing traditional services to victims of IPV through the leadership of culturally specific programs offering services to victims of IPV
- e) Assess ways of working in cooperation with the community to develop education and prevention strategies highlighting culturally specific issues and resources regarding victims of IPV
- f) Assess ways of providing culturally specific resources and services that address the safety, economic, housing, and workplace needs of victims of IPV, including emergency assistance
- g) Assess ways of providing culturally specific programs for children exposed to IPV
- h) 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

- i) 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
- j) Examine the dynamics of culture and its impact on victimization and healing

B) Capacity

- a) Determine appropriate participants for NAAV and OCADVSA meetings
- b) Establish goals for tribal and non-tribal collaborations
- c) Establish and/or strengthen collaborations with advocacy organizations within the African-American, Hispanic, Asian, Immigrant, and LGBTQ+ communities
- d) Establish and/or strengthen collaborations within various faith-based communities

C) Planning

- a) Identify coalitions, organizations, and agencies who might need to be involved in representing underserved populations (i.e. ethnicities, sexual orientation, poverty level, physically challenges, etc.)
- b) Review CSDQE evaluation criteria

D) Implementation

- a) Cultural Sensitivity, Diversity, and Quality Evaluation Team to serve as a neutral convener on a quarterly basis between Native Alliance Against Violence and Oklahoma Coalition Against Domestic Violence and Sexual Assault. Focus of meetings should be outcomes, barriers, and successes. Sharing by all parties must be ensured to monitor tribal and non-tribal relationships by the team.
- b) The Partners for Change Team and Conference participants is a group of people positioned to affect positive change throughout Oklahoma's boundaries. In order to reach its full potential, a neutral convener should be established to insure ownership is multidisciplinary rather than being commandeered by one or two key players. Although attendees are very positive in their evaluation of the conference, many other potential attendees are choosing not to participate due to their perceptions of a stale list of topics and presenters. Consider reevaluating the membership and roles of conference committee members. Consider revitalizing tracks and themes for conference.

E) Evaluation

- a) Request Conference feedback
- b) Request feedback from potential attendees who chose not to attend the Conference

RECOMMENDATION 5 - CRIMINAL JUSTICE RESPONSE

IMPLEMENTATION LEADERSHIP TEAM WILL CULTIVATE A VICTIM-CENTERED, EVIDENCE-BASED, TRAUMA-INFORMED, CULTURALLY-APPROPRIATE, BEST-PRACTICE CRIMINAL JUSTICE RESPONSE.

This recommendation is presented in four parts focused on the following objectives:

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

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

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

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

5.1 VICTIMS/SURVIVORS WILL SEEK SUPPORT WHEN SAFE TO DO SO

A) Assessment

- a) 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. Victim services requires a village and certification is a method to ensure quality programs and oversight
- b) Consideration of removing the requirement that all funding request applicants partner with their local state certified service provider
- c) Research expansion of SANE compensation legislation to include DVNE [See Appendix for suggested legislation]
- d) Research and advocate for laws to protect children from abusive parents following divorce
- e) Review certification process to determine a methodology which allows certification for service providers who have “specialized” services
- f) Research best practices for ways to eliminate or reduce the burdens of “failure to protect” in IPV cases to limit revictimization

B) Capacity

- a) Services and shelters are needed in every county
- b) Identify state database needs and accessibility needs for service providers via secured website

C) Planning

- a) Develop implementation plan for expanded database
- b) Develop sourcing plan for shelters using modified definition
- c) Develop plan for implementing revised certification procedures

D) Implementation

- a) Expand databases and provide accessibility to service providers via secured website including shelters
- b) Update certification process

5.2 SERVICE PROVIDERS WILL PROVIDE CRISIS INTERVENTION SERVICES WHICH PROMOTE VICTIM AUTONOMY AND ARE SHAPED TO INDIVIDUAL NEEDS.

A) Assessment

- a) Research new methods for providing holistic services during crisis intervention (i.e. animal fostering, emergency healthcare options, and culturally appropriate services)
- b) Identify community partners who may be able to support safe housing for victims who might not be able to find safe shelter, i.e., male victims.

B) Capacity

- a) Follow CDC's methodology to oversee the potential expansion of healthcare professionals being imbedded in shelters and with providers
- b) Collaborate with mental healthcare educators to providing training for all victim service providers in addressing mental health and substance use disorders
- c) Mental Health First Aid - response to the signs of mental illness and substance use [See <https://www.mentalhealthfirstaid.org/>]
- d) Question, Persuade, and Refer - suicide prevention [See <https://www.qprinstitute.com/>]
- e) Need to broaden the definition of shelter, i.e. communal vs. private room based upon cultural needs and preferences
- f) Services and shelters needed in every county

C) Planning

- a) Grants written to support agencies which provide critical services
- b) Adopt a compensation philosophy for victim service providers which equates salary levels with quality of holistic service provided not the number of hours recorded
 - i) Utilize Wage and Benefits Comparability Studies to provide administrators who evaluate wage/salaries on objective measure to assist in making informed decisions regarding comparable wage/salaries. [See: DOJ, OJP, BJS National Survey of Victim Service Providers (1 Oct 2017 grant awarded)]
- c) Develop a statewide, dynamic resource guide which adapts to changes in victim services
 - i) See Appendix for topics to be included
 - ii) Each agency to designate an employee who reports to the Cultural Sensitivity, Diversity, and Quality Evaluation Team to update the services each agency provides

- iii) The Cultural Sensitivity, Diversity, and Quality Evaluation Team sends out regular updates to resource guide

D) Implementation

- a) Fatality Review Board methodologies
 - i) Update to include review of fatal domestic violence incidents occurring within Oklahoma's geographic boundaries regardless of jurisdiction
 - ii) Establish a mechanism to evaluate the manner in which recommendations are implemented
 - iii) Research best practices for fatality review board roles and responsibilities.
 - iv) Seek innovative solutions to prevent fatalities.

E) Evaluation

- a) Service providers will provide follow-up surveys to all shelter residents
- b) Service providers will provide anonymous follow-up surveys to victims following provision of services and response data will be aggregated for analysis by the CSDQE Team

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

A) Assessment

- a) Research, evaluate, and select methodology to improve service in PO court
 - i) Avoid victim/petitioner requirement to appear if service has not been effectuated
 - ii) Enhance methods of service for respondent
 - iii) Appoint designated service officers for protective order cases
 - iv) Implement VPO hearing by video for victims

B) Capacity

- a) Enrich law enforcement training
 - i) Incorporate evidence-based, best-practice curricula and trainers
 - ii) Use online media
 - iii) Include processing of virtual crime scenes
 - iv) Include enhanced investigation procedures and techniques
 - v) Advocate for required training for law enforcement which should be continuous throughout career and always be grounded in current best-practices.
- b) Establish a statewide Neutral Investigation and Prosecution Task Force (NIP) for use on an ad hoc basis within the geographic boundaries of Oklahoma.
 - i) NIP may lend support in investigation to strengthen the likelihood of evidence-based prosecution
 - ii) NIP may be contacted by ANY law enforcement agency for consultation and expertise
 - iii) Explore collaboration opportunities between NIP and prosecutors with a focus on victim safety and perpetrator accountability

- c) 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
- d) Develop a comprehensive plan to support victims during their journeys through the justice system and all associated proceedings
 - i) Develop victim-centered online training videos to educate victims on the legal system and administrative proceedings resulting from IPV incidents
 - ii) Videos should include a downloadable file containing a "Map to Safety, Security, and Stability" for victims to use throughout their journey
- e) Establish statewide ad hoc Court Watch Team to increase systemic accountability
 - i) Utilize best-practices of ombudsman
 - ii) Utilize established court watch programs
- f) Establish legal proceedings navigators to support victims during justice system encounters and interactions
- g) Establish a collaboration between ABA Commission on Domestic and Sexual Violence, Oklahoma Bar Association, 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
 - i) The collaboration will address: judicial bench book, evidence-based prosecution (including victims who may have been unconscious at the time of attack), jurisdictional challenges (federal, tribal, state, county, local), dynamics of IPV, predominate aggressor, mediation under federal and state law in domestic violence cases, expert testimony by advocates, setting appropriate bonds in domestic violence cases, lethality assessments, victim-witness intimidation, enforcement of firearm relinquishment laws, and overall training needs
 - ii) The collaboration may also address potential modifications to the protective order process including improving "service", reducing traumatization of victims, and improved safety for victims before, during, and after hearings

C) Planning

- a) Expand the use of imbedded civil legal attorneys and legal aid attorneys in shelters, family safety centers, and other service provider facilities
- b) Support Victim Witness Coordinators
 - i) Clarify roles
 - ii) Facilitate training on victim-centered services
- c) Enrich performance of guardian ad litem by providing them training on trauma-informed services

D) Implementation

- a) Support law enforcement in their performance of duties in interpersonal violence incidents/calls/crimes
- b) Support prosecutors in their performance of duties in interpersonal violence cases
 - i) Enrich prosecutor training by incorporating evidence-based, best-practice curricula and trainers

E) Evaluation - Team will determine

5.4 COMMUNITIES WILL RECOGNIZE THE SIGNS OF IPV AND KNOW WHERE TO SEEK SUPPORT

A) Assessment

- a) Assess ways to teach safe and healthy relationship skills
 - i) Social-emotional learning programs for youth
 - ii) Healthy relationship programs for couples
- b) Assess ways to engage influential adults and peers
 - i) Men and boys as allies in prevention
 - ii) Bystander empowerment and education
 - iii) Family-based programs
- c) Assess ways to disrupt the developmental pathways toward partner violence
 - i) Early childhood home visitation
 - ii) Preschool enrichment with family engagement
 - iii) Parenting skill and family relationship programs
 - iv) Treatment for at-risk children, youth and families
- d) Assess ways to create protective environments
 - i) Improve school climate and safety
 - ii) Improve organizational policies and workplace climate
 - iii) Modify the physical and social environments of neighborhoods
- e) Assess ways to strengthen economic supports for families
 - i) Strengthen household financial security
 - ii) Strengthen work-family supports
- f) Assess ways to support survivors to increase safety and lessen harms
 - i) Victim-centered services
 - ii) Housing programs
 - iii) First responder and civil legal protections
 - iv) Patient-centered approaches
 - v) Treatment and support for survivors of IPV, including TDV
- g) Increase prevention and healthy relationship curricula incorporation into public, private, and home-schooling environments through the Rape Prevention Education programs

B) Capacity - Team will determine

C) Planning - Team will determine

D) Implementation - Team will determine

E) Evaluation - Team will determine

RECOMMENDATION 6 - BEST PRACTICE PROGRAMS SERVICES

IMPLEMENTATION LEADERSHIP TEAM WILL CULTIVATE A VICTIM-CENTERED, EVIDENCE-BASED, TRAUMA-INFORMED, CULTURALLY-APPROPRIATE, BEST-PRACTICE PROGRAM SERVICES

This recommendation is presented in four parts focused on the following 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

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

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

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

- A) Assessment - Team will determine
- B) Capacity - Team will determine
- C) Planning - Team will determine
- D) Implementation - Team will determine
- E) Evaluation - Team will determine

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

A) Assessment

- a) Review OVC's Model Standards, Program Standards for Serving Victims & Survivors of Crime**
 - i) Ascertain which standard recommendations for guidelines, policies, and procedures should be in place**
 - ii) Identify ways of documenting and administering services in compliance with OVC's Model Standards**
- b) Review OVC's Model Standards, Competency Standards for Serving Victims & Survivors of Crime**
 - i) Ascertain which general attitudes, knowledge, and skills demonstrate professional competency in the crime victims field**
 - ii) Ascertain ways in which providers can achieve these competencies through a variety of means, such as:**
 - 1) Personal experience**
 - 2) On-the-job performance**
 - 3) Training**
 - 4) Formal education**
 - iii) Ascertain how educators and trainers can develop curricula, training materials, and other professional development opportunities to help service providers meet the basic standards**
 - iv) Ascertain how service providers can assess their own progress toward these competencies**
 - v) Ascertain how administrative staff can use these standards to identify staff's professional development needs and provide in-service training. [See https://www.ovc.gov/model-standards/purpose_and_scope.html retrieved 16 Nov 2017]**
- c) Review OVC's Model Standards, Ethical Standards for Serving Victims & Survivors of Crime**
 - i) Determine which standards present the most applicable ethical expectations of providers based on core values for the field**
 - ii) Expectations should be formulated into standards that victim-serving organizations should have in place as guidelines to help address a range of issues they may encounter in daily service provision**
 - iii) At a minimum, the standards should require all program staff, while serving in the professional role, to abide by a code of ethics adopted by the program to ensure laws, regulations, mandatory reporting, and other funder requirements are met or exceeded**

B) Capacity

- a) Develop standardized policies utilizing the Office for Victims of Crime, Model Standards for Serving Victims and Survivors of Crimes for victim-serving professionals, agencies, and offices**
- b) Develop standardized policies for agencies to download and modify for their unique situations**

- C) Planning- Team will determine
- D) Implementation- Team will determine
- E) Evaluation- Team will determine

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

- A) Assessment
 - a) Review dynamics of interpersonal violence curricula currently available through Oklahoma law schools and provide recommendations for updates if needed
- B) Capacity
 - a) Provide family law mediators with CDSVRP training to increase safety during mediation sessions
 - b) Develop a Supreme Court approved annual calendar of judicial training including IPV dynamics for judges
 - c) Develop an annual calendar of continuing legal education opportunities/requirements for members of the bar practicing family law and criminal law, as they relate to interpersonal violence
- C) Planning- Team will determine
- D) Implementation- Team will determine
- E) Evaluation- Team will determine

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

- A) Assessment - Team will determine
- B) Capacity
 - a) Develop time, treasure, and talent infographic for agencies to utilize during relationship and collaboration building tasks in their communities
 - b) 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.)
- C) Planning - Team will determine
- D) Implementation
 - a) Increase prevention and healthy relationship curricula incorporation into public, private, and home-schooling environments
- E) Evaluation - Team will determine

RECOMMENDATION 7 - PREVENTION EFFORTS

IMPLEMENTATION LEADERSHIP TEAM WILL CULTIVATE VICTIM-CENTERED, EVIDENCE-BASED, TRAUMA-INFORMED, CULTURALLY-APPROPRIATE, BEST-PRACTICE PREVENTION EFFORTS ACROSS NUMEROUS COMMUNITY SECTORS

This recommendation is presented in four parts focused on the following objectives:

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

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

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

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

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

- A) Assessment - Team will determine
- B) Capacity
 - a) Develop evaluation methods to gather victim/survivor feedback
 - b) Develop statewide "AAA Rating"-style evaluation for all service providers based on outcomes and evaluations
- C) Planning - Team will determine
- D) Implementation - Team will determine
- E) Evaluation - Team will determine

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

- A) Assessment
 - a) Coordinate and conduct monthly/bi-monthly conference calls, tours, email exchanges with providers
 - i) Ascertain what each provider does and what services they have to offer
 - ii) Data collected from these means will be shared with appropriate staff for incorporation in the statewide resource guide
 - b) Research equitable sliding scale membership fees for OCADVSA member organizations
- B) Capacity
 - a) Encourage cross-agency/statewide projects and grants
 - i) Ensure proper methodologies are followed during selection of projects, agencies, and tasks (i.e. Assessment, Capacity, Planning, Implementation, and Evaluation)
 - ii) Review imbedded legal aid project for learnings and guidance
 - b) Develop a communication plan which fosters open multi-disciplinary communication across agencies
 - c) Establish evidence-based, best-practice technical assistance policies, procedures, and protocols to enhance and streamline assistance to member organizations (i.e. OVC-TTAC and CALCASA)
- C) Planning - Team will determine
- D) Implementation - Team will determine
- E) Evaluation - Team will determine

7.3 JUSTICE SYSTEM WILL INCREASE OFFENDER ACCOUNTABILITY THROUGH EVIDENCE-BASED PROSECUTION STRATEGIES AND IMPLEMENTATION OF ON-GOING TRAINING FOR ALL PROFESSIONALS

- A) Assessment
 - a) Give Victims' Rights "Teeth"
 - i) Review Victims Compensation Rules
 - ii) Review of Victim Compensation Laws and criteria for victims to qualify to receive Victim's Compensation
 - b) Address the disparity of misdemeanor level crimes for human violence as opposed to pet/animal violence which are classified as felony level crimes
 - c) Research options to allow tribal BIP programs to be certified, i.e. See Limited Waiver of Sovereign Immunity in Appendix
- B) Capacity
 - a) 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

- C) Planning - Team will determine
- D) Implementation - Team will determine
- E) Evaluation - Team will determine

7.4 COMMUNITIES WILL ACKNOWLEDGE THE COMPLEXITIES OF TRAUMA AND HEALING, AND DEVELOP CREATIVE SOLUTIONS TO FOSTER VIOLENCE FREE ENVIRONMENTS

A) Assessment

- a) Develop and disseminate a comprehensive list of healthcare agencies willing to partner with local victim service providers and coordinated community response teams
- b) Assess the availability of the following groups within each community throughout Oklahoma
 - i) Coordinated Community Response Teams
 - ii) Sexual Assault Response Teams
 - iii) Multidisciplinary Teams
 - iv) County Health Improvement Organizations
 - v) Family Justice Centers
- c) Assess how to create solid, on-going representation from the following sectors
 - i) District Attorneys
 - ii) SANE nurses/medical personnel
 - iii) Sexual Assault/Domestic Violence Advocates
 - iv) Law Enforcement
 - v) Clergy
 - vi) Business owners
 - vii) School staff
 - viii) Substance abuse counselors
 - ix) Homeless shelter staff
 - x) Ethnic minority advocates
 - xi) Immigration/Trafficked advocates
 - xii) Representatives from the disabilities and aging network
 - xiii) Survivors
 - xiv) Department of Human Services
 - xv) Mental Health Providers
 - xvi) Physical Healthcare Providers

B) Capacity

- a) 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

- b) 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

C) Planning

- a) Provide “outside the box” services for victims and providers (self-care, meditation, retreats, etc.)

D) Implementation

- a) Increase prevention and healthy relationship curricula incorporation into public, private, and home-schooling environments

E) Evaluation - Team will determine

BACKGROUND FOR RECOMMENDATIONS

The following discussions provide additional background on the recommendations and will be helpful in understanding objectives and implementation strategies outlined for each recommendation.

THE LEADERSHIP TEAM

During the Vision for Victim Safety Needs Assessment, respondents across all categories indicated the need for a robust, neutral, diverse, inclusive leadership team to effectuate the systemic changes requested to increase victim safety. Use the DAC’s CCRT membership recommendations as a starting point for team formation.

BRANDING/MARKETING

During the focus groups, the following scenario was discussed. In 1891, Asa Candler purchased a company for \$2,300. Mr. Candler added one secret ingredient to the product manufactured by the company. Focus group members were invited to guess the company and the secret ingredient. The company was Coca-Cola and the secret ingredient Mr. Candler added was merchandising and branding; he distributed thousands of coupons for complimentary glasses of Coca-Cola. He was the first person documented to have provided a coupon for a free drink. Mr. Candler also distributed souvenir fans, calendars, clocks, urns, and countless novelties. Further, in 1898, Mr. Candler built a three-story structure for production and management and he hailed it as: “sufficient for all our needs for all time to come.” The morals to this story are: 1) Branding and marketing are key elements to success; and 2) Great visionaries don’t always think far enough into the future nor BIG enough.

According to victims, survivors, service providers, and other members of the victim service environment, a clear message is needed across Oklahoma regarding the dynamics of IPV and the services available for victims. According to the State of our State assessment, domestic violence, sexual assault, and trafficking are prevalent and often expected throughout our state. The public needs to be made aware of the complex issues surrounding these forms of violence. The issues cross federal, tribal, state, and municipality boundaries. As such, a statewide message is most effective to ensure systemic change.

COORDINATED COMMUNITY RESPONSE APPROACH

According to Praxis International, the Blueprint for Safety (Blueprint) is a coordinated justice system response to domestic violence crimes that positions this complex system to respond more quickly and effectively and enhance its capacity to stop violence, reduce harm, and save lives. Additionally, Oklahoma has experienced success in communities which have implemented a coordinated response approach. However, due to personnel turnover and funding issues, sustaining long-term functionality of the Coordinated Community Response Teams (CCRTs) is often hampered. Further, none of the CCRT members who responded to the survey or participated in interviews and focus groups report an evaluation plan in place to ascertain the effectiveness of the CCRT.

Coordinated Community Response Teams are evidence-based mechanisms for improving victim safety. Additionally, during the Threshold of Transformation Needs Assessment, the majority of all respondents reported the need for coordinated teams. Reviewing the history of coordinated team pitfalls shows these characteristics:

- An overall drift from the original purpose of CCR to create systemic change which improves outcomes for IPV victims and deterrence for abusers
- Reform replaced by meeting for the sake of meeting, with more emphasis on who should come to the table rather than on what should happen once they arrive
- Problem-solving limited to individual cases rather than a focus on systemic problems
- Policy development in a few agencies (e.g., law enforcement or prosecution), but rarely coordinated across all agencies which intervene in IPV cases

The Praxis International's Blueprint provides an innovative approach in its emphasis on self-examination and problem-solving, foundational principles, and the central role for community-based advocacy in its leadership and partnerships. The early adapters to CCRs have been able to initiate or strengthen the following kinds of change in their communities:

- Document and communicate the context of the event and the violence occurring across all points of intervention via a series of linked tools: the Blueprint risk questions, 911 call guides, patrol officer report format and checklist, framework for setting bail and conditions of release, and sentencing framework.
- Anchor criminal case processing in an emergency-911 response that emphasizes a safety-oriented response and reassurance to callers that 911 is available regardless of the number or nature of prior calls.
- Collect and share more detailed information about who was at the scene and what happened, including improved witness interviews and direct observations by officers.
- Assess first for self-defense in cases where both parties are alleged to have used violence; make a predominant aggressor determination when self-defense cannot be established.
- Make more use of previously undercharged crimes, such as stalking or harassment, terroristic threats, witness tampering, crimes involving children, sexual assault, and burglary.
- Set a foundation for advocacy-initiated response by notifying the community-based advocacy program of domestic violence-related arrests and incidents where the suspect has left the scene.
- Strengthen investigation and charging related to suspects who have fled the scene prior to office arriving.
- Establish a framework for conditions of pretrial release which reflects risk and danger and includes victim input wherever possible.
- Respond to violations of pretrial release and conditions of probation with swift consequences based on graduated sanctions.

- Incorporate risk and danger considerations into prosecutors' charging decisions, bail recommendations, and negotiated plea agreements.
- Respond to domestic violence crimes in ways which are victim safety-centered but not victim dependent.
- Position probation agencies to be able to differentiate the context and severity of a particular case and provide sanctions and supervision that best fit the case.
- Provide judges with more detail about the pattern and severity of abuse, including more detail on the type, scope, and severity of abuse.
- Establish internal and interagency monitoring of domestic violence policy and practice.
- Engage more directly with victims and survivors to better meet individual needs related to safety, identify any problems in how interventions impact victims and the community, and keep the criminal legal response grounded in awareness of the unique nature of battering.
- Initiate ways to be proactive in identifying and responding to possible unintended consequences and disparity of impact related to Blueprint policies and practice.

To be successful, the community must adhere to the following:

- a commitment to the Blueprint foundation principles and purpose;
- a shared, coherent way of thinking about domestic violence cases and the most effective interventions;
- a central role for community-based advocacy in Blueprint leadership and partnerships; and
- a commitment to using the Blueprint's essential elements as a constant reference point for weathering the inevitable changes in local conditions that occur over time in any community and in a system as complex as the criminal legal system.

[See <http://praxisinternational.org/blueprint-home/a-guide-to-becoming-a-blueprint-community-an-interagency-response-to-battering-and-domestic-violence-crimes/a-guide-to-becoming-a-blueprint-community-introduction/> retrieved 16 Nov 2017]

By utilizing the Blueprint for Safety which is a distinct blend of approach, document, and process that together fully articulate the idea of a coordinated community response, the Threshold of Transformation Strategic Planning Team will be able to guide members of the Oklahoma Victim Service System toward achieving the goals and objectives outlined within this report. The Blueprint gets everyone on the same page in understanding and addressing the dynamics of IPV. The Blueprint also provides a process for shared problem identification and problem-solving based on regular monitoring and adjustments to practice. [See <http://praxisinternational.org/blueprint-home/a-guide-to-becoming-a-blueprint-community-an-interagency-response-to-battering-and-domestic-violence-crimes/a-guide-to-becoming-a-blueprint-community-introduction/> retrieved 16 Nov 2017]

Per Praxis International's informational brochure, the Blueprint for Safety method, the method was developed by criminal justice professionals in collaboration with national domestic violence and criminal justice policy experts. The Blueprint is a detailed collection of practical policies, protocols, and training resources aimed at reducing and eventually eliminating domestic violence. A key feature of the Blueprint is the individual agencies' policies and practices are tied to each other. The Blueprint's underlying strategies and principles emphasize a collective approach to domestic violence cases that have been proven to: reduce domestic violence-related homicides; reduce serious assaults; and diminish the overall level of domestic violence in communities. By utilizing the Blueprint for Safety, the Threshold of Transformation Project Director, Cultural Sensitivity, Diversity, and Quality Evaluation Team, and Oklahoma Coordinated Community Response Team will assist victim service providers in building and strengthening interagency response to interpersonal violence crimes.

The Blueprint's Impact on Practice

911 Call

At 911 we're getting more information. We're engaging with callers in a different way and paying more attention to, and documenting, what patrol and prosecutors need.

Patrol

Patrol has a really unique role: we see firsthand what has happened. Under the Blueprint, we more accurately capture and communicate the nature and severity of the violence.

Arrest

Many times, both parties use violence. If self-defense was not used, then who is the predominant aggressor? Stopping this violence means getting control of the right person; knowing the history and context makes sure we get it right.

Investigations

The impact of all members of the system working together is greater than any one single agency doing it alone. We're devising better methods, protocols, and procedures, and we're having a positive impact.

Jail

No one thought the jail had much to do with victims. Now we take extra measures to notify victims when offenders are released. And we're aware of retaliation—the witness tampering, subtle threats, intimidation—and communicating it to officers.

Prosecution

We're seeing consistency across the board: photos taken, detailed victim statements, great police reports. When we get a report with such attention to detail and all of the things we've asked for, it makes us want to do an even better job.

Charging

Before the Blueprint, it would take 80+ days to charge a gone on arrival case. We reduced that to under 8 days.

Bail/Evaluation

We now consider not just the likelihood that the offender will appear in court but we also use the risk questions to decide if the offender is a risk to the victim or others in the community.

Arraignment Hearing

When I read that she's fearful of his behavior, that she thinks he's going to harm her and why, and that the harm is escalating—these weigh heavily in our decisions. Now I'm seeing how at-risk this victim is for future harm.

Pre-Trial Hearing

The Blueprint makes sure that the victim is a central focus of a fair and just plea negotiation. Our goal is to get the right control over offenders (along with support to change), while always paying attention to the safety and well-being of victims.

Judge

I'm finding out how scared these women are, and why. I'm finding out that this isn't an isolated incident—or, sometimes it is—and that that makes a difference in my decision-making.

Monitoring/Probation

Now when a probationer reoffends, we process the probation violation immediately instead of waiting until the new offense moves through the entire prosecution process.

PUBLIC POLICY AND ADVOCACY

System change to improve victim safety must include a review of best practices for managing public policy and advocacy. For example, the National Crime Victim Law Institute (NCVLI) works daily to ensure that victims and their rights are part of public policy debates and decisions at the local, state, federal, and international levels. The NCLVI's focus is on securing victims' rights' legislation that guarantees victims substantive rights and the procedural mechanisms to protect those rights. NCVLI works with partners to improve rights in every jurisdiction, providing model legislation, strategic advice, and expert testimony; they also publish Position Papers on emerging issues of law and Victims' Rights Report Cards that evaluate the state of the nation. Finally, NCLVI works to raise awareness about victims' rights by engaging the media. [See https://law.lclark.edu/centers/national_crime_victim_law_institute/public_policy.php]

The first step in preparing for a strong public policy committee or task force is to prioritize policies to support or oppose using input from partners throughout the region. For example, following their annual conference the Oklahoma Turning Point Council hosts a public policy forum which polls attendees on which issues and topics should be considered a top priority for the coming year. Other organizations use surveys and/or stand-alone meetings to gather information from interested parties across the state on which policies are deemed most in need of support or opposition. Once the priorities are established, the public policy committee prepares position statements, recruits partners to sign letters of support, researches and develops policy educational and awareness resources, and drafts presentations prepared to answer many of the questions raised by the opposition. Public policy committee members also play a key role in tracking the policy or legislation and provide ongoing updates to interested and/or invested community partners and members.

As part of its Public Policy work, the NCLVI is positioned to support communities as they try to appropriately respond to violence against women. NCLVI recognized that historical and cultural myths and biases created unique hurdles to women's access to justice and launched the Responding to Violence Against Women Project in 2003 to focus on the unique battles faced by these survivors. The focus of the project was to ensure that victims, whether of domestic violence, sexual assault, stalking and/or child abuse, are re-empowered rather than re-victimized when they access justice.

NCLVI does this, in part, by ensuring that service providers responding to those victims have the knowledge and skills necessary to protect a victim's rights, particularly in the criminal case against an offender. Some of the victim's rights may include the right to privacy, the right to attend proceedings, and the right to be heard at those proceedings. Victims' rights are rights personally held by the victim that can be legally asserted during the criminal case. Independent legal representation is absolutely critical to making these rights meaningful. NCLVI provides a Right's Enforcement Toolkit that will help practitioners effectively assert and seek enforcement of their clients' rights. [See https://law.lclark.edu/centers/national_crime_victim_law_institute/projects/violence_against_women/toolkit_resource.php retrieved 16 Nov 2017]

UNDERSERVED POPULATIONS

As noted in the KEY NEEDS ASSESSMENT: METHODOLOGY AND FINDINGS Section, although agencies are tasked with serving all victims, the ethnicities of victims being served seems to be predominately Caucasian. The respondents seek to incorporate new methods of inclusion into service providers and shelters. Based on the reported ethnicities of victims, the respondent pool for the Phase II Survey was primarily, if not completely, non-tribal agencies. This could further indicate a lack of participation in the victim service system

by potentially underserved victims and primarily state certified agencies. Per the needs assessment, potential underserved populations include, but are not limited to: hearing impaired, victims presenting with various disabilities, limited English proficiency (although no agencies reported victims presenting as immigrants), rural residents, LGBTQ+, male victims, American Indian victims, Asian victims, African American victims, and Hispanic victims. No agencies reported Native Hawaiian, North African, or Middle Eastern victims.

CRIMINAL JUSTICE RESPONSE — LEGAL PROFESSIONALS

Legal professionals and jurists have many professional organizations from which to glean topic-specific knowledge. The American Bar Association is one of the world's largest voluntary professional organizations, with over 400,000 members and more than 3,500 entities. It is committed to doing what only a national association of attorneys can do: serving its members, improving the legal profession, eliminating bias and enhancing diversity, and advancing the rule of law throughout the United States and around the world. Founded in 1878, the ABA is committed to supporting the legal profession with practical resources for legal professionals while improving the administration of justice, accrediting law schools, establishing model ethical codes, and more. The mission of the Commission on Domestic Violence and Sexual Assault within the ABA is to increase access to justice for victims of domestic violence, sexual assault, and stalking by mobilizing the legal profession. The Commission offers a variety of resources for attorneys representing victims/survivors of DV. One example of the Commission's work is their partnership with the Confidentiality Institute to develop the Protecting Privacy to Enhance Safety Pro Bono Project, designed to create a corps of attorneys nationwide who are knowledgeable in the area of advocate confidentiality and can provide pro bono assistance to programs to respond to subpoenas when they come in. [See https://www.americanbar.org/about_the_aba.html, https://www.americanbar.org/groups/domestic_violence.html, & https://www.americanbar.org/groups/domestic_violence/resources.html]

Additionally, in August of 2007, the ABA House of Delegates adopted the “black letter” law of the Standards of Practice for Lawyers Representing Victims of Domestic Violence, Sexual Assault and Stalking in Civil Protection Order Cases (“The Standards”). The Standards are intended to improve the quality of legal representation provided to victims of domestic violence, sexual assault and stalking. The three (3) main goals of the Standards are:

- improving the quality of legal representation of victims of domestic violence, sexual assault and stalking;
- enabling lawyers to effectively, ethically, and holistically represent victims in civil protection order cases; and,
- raising awareness about the need for high-quality representation for victims of domestic violence, sexual assault and stalking in civil protection order cases.

Although there is no singular solution to ending these forms of violence, one thing that can make a critical difference in helping victims become safe is legal representation: legal aid is the “single highest predictor of long-term reduction in domestic violence.” Securing a civil protection order is often the first step a victim takes in seeking safety from the perpetrator of the violence; however, the vast majority of victims seek a protection order without a lawyer. Victims of these crimes must have access to well-trained, client centered lawyers. And lawyers, legal aid, pro bono, or private, must have the training, tools and skills necessary to help victims. The Standards seek to elevate the legal profession's response to domestic and sexual violence, and to increase the bar of attorneys ready to support victims.

The Standards recommend lawyers become knowledgeable of the dynamics of domestic violence and its intersection with sexual assault and stalking before undertaking representation of a victim in a protection

order case. Without this baseline knowledge, safety planning, lethality assessment, client-attorney trust building, and case theory cannot be thoroughly executed. Other considerations addressed by the Standards include understanding the role culture, language, immigration status, age and/or disability of the victim may play in effective representation of diverse clients, ensuring effective communication between the lawyer and client, and being able to identify the potential need for interpreters. [See https://www.americanbar.org/groups/domestic_violence/standards-of-practice.html retrieved 16 November 2017]

For jurists, the ABA has the Judicial Division which has over 4,000 members, including federal, state, local, trial, appellate, and administrative judiciary and lawyers. The Judicial Division is dedicated to improve the American judicial system and to encourage all members of the judiciary, lawyers, and others who share a strong interest in this goal to work toward this common objective. According to the Judicial Division's Strategic Plan, they are to serve as the voice of the judiciary; support an effective, accessible, fair and impartial justice system; and seek to improve public trust and understanding of the role of courts in upholding the rule of law, while extending the opportunity for participation to diverse judges throughout America and by communicating effectively with them. [See https://www.americanbar.org/content/dam/aba/administrative/judicial/jd_strategic_plan.authcheckdam.pdf retrieved 16 November 2017]

In addition to the ABA, Oklahoma has the Oklahoma Bar Association and a county bar association in each of the seventy (77) counties. The Oklahoma Bar Association was formed in 1904 by the merger of the Oklahoma Territory and Indian Territory Bar Associations. After statehood in November 1907, the association was recognized by the Oklahoma Legislature until it repealed the enacting legislation in 1938. Thereafter, in 1939 the Oklahoma Supreme Court, exercising its plenary powers over the courts of the State of Oklahoma, reorganized the association and mandated that to practice law in Oklahoma all Oklahoma lawyers must be association members. The association celebrated its centennial in September 2004 and has a rich history of serving lawyers and the public. [See <http://www.okbar.org/public/About.aspx>]

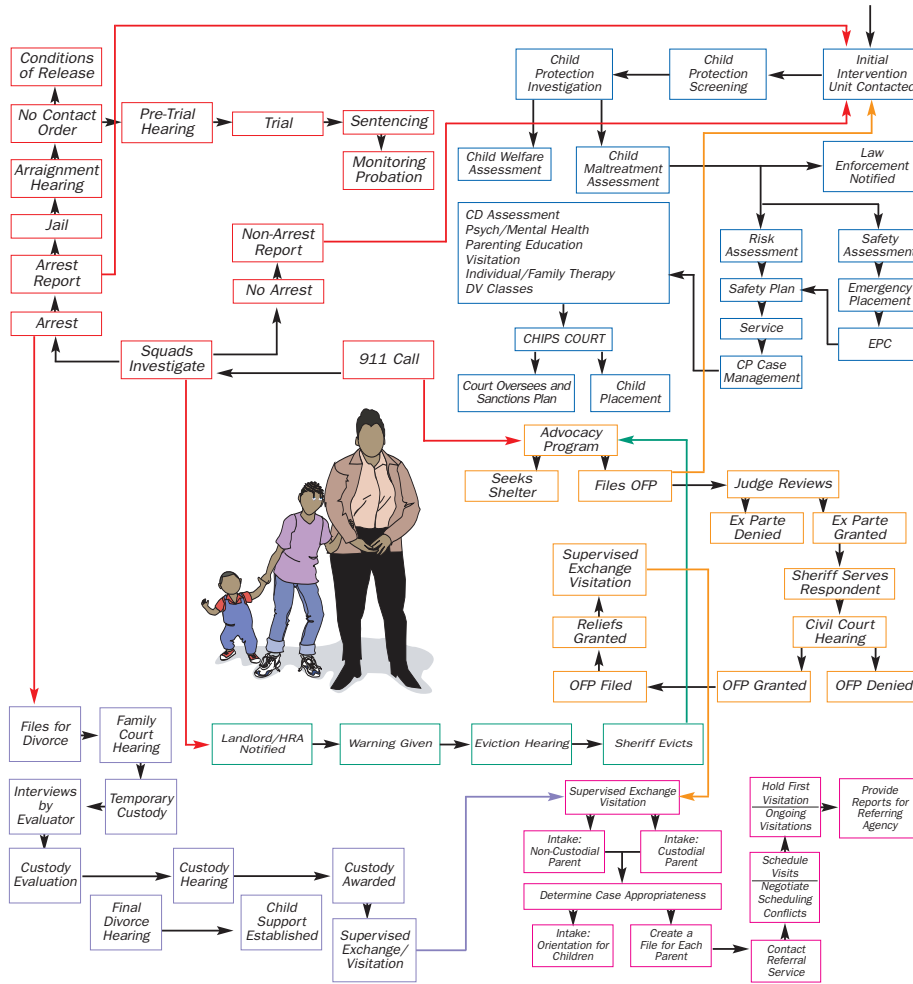
Many of the tribal nations in Oklahoma also have tribal bar associations available to support attorneys practicing in the tribal court systems.

Respondents report that Oklahoma is one of only a few states which do not have a domestic violence bench book for judges. Many respondents adamantly contend, including judges, a domestic violence bench book would be an excellent idea.

In most states, the project for a bench book takes a couple of years. Leadership for the bench book projects normally come from the Chief Justice of the state's Supreme Court. This leadership helps ensure judges statewide will use the book. Grant funding is available for bench book projects and the grant applicant is usually the state Administrative Office of the Courts.

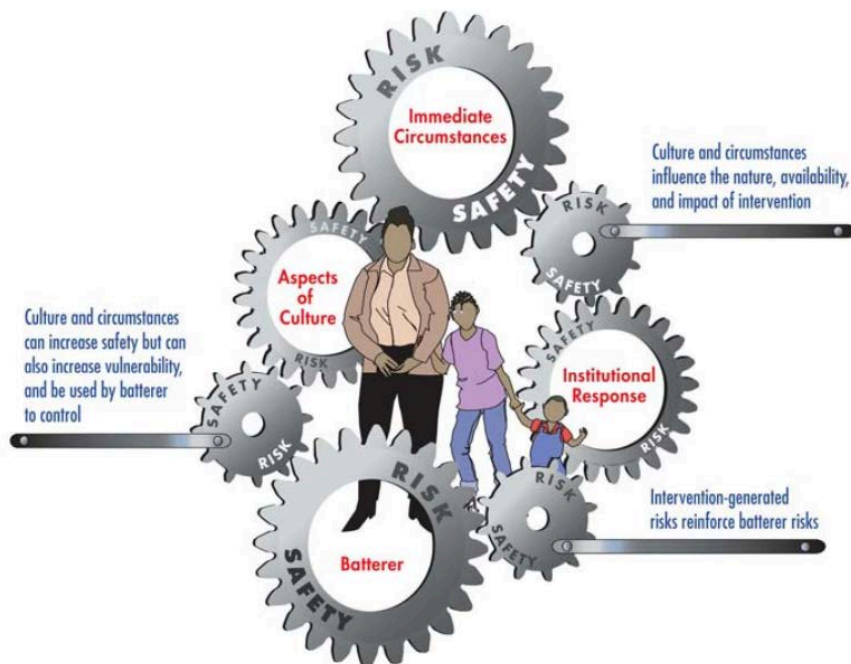
The proposed Oklahoma Coordinated Community Response Team could serve as members of the bench book committee. The OCCRT could also collaborate with the Oklahoma County Bar Association's Lawyers Against Domestic Abuse (LADA) and any others currently working on similar efforts. These groups could also recommend other agencies and populations, such as domestic violence survivors, who have an interest in servicing as members of the bench book committee.

THE "STORY OF RACHEL" DEMONSTRATES ANOTHER PART OF THE JURISDICTIONAL MAZE VICTIMS MUST NAVIGATE.



Images Retrieved on 19 Nov 2017 from <http://praxis.webaloo.com/files/praxis/files/2009/safety%20audit/1%20Figure%207%20-%20Institutional%20Intervention.jpg> and <http://praxis.webaloo.com/files/praxis/images/TTA%20toolkit%20graphics/TTAgraphicRisksAlone.jpg>

For each woman and her children, what risks are generated by...



HOW CAN VICTIM SERVICES MITIGATE RISK AND INCREASE SAFETY?

CRIMINAL JUSTICE RESPONSE – VICTIMS OF IPV

Traversing legal proceedings may be extremely challenging for victims of IPV. Praxis International developed the Story of Rachel, a dramatic four-minute training tool depicting the events set in motion by one IPV victim's call to 911 which leads to a criminal court case, child protection investigation, a protection-order petition, a visitation enter visit, and ultimately to her eviction from her home. The two graphics within this section are part of the Story of Rachel training tool which provides a quick glimpse at the quagmire victims must enter when they are safe to leave an interpersonal violence situation and seek support from the victim service system. [See <http://praxisinternational.org/product/the-story-of-rachel/> retrieved on 16 Nov 2017]

VICTIM SERVICES GROUNDED IN VICTIM-CENTERED, EVIDENCE-BASED, TRAUMA-INFORMED BEST PRACTICES

During the statewide assessment process, service providers reported on currently implemented program policies and procedures. None of the responding agencies reported having policies addressing child sexual assault, substance abuse, mental health issues, Jane Doe/Anonymous reporting, board and staff diversity, crime victim compensation, going to ER with victims, preventing re-traumatization, documentation requirements, free forensic exams, or mandatory training for sexual assault advocates. Although very limited in nature and frequency, there were instances of a policy reported for mandatory training requirements, three confidentiality policies, one policy regarding serving the underserved, and two policies explaining routine screenings and referrals. Policies may exist that were underreported, but the need for standardization is prevalent.

As a basis for standard policies, the Office of Victims for Crime developed Achieving Excellence: Model Standards for Serving Victims & Survivors of Crime (Model Standards) for individual victim service practitioners and program administrators. The Model Standards are intended to promote the competency and ethical integrity of victim service providers, in order to enhance their capacity to provide high-quality, consistent responses to crime victims and to meet the demands facing the field today. A Consortium, with input from national, state, local, and tribal victim assistance experts throughout the United States, developed the Model Standards as a capacity-building resource applicable within many different victim service settings.

OVC recognizes there are no formal regulatory boards that oversee or guide the diverse array of victim assistance programs operating throughout the United States, yet there is a growing trend within some states toward greater standardization of training and practice. In general, the crime victims field has traditionally looked to other professional disciplines—such as social work, psychology, and law—to establish benchmarks and guidance, using the standards of these allied professions to strengthen the field's professional and ethical practices. [See https://www.ovc.gov/model-standards/purpose_and_scope.html retrieved 16 Nov 2017]

As most local victim service programs are currently understaffed and underfunded, working with the Threshold of Transformation Project Director, the CSDQE Team, and the Oklahoma CCRT will give local programs an opportunity to benefit from a thorough review of the Model Standards. Leadership will provide guidance for local programs on implementation of the Model Standards as applicable for each program. Additionally, the collaboration will bring more resources to the table allowing coalitions and local programs to leverage these resources to benefit all programs.

PUBLIC HEALTH CATEGORIZATION OF IPV

Addressing interpersonal violence requires a categorization beyond the criminal codes. According to the Center for Disease Control, interpersonal violence is a health issue. [See <https://www.cdc.gov/violenceprevention/pub/technical-packages/infographic/ipv.html> retrieved 16 Nov 2017]

Additionally, during a 2016 strategic visioning session, the Public Health Institute of Oklahoma (PHIO) determined Domestic violence falls within their definition of “health.” PHIO’s mission is to bridge government, academia, and communities in order to facilitate health improvement. PHIO may serve as a neutral convener between health-related governmental agencies, academic programs, and community level organizations including but not limited to health care providers, hospitals, mental health providers, education, business, faith-based organizations, and tribes. PHIO fosters innovation, supports nonpartisan health advocacy, and leverages resources in order to facilitate health improvement. [See <http://www.publichealthok.org/about/> retrieved 16 Nov 2017]

Prevent Intimate Partner Violence

When we teach skills and create the context for healthy relationships now, we create safer, healthier communities for everyone in the future.

1 in 4 women and 1 in 9 men have experienced contact sexual violence*, physical violence, and/or stalking by an intimate partner in their lifetime.

Among high school students who dated in the past year, **20% of females and 10% of males** reported either physical violence, sexual violence, or both types of violence from a dating partner.

Preventing intimate partner violence (IPV) is a priority for CDC.

Prevention is possible.

You can help make it happen by changing the contexts and underlying risks that contribute to IPV in homes, schools, and neighborhoods.

CDC's **technical package** helps states and communities use the best-available evidence to prevent IPV.

Support survivors to increase safety and lessen harms

Teach safe and healthy relationship skills

Engage influential adults and peers

Strengthen economic supports for families

Create protective environments

Disrupt developmental pathways toward partner violence

6 strategies to prevent IPV

It is important to **monitor and evaluate** your efforts while the field of violence prevention **continues to evolve.**

Be part of the solution.

www.cdc.gov/violenceprevention

Your prevention efforts can involve **developing new partnerships & working across sectors.**

Including:

- Public Health, Government, Education, Social Services, Health Services, Business, Labor, Justice, Housing, Community Organizations, Coalitions, and Media

ACT NOW!

Use CDC's IPV prevention technical package to begin or expand your efforts.

Find planning & prevention resources:

www.cdc.gov/violenceprevention
vetoviolence.cdc.gov

* Contact sexual violence includes rape, being made to penetrate, sexual coercion, and/or unwanted sexual contact.

RECOMMENDED TIMELINE

The Vision for Victim Safety Strategic Planning and Implementation will follow the Five Phase timeline recommended by the Blueprint for Safety to further 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; and monitor/evaluate the process along the way. These Five Phases correspond to the Strategic Prevention Framework utilized when conducting the Needs Assessment and creating this recommended plan.

Blueprint for Safety Guide	Strategic Prevention Framework
Phase 1: Explore & Prepare	Assessment
Phase 2: Assess Practice & Identify Problems	Capacity
Phase 3: Adapt Policy & Adjust Practice	Planning
Phase 4: Implement & Institutionalize	Implementation
Phase 5: Monitor & Revise	Evaluation

See Appendix for an example of good task/timeline configuration.

RECOMMENDED MEASUREABLE OUTCOMES

The Threshold of Transformation Project Director and the CSDQE Team, in consultation with the Oklahoma Coordinated Community Response Team, will utilize the evidence-based, best-practice models described throughout this section as guidelines to develop specific, measurable, attainable, realistic, and timely measurable outcomes for each goal and objective. These measurable outcomes will be designed to track progress toward. . .

SAFETY, SECURITY, AND STABILITY OF VICTIMS/ SURVIVORS AND THE VICTIM SERVICE SYSTEM INCLUDING ALL UNDERSERVED POPULATIONS WITHIN THE GEOGRAPHIC BOUNDARIES OF OKLAHOMA.