Advocacy in a Coordinated Community Response
Overview and Highlights of Three Programs

Rose Thelen
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This article examines the role of community-based advocacy programs that work pro-actively with victims who are involved in civil or criminal domestic violence cases. It includes an overview of individual and systems advocacy and stresses the importance of advocacy-initiated contact with victims. Three programs are described: The Domestic Abuse Intervention Program in Duluth, Minnesota; the Domestic Violence Project/SAFE House in Ann Arbor, Michigan; and the Domestic Violence Emergency Response Teams for Zero Tolerance in Santa Barbara, California. Many sample program forms are included in the appendices.

Battered Women's Justice Project

This informational packet was prepared for the Battered Women's Justice Project, a national resource center on civil and criminal justice for battered women. It is one of a series developed to assist lay advocates and practitioners in the law enforcement and justice systems who are working to improve their community's response to domestic violence cases. The intent of each packet is twofold: to increase the effectiveness of battered women's advocates by enhancing their understanding of the justice system, and to educate practitioners about the unique dynamics of battering that influence the behavior of victims and perpetrators in court cases. Many of the packets include a bibliography of related articles.

The following packets are available:

- Probation  
- Legal Advocacy  
- Marital Rape  
- Analysis of the National Institute of Justice Model Anti-Stalking Code  
- Working with the Police: A Guide for Advocates  
- Prosecution  
- Advocacy in a Coordinated Community Response

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ADVOCACY IN A COORDINATED COMMUNITY RESPONSE: 
OVERVIEW AND HIGHLIGHTS OF THREE PROGRAMS

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OVERVIEW OF ADVOCACY

Individual and Systems Advocacy

The social changes which have enabled more women than ever before to leave batterers are the result of efforts by advocates working on behalf of battered women, individually and collectively. Since the mid-1970's, advocates (many of whom were battered women themselves) have accompanied, supported and guided millions of individual battered women¹ through the numerous social institutions they must negotiate in order to leave and/or protect themselves from further abuse. Through this individual advocacy activity, the institutional obstacles faced by a battered woman in the religious, welfare, medical, mental health, educational (if she has children), and civil and criminal justice systems were exposed and the practice of systems advocacy emerged. Sometimes called class advocacy, systems advocacy is an effort to reform institutional responses to battered women, collectively, so that the totality of their experience is taken into account, leading to greater safety for victims and greater accountability for batterers.

Though there is much work remaining, systems advocacy has led to changes and initiatives in every major institution in this country. Some examples are: good cause exemptions and waivers to the work requirement for battered women applying for welfare; collaborations and protocol development between advocates and child welfare agencies² to prevent abusers from successfully using the children to punish the victim for leaving or to coerce her to return; the near-elimination of the dangerous practice of providing relationship counseling or mediation where there has been battering; specialized curricula and training on domestic violence within educational and professional institutions; routine screening for domestic violence in hospitals and medical centers; and the development of state model codes on battering.

¹Nationally, it is estimated that 95% of the time it is woman who is the victim of domestic assault. Bureau of Justice Statistics. Report to the Nation on Crime and Justice: The Data. Washington DC: Office of Justice Programs, U.S. Dept. of Justice, October, 1983.

Systems Advocacy in the Legal System

The public is most aware of both individual and systems advocacy efforts within the criminal justice system. This is due to the volume of activity in this system and a number of high profile cases in recent years which have highlighted the need for change. While it is the only system that can truly protect a battered woman and her children, historically it has failed to do so. Until this century it was not illegal to beat your wife and until the advent of the battered women’s movement, police were not empowered to arrest unless they witnessed the assault or the victim was willing to make a citizen’s arrest. Probable cause arrest laws, which enabled law enforcement to make warrantless arrests, and civil protection orders, which provided women immediate protection from abuse, resulted from early systems advocacy in state legislatures. The development of mandatory arrest laws and model arrest policy legislation followed as advocates attempted to increase the likelihood that batterers are arrested and victims protected from erroneous arrest. Currently, while advocates continue to develop and refine legislation to protect battered women and their children within a wide array of institutions, they are devoting considerable attention within communities across the country to the coordination of criminal justice, human service and advocacy responses to domestic violence. This activity is propelled by an understanding that, in spite of legal advances, unless there is a coordinated community response, batterers will take advantage of the fragmentation, misunderstanding, and bias of the criminal justice system to avoid prosecution and subsequent consequences for their acts of violence, often further isolating, manipulating, and controlling their victims in order to do so.

The Importance of Immediate Individual Advocacy in the Legal System

Criminal justice professionals now understand that the involvement of advocates at the first sign of conflict in the home can be crucial to preventing future injury. Once legal system involvement is activated, the victim is thrown into a situation that can be as frightening and disempowering as her battering situation. At a point where she is most vulnerable and alone, a victim is faced with a number of unanticipated problems as a result of the legal action, such as, what to do when he is released, where to go, what to tell the children, how to support herself if she leaves, what to tell the system if she doesn’t want to leave. Her feelings of anger and terror can be compounded by feelings of numbness, fatigue and ambivalence. Although police officers can provide the protection of the law, a trained advocate can provide her with the help she needs to weather her emotional upheaval and make crisis-based decisions. Without special attention from someone who understands what she is going through and who can link her up to the resources she needs, a victim often find herself feeling as if she made a mistake. This increases the likelihood that she will not feel able or be coerced not to cooperate with prosecution and/or will drop or disregard her restraining order. If she feels overwhelmed and unsupported by the process, she will be hesitant to use the legal system again. And if she is not connected with the necessary resources, she may find that the obstacles are insurmountable. The time frame for getting free from domestic violence is therefore extended.

The Importance of Advocacy-Initiated Contact

In most states, legislation has been enacted which requires law enforcement to provide victims of domestic abuse with the names and numbers of area advocacy services. However, at the time of arrest, the victim is often unable and/or unwilling to make the first contact. Her reasons include:

- Past Help-Seeking Experiences. If victims have had negative experiences seeking help in the past, it is more difficult for them to reach out for assistance. In a study done by Bowker,4 854 women sought assistance because of their battering on over 3,000 occasions, an average of three times per woman. In most of these cases, they did not receive the help they needed to escape the violence. This creates multiple problems for the victim: she does not get adequate protection or support; her partner pays her back with escalating violence or harassment; she learns that it is dangerous to act; and she becomes more isolated, which leads to her further entrapment and loss of hope.

- Embarrassment and Feelings of Guilt. At the time of the assault, women are in crisis. An effect of battering is that victims blame themselves for the violence. The constant assertions from their batterers to that effect and their past negative help-seeking experiences may have led them to believe that everyone else will also.

- Fear of Retaliation. Batterers use of violence is instrumental and functional, used to dominate and control their victims. An essential component of this control is to isolate her -- from family, friends, and anyone else who might be able to help her. The battered woman understands that when the abuser returns after his arrest and incarceration, she will have to account to him for her actions subsequent to his arrest. She understands that if he learns that she sought help from an outside source, he may punish her.

- Feeling Overwhelmed and Overwrought. Battering most often depletes women physically, psychologically and spiritually. At the time of the assault, it can feel overwhelming to do anything. She may fear that in order to please those offering help she may be required to leave her partner and she may not be ready to do that. She may be ashamed about her ambivalence about the relationship and not want to expose this to outsiders.

Because of the necessity of providing her with immediate assistance and with the understanding that she frequently will not make the first call to the advocacy agency, communities with effective coordinated community response models have developed policies that provide for immediate advocacy initiated by the advocacy program upon notification by law enforcement. When communities rely on the battered woman to initiate contact without understanding why she often fails to do so, they deprive her of the advocacy she needs to better assure her safety and she becomes more vulnerable to her abuser’s influence.

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Advocacy in a Coordinated Community Response

Individual and systems advocacy are an integral part of a coordinated community response to domestic violence. Effective intervention in domestic assault situations occurs when each agency in the criminal justice system clarifies and coordinates their policies, procedures and protocols in order to meet the three major goals of intervention, which are:

1) to provide for the safety of the victim;
2) to hold the offender accountable, creating a specific deterrent to his repeated use of violence; and
3) to change the climate in the community, creating a general deterrence to the use of violence as an acceptable practice in the home.

The most important goal in a coordinated community response is to provide safety for the victim. All other goals and efforts to standardize practices must be considered and met in way that do not compromise this principle. For example, probable cause and mandatory arrest laws took the burden of arrest off of the victim, with an awareness that the victim’s safety was compromised when she was asked by law enforcement whether she wanted an arrest to take place. Similarly, arrest policy legislation which enables law enforcement to assess more thoroughly for self-defensive and primary aggressor violence provides for greater victim safety. If a victim’s self-defensive violence is confused with assault and battering and she is arrested it is understood that it can ultimately increase the danger to her because she will be less able to protect herself the next time and less likely to call for help. Even though the assumption behind these legal advances is that arrest increases victim safety, coordinated community response models take into account that additional protective measures need to be in place for her and the children because the act of intervening is always potentially dangerous for the victim and separation can be the most dangerous time.

For that reason, it is important that a coordinated community response include the provision of protective resources for victims, such as emergency housing; educational/support groups; and advocacy in the legal, medical and welfare systems. It is also necessary for a coordinated community response to assure that victims can access these services effectively. This access is provided by the use of advocates specially trained in immediate intervention who can provide valuable information to the victim. Finally, for a coordinated community response to be effective, it must institutionalize ongoing feedback from advocates on the effect of any reform on the victim. Though each representative of an agency that comes into contact with the victim can develop a sensitivity to the effects of their individual and agency actions on her, their involvement with her represents only a fraction of her journey through the system. Advocates are uniquely situated to represent the totality of her experience because of their ongoing involvement with her in a variety of settings for an extended period of time, from arrest through case disposition and beyond. Additionally, because advocates’ primary allegiance is to the victim and because, ideally, they are not employed by the system, they can afford greater objectivity to observe and identify problems still existent in the system. Without centralizing ongoing feedback from independent advocates to identify continuing problems.
in the systemic response, a coordinated community response will not keep victims safe, hold offenders accountable or change the climate in the community.

Advocacy in Three Coordinated Community Response Models

The remainder of this article will highlight three battered women’s advocacy programs which have created and remain intrinsically involved in coordinating their community’s response to domestic assault. Although they employ differing strategies and represent varying degrees of involvement with the system, they are all independent agencies, utilizing both individual and systems advocacy methods to collaborate with and sensitize their communities to the complex issues involved in the delivery of justice to battered women.
The Duluth Domestic Abuse Intervention Project (DAIP) was developed in 1980. It was the first project of its kind to coordinate the interventive activities of every criminal justice agency in one city. This project has served as a model nationally and internationally. Because of its success, the 1991 Minnesota Legislature mandated that each of the 38 Legislative Assignment Districts establish an intervention project coordinated by a battered women’s advocacy group. As of 1997, there are 44 intervention projects in Minnesota.

THE RULE OF THE ADVOCATE IN THE DAIP

The DAIP collaborates with the Women’s Coalition, the area shelter for battered women, to provide advocacy for battered women from the time of the initial arrest through case disposition and while the batterer attends court-ordered men’s nonviolence classes. Advocacy is provided by three types of advocates: the Arrest Follow-up Advocate and the Court Advocate who are employed and coordinated by the Women’s Coalition, and the Domestic Abuse Intervention Project Women’s Resource Advocate.

1. The Role of the Arrest Follow-up Advocate: An Immediate Response after Police Intervention and Arrest

After an arrest for domestic assault has been made and the batterer has been transported to the jail, the jail notifies the shelter and relays basic information about the arrest -- the name and address of the assailant and victim, the charges filed, how long he will be held and other related information. The shelter pages an on-call volunteer advocate who receives a stipend to provide follow-up advocacy to the victim after the arrest. The follow-up advocate phones the woman and lets her know that she will be coming out to her home to meet with her. If the woman is not interested in a home visit, the advocate offers support, provides basic information and gathers information over the phone. If there is no phone the advocate will go to her home right away and attempt to meet with her.

The purpose of the home visit is to provide support and information about available community resources such as the shelter and women’s groups; to explain the criminal court process, the battered woman’s role in it and expected outcomes; to describe the civil court remedies available to her, such as a protection order; and to obtain information from her for the purpose of serving as her liaison to the legal system and in order to ascertain the level of danger that she is in. This is accomplished through the completion of an “Arrest Follow-up Assessment” (APPENDIX A: Arrest Follow-up Assessment). The advocate explains that the abuser will be held until the arraignment hearing which will take place the next morning (or the next available workday in the case of weekends and holidays) and that the abuser will likely enter a not-guilty plea and be released from custody. The woman is
informed that her wishes regarding his release and the court case in general will be considered. The volunteer will relay her wishes to a legal advocate who will in turn pass them on to representatives of the court, in particular the probation officer, the individual who is responsible for recommending the conditions of his release to the court. This occurs only if she agrees to it and has signed a release to that effect. The woman is informed that the legal advocate will maintain contact with her throughout the remainder of the court case and will be contacting her the next morning. She is also informed that it is her right to attend the arraignment and all subsequent court hearings but it is not a requirement unless she is subpoenaed as a witness. She is also informed that the legal advocate can transport her and accompany her to these hearings if desired. The advocate will take the woman to the shelter or another location if she wishes to leave her home.

The volunteer advocate drops off the “Arrest Follow-up Assessment” at the Women’s Coalition, the battered women’s shelter, by 7:15 a.m. the next day.

2. The Role of the Court Advocate: Advocacy Throughout the Court Proceedings

Each morning a court advocate faxes the follow-up assessments to the probation department in time for arraignment. Court advocates attend all hearings. When the woman wishes to attend she is accompanied by the court advocate who facilitates her contact with court personnel. When the woman does not attend, the court advocate will report the outcome of the case to her. If a woman decides to obtain a civil protection order, the court advocate assists her in applying that morning so that the order can be served on the respondent before he is released from jail. Throughout the remaining court hearings until the case is disposed, the court advocate keeps the woman informed about the case and supports her wishes regarding the case's disposition to court personnel.

3. The DAIP Women’s Resource Advocate and Native Resource Advocate: Advocacy Provided After Case Disposition

When a defendant pleads guilty or is convicted, he is court-ordered into DAIP’s 26-week, “Men’s Non-Violence Classes.” Whether court-ordered or voluntary, each man signs a release of information at orientation allowing DAIP staff to communicate with his partner. The DAIP Women’s Resource Advocate or the Native Women’s Resource Advocate then contacts her by letter (APPENDIX B: Women’s Orientation Letter), inviting her to attend the ongoing women’s orientation groups. If she does not respond, two more attempts are made to reach her by mail and if there is still no response, the advocate will attempt to reach her by phone. The orientation sessions are provided for all women who are victims of men court-ordered to DAIP classes, whether or not they are still in relationships with them.

The women’s orientation session are not an effort to encourage her to cooperate with his ‘treatment’ or to assure that he is ‘successful’ or to ‘fix’ the relationship. (DAIP makes no claims that men will be able to rebuild or salvage the relationship nor that any activity on the part of the victim will influence whether he remains non-violent). Rather, these sessions are an effort to provide her with the ongoing support and education required to meet her unique needs as her partner or ex-partner.
attends the classes. Frequently the batterer uses the information he learns in the classes to further his control over her by suggesting to her that the facilitators agree that she is the problem, by applying what they are learning to evaluate her behavior as abusive, or by informing her that the facilitators have pronounced the batterer ‘cured’. This behavior is directed at maintaining control and isolating her from the people that may be able to help her. At the orientation sessions, she is provided with accurate information about the purpose and content of the men’s classes. She is also provided with other support and information relevant to her needs at the time, whether it is information on divorce and custody issues, assistance in assessing his changes for a potential reunion, deciding whether to stay or leave, and/or accessing the resources that are necessary to live independently. During the initial contact, the women’s resource advocate also gathers information about the history of abuse which is then provided to the batterers’ group facilitator. Women are also informed that the DAIP court reports regarding his attendance will also be sent to her. The advocate lets her know about ‘duty to warn’ — that if any concerns about her safety come up as a result of threats or other behaviors in the batterers group, she will be informed. The women are also encouraged to inform the DAIP advocate if she continues to be battered or controlled by her partner. She is also informed about DAIP policy regarding information that she shares with the advocate regarding his ongoing physically abusive behavior: that it will not be shared with anyone else unless it is her expressed wish; that it can be shared with the group facilitator who can confront her partner with the information or not depending on her decision; and that if he is confronted there will likely be legal consequences. If a woman decides she wants her partner confronted about ongoing abusive behavior, this is done only after provisions for her safety have been made with her. The advocate attempts to maintain contact with the woman throughout her partner’s attendance at the DAIP batterers group.

OTHER ADVOCACY ROLES

1. Advocacy in Non-Arrest Domestic Situations

All 911 transcripts noting domestic calls are given to DAIP staff who attempt to contact all victims by telephone. The purpose of this contact is to check on her safety and provide information about available services as well as to monitor the police response. A brief series of questions is asked to ascertain whether the officers responded appropriately according to departmental policies. Possible problems are investigated more fully by DAIP staff and discussed with the department. Staff provide each woman with advocacy assistance as necessary.

2. Systems Advocacy and Interagency Meetings

The DAIP tracks the institutional status of every case from 911 through disposition. The results of this tracking are discussed at interagency meetings in order to develop, evaluate and update policies, procedures and protocols; to resolve problems with individual cases; to determine where problems are the result of individual error or systemic in nature; and to discuss related issues faced by practitioners. The configuration of those participating in the meetings depends on the nature of the issue or problem being discussed, but there are always DAIP representatives and 2-3 advocates for battered women in attendance.
The role of the advocate at an interagency meeting is to bring the perspective of the battered woman to the discussion. In most cases the problem or practice being addressed revolves around the system’s failure to adequately protect the victim or hold the offender accountable. Without her point of view represented, the system tends to see problems in terms of the victim’s unwillingness to cooperate, failing to understand that her lack of cooperation is a result of the system’s failure and not the cause. The voice of battered women at the table provides a valuable perspective which leads to solutions that do not pathologize her behavior but rather take the totality of her experience into account.

ADVOCACY AND WOMEN’S GROUPS

Women’s Groups Available at DAIP

Each time an advocate talks to a battered woman it breaks down the isolation that she experiences and assists her in reframing her experience so that she no longer feels responsible for the violence that has been done to her. These effects accelerate her ability to break free of his control on both a physical and psychological level and are magnified when she meets with other battered women in the context of a battered women’s group. Advocates regularly encourage women to attend the groups where they can receive emotional support and additional advocacy. The DAIP groups use the educational curriculum In Our Best Interest5 to help women understand the dynamics of battering, to explore the effects that violence has had on their lives, and to plan for their own protection. The groups are ongoing; transportation and on-site childcare is provided to facilitate attendance. At times, a group designed especially for Indian women is offered.

Other Women’s Groups in the Community

Support groups for battered women are conducted by the Women’s Coalition, on site and in other locations throughout the community. The shelter also offers a support group for adolescent girls in abusive relationships.

Women’s Nonviolence Groups

Women who are charged with domestic crimes are also referred to DAIP. Staff conducting the intake interview attempt to understand the full context of the woman’s actions in order to ascertain if she is a battered woman who may have been acting in self-defense or in retaliation for past abuse. Upon consideration of all the information gathered, she may be placed in the women’s educational group or in the group for women charged with assaults. Reporting to the courts on attendance is similar to that of the men’s groups. A curriculum for women perpetrators which is in development includes approaches for discussing the effects of victimization combined with exercises dealing with the negative impact of the use of violence.

Parenting Groups

The Visitation Center offers separate parenting groups for men and women. These groups cover basic parenting skills and emphasize the negative effects of violence on children.

Training

After they have completed an application and a screening which includes a background check, advocates receive Arrest Follow-up training that is tailored to meet their individual needs. The 'new' advocates meet with the Intervention Program Coordinator who sets up a schedule whereby they are mentored by other experienced Follow-up Advocates. The mentor and novice provide home visits together until the new volunteer is comfortable doing it on her own. At that time the Intervention Program Coordinator, who has monitored her progress, will determine whether she is ready to go out on her own.

The new Arrest Follow-up Advocate must attend a day-long orientation session (APPENDIX C: Orientation Agenda), required of all volunteers at the Women’s Coalition, and must complete a self-guided training of mandatory readings and videotape viewing (APPENDIX D: On Call Advocate Training Checklist).
On-call advocacy for domestic violence survivors involved with the criminal justice system is a component of the Domestic Violence Project, Inc./SAFE House, a community-based nonprofit agency providing services to victims of battering and their children, including emergency shelter, non-residential counseling, support groups, home-based services, prevention and social change services. On-call Services provides a 24-hour response by advocacy teams composed of volunteers and paid staff in every law enforcement jurisdiction in Washtenaw County, as well as hospital emergency rooms in Washtenaw County, Michigan. In 1996, 50 on-call advocates responded to 765 domestic assault arrests calls from police.

On-Call Advocacy

After every police intervention for domestic assault, the responding officer informs the survivor that SAFE House advocates will contact her shortly.

- If the assailant has been arrested, the officers page the On-call Advocacy Team from the police station after he is in custody. The On-call Team is composed of two volunteer advocates who drive directly to the survivor’s home to meet with her. During the on-call contact, the On-call Team talks with the survivor about the assault and prior abuse, giving her information about domestic violence and the power and control wheel in order to help the survivor better understand her partner’s behavior and the pattern of abuse. The On-call Team gives information about the legal system and helps the survivor to understand how it works and what her options are. The On-call Team helps the survivor to explore her feelings and her options and to work out a safety plan. The On-call Team also informs the survivor of agency and community resources available to her. The On-call Team also routinely assists survivors in requesting ‘no-contact orders’ to be made as a condition of the assailant’s release. Every survivor is given a *Survivor’s Handbook*[^6], a 60-page booklet that answers frequently asked questions about battering, the woman’s legal rights and available services; a safety plan; and a flyer listing the different domestic violence support groups in the community. If the survivor is not home or does not answer the door, the On-call Team leaves a packet of information for her along with a letter explaining what SAFE House is, how they learned that she was assaulted, how they would like to be supportive of her, and initial information about conditional bond release.

- After the visit, the advocates document their contact and pass the information on to the legal advocates at the shelter, who follow-up with her by phone and will advocate for her.

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throughout the court process. The perpetrator is arraigned within 20 hours or he is released. The victim is informed when he is released and when she cannot be reached, the shelter is informed. The survivor is provided a follow-up call the next day by the volunteer or legal advocates.

- If the assailant has not been arrested, the On-call Team calls the survivor to arrange to meet in a public place. If that is not possible, the On-call Team conducts the intervention by phone and arranges to send the packet of information to the survivor at a safe location.

**When Women are Arrested and Dual Assaults**

Police are required by law to make a determination of the ‘perpetrator’ of the assault based primarily on the physical evidence and each party’s description of what occurred in a specific incident. Battering, however, is a pattern of behavior which includes physical as well as emotional and verbal abuse used primarily by men to establish and maintain power and control over an intimate partner. Women will sometimes be erroneously arrested for acts of violence that are self-defensive or in other ways resulting from being abused. Therefore, when women are arrested or there is a dual arrest, on-call advocates are trained to distinguish between battering used by perpetrators and violence used by victims. (APPENDIX E: “When Women Use Violence And/Or Are Arrested”).

Before providing services, on-call advocates consult the on-call supervisor, review agency records for past contacts with either party, and interview the police, looking for evidence of self-defense. The man is also directly assessed by asking him a set of specific questions (APPENDIX F: Talking With Men) to ascertain which party uses physical violence as well as tactics from the power and control wheel to establish and maintain control in the relationship as a whole. The on-call advocates share their impressions with the on-call supervisor who will make a final determination. When it is determined that a survivor, in the opinion of SAFE House, is actually a perpetrator, SAFE House will advocate on behalf of the defense of the battered woman.

DVP policy establishes the importance of discriminating violence used to establish power and control and violence used to resist it; if a survivor is erroneously convicted of domestic assault, her batterer will be able to use the fact of her record against her. This increases his control over her and she will be less likely to call for help if she is a victim again. Likewise, without intervention on the ‘real’ batterer, he will likely continue his assaultive behavior and the potential for lethality is increased.

DVP will work with male victims only after they have provided an assessment to determine that the woman was not incorrectly arrested. If the assessment reveals that the male ‘victim’ is really the perpetrator, they will intervene with the ‘true’ domestic assault survivor in the jail.

**Legal Advocacy**

Legal Advocates attend most court hearings. Their role is: to advocate on her behalf; to accompany her to court hearings and meetings with the police, prosecutor, attorneys, probation, and others; to
provide technical assistance to the prosecutor and judge; and to monitor the system.

Direct advocacy for the victim includes: reviewing police reports with the survivor for accuracy and completeness; assisting with victim impact statements; ascertaining the survivor’s needs and facilitating her ability to communicate these directly to the prosecutor and other court representatives. All contact between the survivor and the legal advocate is confidential unless a release of information has been signed. The victim is fully informed about the legal process and her role in the prosecution of the case. Prosecution is presented as one avenue by which she may become safer. If she chooses not to participate in prosecution, she will explain her reasons to the prosecutor with the support of the advocate when needed. The Legal Advocates see themselves as allies of the prosecutors in that both have an interest in holding assailants accountable. However, advocates are not an extension of the prosecution team and function autonomously to assure that prosecution proceeds in a way that takes into consideration the safety of the victim. In cases where the survivor decides not to participate, the case is evaluated for whether victimless prosecution is an option, in which case, representatives of Violence Intervention Project are available to provide expert testimony to explain why some survivors recant or do not participate in the prosecution of their assailants.

Monitoring the system is an important function of the Legal Advocate. If the advocate determines that a problem exists regarding how a case is handled, she deals directly with the errant individual. If the problem persists, the Legal Advocate consults with other staff at the Domestic Violence Project and together they strategize and implement a solution which may include reporting the problem to a supervisor, providing additional training, and in extreme cases, going to the media or enacting some other kind of public action.

The Legal Advocates also participate in training for judges, prosecutors and probation.

**Ethical Standards**

All paid and volunteer advocates must agree to subscribe to ethical guidelines and abide by the principals found in their empowerment philosophy (APPENDIX G: “DVP, Inc./SAFE House Empowerment Philosophy”) which contains specific points for working with survivors through the court system, including:

- the need to stay current on the laws, policies, procedures and personnel in her community, as well as the differential impact that the system has had on battered women and societal disadvantaged populations
- making the legal system accessible to battered women and making them more comfortable with the process by accompanying them, talking to personnel on their behalf and translating legalese into English
- keeping the survivor informed of contacts made on her behalf, helping her do things for herself and supporting her in becoming her own best advocate
supporting battered women in making their own decisions, not pressuring them to report crimes, press charges or go to court; not colluding with the system in order to make it easier for the advocate or the agency. For example, sometimes the advocate might want the survivor to agree to a ‘deal’ to make the prosecutor happy. Relationships with systems and political progress (although crucial) are secondary to the individual survivor’s safety and best interests.

Confidentiality

Advocates are bound to maintain the confidentiality of service participants as outlined in DVP policy and in federal and state law. (APPENDIX H: Policy on Confidentiality)

Training

Volunteers are recruited to serve as on-call advocates by word of mouth, flyers, media, speaking presentations, etc. The volunteer on-call advocates receive 40 hours of training (APPENDIX I: DVP/SAFE House, Inc. Training Agenda) and are supervised by paid staff. Each on-call advocate is provided with a detailed 60-page supplement which includes extensive step-by-step procedures to follow and interventions to use when advocating with arrest survivors (APPENDIX J: “Volunteer Training Manual Supplement for On-Call Advocates” table of contents).

Follow-up Advocacy and Women’s Groups

After the court process, the battered woman can continue to receive counseling and other services from the shelter including home-based follow-up services.

Women’s Groups Available Through Domestic Violence Project, Inc./SAFE House

Weekly drop in educational/support groups for battered women are provided in three locations in Washtenaw County. Child care and bus tokens are available to those attending. Other groups are:

• **Speaking Truth**, a discussion/support group for women of color who have been battered
• **Washtenaw County Jail Group** for incarcerated victims
• **The Kid’s Club** for children ages 6-11
• **Mom’s Group** which is attended by mothers whose children attend the Kid’s Club
• **Lesbian Support Group** for lesbian survivors.
Domestic Violence Emergency Response Teams for Zero Tolerance (DVERT/ZT™)
P. O. Box 1536
Santa Barbara, CA 93102
Contact: Brenda Acosta, South County Coordinator
Telephone (805) 963-4458, ext. 16

DVERT/ZT™ is a program of Shelter Services for Women, Santa Barbara, CA. Working with the Santa Barbara Police Department and Santa Barbara County Sheriff’s Department, advocates provide counseling and follow-up advocacy services for victims at all domestic violence-reported crime scenes 24 hours a day, seven days a week. Working with community-based partners, DVERT/ZT™ also conducts education and awareness activities designed to transform personal, community/neighborhood, institutional and governmental attitudes so that domestic violence will not be tolerated.

Immediate Advocacy Response

Five bilingual advocates are paid to be on-call for 24-hour shifts, 20 shifts per week. Last year they responded to 900 arrests for domestic assault. When there is an arrest, the arresting officer automatically notifies dispatch to contact two advocates through the DVERT/ZT™ answering service to provide them with the location of the incident, the location of the meeting with the victim, the name of the arresting officer, and the language needs of the victim. Two advocates arrive within 10-20 minutes of receiving the call. Usually the scene is secured by the time they arrive, with the perpetrator in the squad car or on the way out the door. Unless there is another incoming call, one officer/deputy will remain at the scene for the duration of the advocates’ visit. The officer/deputy will provide the advocates with a brief synopsis of what occurred before they meet with the victim. If law enforcement deems the crime scene unsafe, for example in a case where the perpetrator has fled the scene, the advocates will leave with the officer/deputy after a brief contact with the victim to arrange for follow-up contact the next day. The perpetrator is held until arraignment the next day or the following workday when arrested on weekends, unless he posts bail.

Role of the Advocate

The primary role of the advocate is to counsel and assist victims by providing them with information about their legal and other options, available resources and services including groups, domestic violence, medical assistance, and emergency shelter/transportation to the shelter. The advocates check with the victim to see whether she understood law enforcement’s explanation of the protection order. If the woman wants an immediate Emergency Protection Order, the officer assists her in completing the required forms and contacts the judge to issue it. If she wants a restraining order, she is referred to the weekly restraining order clinic provided by the Legal Aid Foundation in Santa Barbara.

The advocates also check with the officer/deputy to see if pictures were taken when there are visible injuries and/or destruction of property and whether all of the witnesses were interviewed. The
advocates complete a risk assessment and survivor form which elicits statistical and other data, and they have her sign a confidentiality statement (APPENDIX K: Confidentiality Statement) which informs the victim that the information provided by her will not be discussed without permission. It also discloses that her case will be discussed at weekly case-management meetings but that nothing that she has shared exclusively with the on-call advocates will be divulged. As per California state law, advocates have counselor-client privilege, the limitations of which are disclosed in the confidentiality statement, such as mandated child abuse reports, conversations held in a place where others can hear, or if they are a danger to themselves or others.

If children witnessed the incident, one advocate speaks to the victim while the other advocate speaks to the child(ren) to assess their needs and validate their emotions.

Most of the officers/deputies are bilingual, but if a Spanish-speaking client cannot speak English or the officer/deputy cannot speak Spanish, DVERT/ZT™ advocates will not translate the elements of the crime or any part of the law enforcement investigation. However, the advocate will translate police forms, for example the confidentiality or emergency protective order forms.

If the victim discloses pertinent information related to the crime and the officer/deputy is unaware of this information, the advocate encourages the victim to tell law enforcement. After the DVERT/ZT™ advocates complete their crisis intervention with the victim and/or their child(ren), they will brief law enforcement, if present. The advocates will make arrangements to contact the victim the following day.

If a problem should arise during a call, a back-up person listed on the weekly schedule will be contacted.

Male Victims and Mutual Assaults

In heterosexual domestic assault arrests in Santa Barbara County, the vast majority of victims are female (93%) and the perpetrators are male. If the arrest involves lesbian or gay battering, the same procedures are followed and all advocates have been trained in lesbian and gay issues. If law enforcement identifies a situation as ‘mutual’, the advocate asks the officer/deputy if there has been any history of violence, reported incidents to law enforcement, or if they have identified a primary aggressor. If the officer/deputy does identify a primary victim, the advocate will speak only to this person. If the officer does not identify a primary victim, and in talking with both parties, the advocate’s agrees that the incident is genuinely a ‘mutual’, the advocate will briefly provide referrals and information to both parties. However, if in talking to one of the parties, the victim discloses a past history of abuse, the advocate will inform law enforcement there is ‘new’ information and briefly explain that only the person identified by the advocate as the victim will be addressed. The advocate cannot reveal any of the new information to the officer/deputy due to client-counselor privilege but will encourage the victim to do so. The advocate will continue to assess the victim’s needs.
Case Management Meetings

Unlike the other two programs in this article, legal advocacy for the victim is provided by the Victim Witness Program which is a component of the District Attorney’s Office. The shelter remains involved with the case through Case Management Review Meetings where representatives of law enforcement, prosecution, probation, the victim witness program and the shelter discuss the ongoing status of domestic assault cases until they are resolved in court. Additionally, statistical data collected by law enforcement agencies and the district attorney’s office are reviewed, problems identified by the advocates with the law enforcement response are discussed, and tracking and monitoring of the system is accomplished through these meetings.

Follow-up Advocacy Services

The DVERT/ZT™ advocates contact the victim by phone within 24 hours of the initial contact. If the victim has no phone, the advocates will arrange for a police escort and provide an on-site visit. On-call advocates will have contact with each victim an average of three times.

Groups for Battered Women are provided by Shelter Services for Women. Vouchers are also available to receive individual counseling from area therapists.

Groups for Battered Women

Shelter Services for women provides the following groups:

- Peer advocacy/support groups
- Children’s groups
- Mothers’ parenting groups

Written Agreements

The relationship between DVERT/ZT™ and the law enforcement agency regarding the coordination of their activities for arrest victims is outlined and agreed to by both parties in a written agreement (APPENDIX L: Memorandum of Understanding).

Training

Advocates are required to complete 60 hours of training in order to be granted client/counselor privilege. (APPENDIX M: DVERT/ZT™ Training Agenda)
APPENDICES

APPENDIX A: Arrest Follow up Assessment  Pages 19 - 20
APPENDIX B: Women's Orientation Letter  Page 21
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APPENDIX L: Memorandum of Understanding  Page 43
APPENDIX M: DVERT/ZT™ Training Agenda  Pages 44 - 46
ARREST FOLLOW-UP ASSESSMENT
This form to be completed by on-call advocate.

Date
On-Call Advocate Initials

ARREST WARRANT REQUEST FORMAL COMPLAINT DOUBLE ARREST

VICTIM INFORMATION

Name ___________________________ DOB ___________________________ Race __________ Sex F M
Address __________________________________________________________ Zip __________
Phone (H) ___________________________ (W) ___________________________
Other info: ______________________________________________________

Disabilities? Yes No Unknown Pregnant? Yes No Unknown First contact with Women’s Coalition? Yes No
How can we contact you in the morning (or Monday morning if the arrest occurred on the weekend)?

ASSAILANT INFORMATION

Name ___________________________ DOB ___________________________
Sex: F M Race __________ Relationship to victim ___________________________
Charge(s) _______________________________________________________
Do you know if your partner/former partner (referring to the person who has been arrested):

Yes No
___ has been convicted of assaulting you in the past five years? When?
___ has been convicted of domestic assault in another county or state? Where?
___ has been convicted of assaulting another victim in the past two years? When?
___ is currently on probation? Where? P.O. name ___________________________
___ was abused as a child by a family member?
___ witnessed the physical abuse of his mother?
___ shows remorse about violence towards you?
___ commits nonviolent crimes?
___ has a history of violence to others (besides family members)?
___ experienced any unusually high stress in the past 12 months (loss of job, death, financial crisis)?
___ abuses alcohol
___ uses street drugs? If yes, what kind?
___ ever been to alcohol/drug treatment?
___ Do you think the court should consider ordering an alcohol/CD evaluation/treatment?

Why? __________________________________________________________________

INCIDENT

Description of incident: __________________________________________________________

Yes No
___ Did you have injuries? Visible Not Visible Both Description ___________________________
___ Was a weapon involved? What kind?
___ Does your partner/former partner own, carry, or have ready access to a firearm?
___ Did the children witness the incident?
___ Were children involved in any way? If so, how? __________________________

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Page 2 Arrest Follow-Up Assessment

Victim Name: __________________________ Assailant Name: __________________________

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

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

________________________________________________________________________________________

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

Yes  No

1  _____  become increasingly more violent, brutal, and/or dangerous to you?
2  _____  caused injuries to you which required medical attention?
3  _____  choked you?
4  _____  injured or killed a pet?
5  _____  threatened to kill you?
6  _____  forced sex or used sexual coercion?
7  _____  used a weapon against you or threatened to use one?
8  _____  seemed preoccupied or obsessed with you (following or stalking, very jealous, etc.)?
9  _____  increased the frequency of assaults upon you?
10  _____  ever threatened or attempted to commit suicide?
11  _____  assaulted you while you were pregnant?
12  _____  Do you believe that s/he may seriously injure or kill you?
13  _____  Have you separated or tried to separate from your partner in the past twelve months?
14  _____  Have you sought outside help (OFP, police, shelter, counseling) during the past 12 months?
15  _____  Do you feel isolated from sources of help (car, phone, family, friends, etc.)?
16  _____  Have you ever tried to protect your partner from the court system (trying to drop charges, reduce bail, change your statement, etc.)?

Please elaborate on ‘yes’ answers: ______________________________________________________

_____________________________________________________________________________________

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

_____________________________________________________________________________________

Yes  No

Would you like the court to order the assailant to have limited or no contact with you?
Would you be interested in a protection order?
Are you interested in attending education/support groups?
Would you like to receive our monthly newsletter and group calendar?

This information is used to assist us in providing services to you and to evaluate our services. We ask your permission to give this information and photos to other agencies who hold offenders accountable and provide protection for victims. Can we share this information with

_____ Supervised Release Agents/Probation Officers (for setting conditions of release from jail and sentencing recommendations)
_____ Prosecutors
_____ Domestic Abuse Intervention Project (for rehabilitation purposes)

Signature __________________________ Date __________
APPENDIX B: Women’s Orientation Letter

July 10, 1997

Dear

As you probably know, your partner/former partner has been court ordered or volunteered to attend the Domestic Abuse Intervention Project men’s nonviolence education program. We would like to invite you to come to a meeting with other women in similar situations. (Your attendance at this group is not a requirement but is totally your choice.)

We will give you information about the educational process in the men’s nonviolence classes, discuss abusive behaviors, and perhaps most important, discuss the impact of these experiences on your life, and answer your questions about the DAIP and give you information about other community resources.

The women’s group meets the first and third Wednesdays of every month. The next women’s meeting will be:

**Wednesday, July 16**
6:30 - 8:30 p.m.
Room 216 - Damiano Center
206 West Fourth Street

Child care will be available so you can bring your children. If you need transportation, please call 722-2781 by 3:00 p.m. and leave a message and we will arrange a ride for you. If you have any other special needs, please let us know.

Individuals involved in the DAIP program have signed a contract for participation which states that we will be contacting you. If your partner has been mandated to attend the Native men’s class, a Native advocate is available to assist you. If you wish one-to-one, are unable to attend the group, or if you have any questions please call one of us at 722-2781.

We look forward to meeting you.

Sincerely,

Jill Abernathey  Ext. 108  Women’s Resource Advocate
Marilu Johnson  Ext. 118  Native Women’s Resource Advocate
APPENDIX C: Orientation Agenda

ORIENTATION SCHEDULE

9:15  Arrive, coffee, pretest
9:30  Introductions, expectations
10:00 Shelter programs, philosophy and organization, history
10:30 Types of abuse, Power and Control Wheel, myths and facts
12:00 Control tapes (video and discussion)
12:30 Lunch (provided)
1:00  How systems support battering
1:30  Personal values, racism, classism, homophobia
2:30  Break
2:45  Shelter situations, what you will do as an advocate
3:15  Resident’s input
3:45  Rites of Violence (video)
4:15  Orientation evaluation
APPENDIX D: On-Call Advocate Training Checklist

ON-CALL ADVOCATE TRAINING CHECKLIST

Attend On-Call Advocacy Training ____________
OR Meet individually with Madeleine __________

Attend Orientation (held quarterly) __________

Reading Requirements:
Staff Training Manual
   We suggest that you read the entire training manual; however, the following sections are required reading:
   
   Battered Women’s Reactions ______
   Background of the Abuse of Women _________
   Overview of the Battered Woman and Law Enforcement _________
   Officers ______
   Profile of an Assailant _________
   Battering: Myth and Facts ________

Legal Advocate Training Manual ________

Policy and Procedure Manual
   You are invited to read as much of this manual as you like to learn about the in-house program; however, the following sections are mandatory reading:
   
   Aids ________ Confidentiality ________
   Alcohol ________ Crisis Calls ________
   Arrest Follow up ________ Donations ________
   Beepers ________ Drug Free Work Place ________
   Boundaries ________ Education/Support Groups ________
   Child Abuse ________ Emergencies ________
   Condition of the Work Place ________ Filing Charges ________

Video Tape Requirements
   The Rites of Violence ________
   In Our Best Interest ________
   It’s Not Always Happy At My House ________
   Ba-Ma-Di-Zi-Win: The Journey (Part II) ________
   An Order For Protection ________
   Domestic Assault: The Law Enforcement Response ________
   Just Leave Me Alone: A Case of Harassment ________

Attend Education Groups (optional)
In the last year an increasing number of women have been arrested for assaulting their male partners. While we in no way deny that men can be the victims of domestic violence at the hands of their female partners, the reality is that 95% of victims of domestic violence are women and 95% of the perpetrators of domestic violence are men.

While the police are required by law to make a determination of the "perpetrator" of the assault based primarily upon the physical evidence and each party's description of what occurred in the specific incident, we at SAFE House are most interested in the history of the relationship. Because domestic violence is a pattern of behavior which includes physical as well as emotional and verbal abuse in order to establish and maintain power and control over an intimate partner, our determination of which party is the assailant and which is the survivor involves more than just who sustained physical injuries in a given incident. We determine which party is the "assailant" by exploring which party uses physical violence as well as tactics from the Power and Control Wheel to establish and maintain control over the relationship.

While we neither encourage nor condone the use of violence in any relationship, we recognize that there are many reasons why a survivor of domestic violence may use violence in specific instances. There is a common misconception that survivors of domestic violence are weak and timid and never use violence. Very few, if any, survivors of domestic violence are weak and timid. Some choose never to use violence because it is not their nature or because they do not feel safe doing so. However, some survivors make the choice to resist or to fight back in self-defense. In these situations they are often arrested because of the way in which they resist or fight back.

If a survivor is being choked or restrained, she may try to bite or scratch her assailant in order to get free. When the police arrive, her assailant may have very visible scratches and/or bite marks on him which may have even drawn blood. It is very unlikely that the bruises the survivor has received will be visible yet—many assailants admit to hitting their partners in places where the bruises won't show such as the back of the head, or where their partners will be less likely to show their injuries to male police officers such as the chest.

There are many instances in which an assailant will try to provoke his partner into pushing or hitting him first in order to give him "justification" for assaulting her. An assailant may corner the survivor or block a doorway so that she must push past him to get away. An assailant may get in the survivor's face and try to incite her by saying degrading or incendiary things repeatedly until she pushes him away or in some way strikes him. Once the survivor pushes the assailant, the assailant feels justified in assaulting her because she has "started" the "fight" and he is merely "defending" himself. Frequently, when the police arrive and find that the survivor pushed the assailant first they
will arrest her because she was the “initial aggressor” even if she is significantly more injured.

Because men on average are larger than women, there frequently exists an imbalance of strength during a physical assault. For this reason, a female survivor may pick up an object to use as a weapon in order to free herself from the assailant or to get out of the home; some survivors report that they picked up a weapon in hopes of scaring the assailant and deterring the assault. In these situations the police may interpret the survivors behavior to be “more aggressive” or “more dangerous” because she was using a weapon while the assailant was “only” using his hands and feet. While survivors pick up weapons in hopes of defending themselves or deterring their assailants, in reality, it is often more dangerous for survivors when they pick up an object/weapon because once they have introduced an object/weapon into the incident they often feel they must use it or risk the assailant using it on them. Women who wound or kill their batterers are often not believed to have been acting in self-defense because they did not respond to his attack with “equal and opposite” force.

When survivors use violence, society often reacts strongly against them because they have not behaved as the timid and helpless victims society stereotypes battered women to be. As is the case in many aspects of society (including academia and the corporate world), when women act in ways that are incongruous with patriarchal stereotypes of “acceptable female behavior,” society reacts harshly with punishment and/or ostracism. When battered women use violence they are often blamed by society -- just as the question is always phrased “Why doesn’t she leave?” as opposed to “Why does he continue to abuse her?” when battered women use violence the question is phrased “How could she do that to him?” not “How come he put her in a situation where she felt she had no choice but to use violence to save herself?”

While we firmly believe that violence is never an appropriate way to express anger or to get others to do what you want, we recognize that there may be times when a survivor will use physical violence to defend herself or to attempt to avoid an assault or further injury. Just because a person used some form of physical violence in a given incident, we do not automatically categorize them as an assailant; we must first determine that they also use other forms of intimidation and abuse in order to establish and maintain power and control over their intimate partner.

What this means in terms of your role as an On-Call Advocate is that you can never make a concrete determination of which party is the survivor and which is the assailant based solely upon the determination that the police officers have made as to who was the “aggressor” in a given incident. Consequently, we do not deny services to anyone based on their gender or whether or not they have ever been arrested for domestic violence. This means that when you are On-Call and receive a page that a woman has been arrested, you should always page the On-Call Supervisor to discuss the situation and to decide what course of action to take. (Refer to section entitled “When a Woman is Arrested” for more information.) If both parties are arrested you should meet with them both at the jail. (Refer to section entitled “Dual Arrests” for more information.)
The following are some guidelines to assist you in determining whether or not you are talking to an assailant. Keep in mind that no one question alone will determine whether or not someone is telling the truth; you need to interview every man carefully and get as much information as possible. You are also never expected to make a definite determination. Please gather as much information as possible and share your experience and impression with your supervisor. She will make the final determination of who receives DVP/SAFE House services.

1) GET A CLEAR DESCRIPTION OF WHAT HAPPENED

The first thing you need to do when speaking to a man who says he was abused by his female partner is ask him to give you a detailed description of the assault. From his description you should be able to visualize what happened. Most survivors will be able to describe an assault clearly enough so you can picture the chronology of events and where she was at various points of the incident. A batterer's denial will make it difficult for him to give you a clear picture of what happened. If he is consistently vague, avoids answering your questions, or changes the subject, you are probably talking to an assailant. Ask specific and concrete questions. Most assailants will discuss infidelity and removal of children when asked about abuse. They will avoid descriptions of physical assaults. If he gives unclear answers or tries to change the subject, remain focused and persistent and ask the questions again.

2) QUESTIONS TO ASK:

Was there an argument?
Why/How did it start?
What did she do?
What did you do?
How did you respond to her?
Where were you when the violence started?
Where were you when it ended?
Has this happened before?
  What happened then?
Has she ever shoved you?
Has she ever restrained you?
Has she ever punched a hole in the wall or destroyed possessions?
Has she ever prevented you from leaving the house?
Has she ever hurt a pet?
Has she ever threatened you?
Has she ever assaulted another partner?
** Are you afraid of your partner? 

While it is true that some survivors will tell you that they are not afraid of their partners, this may be due to the fact that they have previously experienced more violent abuse or that they do not want to be seen as a "weak" person. Almost all survivors are afraid of their assailants while almost all assailants, because they have the control and use violence as a method of control, are not afraid of their partners. In fact many assailants do not regard the violent incidents as scary or even upsetting. Most assailants will be so un-concerned with the incident that just took place that they will appear almost entirely unconcerned and uninterested in talking about the incident and will instead want to talk with you about entirely unrelated subjects. For example: one assailant I met with did not want to talk about the assault but preferred instead to tell me what a great cook he was, how much he loved to fish and listen to classical music.

If so, what are you afraid she might do?  
(Get SPECIFICS)  

What have you done to stop, deter or avoid the violence?  

In response to this question, many survivors will describe ways in which they have modified their own behavior, for instance: "I never let myself get angry, I just let him say what he wants," "I do what he says," or "I try to stay out of his way." All of these responses indicate she believes the violence happens because of something she is doing, and therefore, if she changes her behavior, the violence will stop.

An assailant may respond to the question "What have you done to stop the violence" by describing ways he controls her when she is "violent": "I try to keep her in the bedroom until I can get her calmed down," or "I make sure she can't leave the house because I am afraid of what she might do to herself." Many batterers will even admit to striking their partners but say they had "no choice" because she was hitting him.

Can you describe the first/last time that something like this happened?  
(Again, get specifics. If he is vague or changes the subject, ask the question again and get details.)

Have you ever been arrested for assaulting her? If so, what happened that time?

3) CLUES THAT YOU ARE TALKING TO AN ASSAILANT:  

The following are statements that an assailant who is posing as a survivor may make:  

The police are biased against men.  
I only slapped her once.  
I can only take her beating on me for so long and then I lose my patience and have to hit back.  
Yeah, I've hit her, but I never left any marks.  
I do everything I can to restrain her without hitting her.
I would never hit a woman.  
She's lucky I don't hurt her, sometimes she makes me really want to.

** Be aware when you go to the jail for a dual arrest, the assailant may try to pump you for information about the survivor by asking if she told you the same thing he did, or he may try to act concerned and ask if she's okay (because sometimes she gets "hysterical"), or he may ask you to pass messages to her: "tell her I love her," "tell her I'm sorry," etc.

4) Another clue that may be particularly useful is that the survivor will almost always take some responsibility for the abuse.  She is likely to somehow blame herself for the situation escalating, even if she says he shouldn't have beaten her.  Assailants, however, generally believe themselves to be the true victims and will emphasize their innocence.  While survivors tend to appear distressed immediately following an assault, assailants generally appear to be extremely calm, or sometimes indignant at the way they've been treated by the police.  Sometimes they will act concerned about their partner's well-being, saying that she gets "hysterical" or "goes crazy" and he's tried everything but doesn't know how to control her.

More often an assailant will not be upset at all about the assault.  While a survivor may keep you at their house for hours replaying the incident and past violence, an assailant will talk to you about everything but the violence or the abuse in the relationship.  He will try to distract you either by focusing on how "bad" his partner is in terms of infidelity, drug use, neglect of kids, etc., or by talking about himself (literally how smart or strong he is, what a good cook/basketball player/worker/singer/lover he is).  A survivor will almost always defend her partner by wanting you to understand that he is "not all bad."  A survivor will often emphasize the assailant's good qualities—good provider/worker/father/church member/etc.

5) **When meeting with the survivor/assailant in person, be aware of the difference between offensive and defensive wounds:** Scratches on his face, back, or sides may have been inflicted by her when he had her pinned down or in a choke hold.  Similarly, a bite mark on his forearm or bruising on his shins may indicate that he had his partner in a choke hold and she was biting and kicking in an effort to get him to let go.

Scratching another person in the face is not a very smart or effective offensive attack; therefore, it is unlikely that a woman would initiate an assault in that way—it is more likely that a woman would use scratching or biting as a defensive strategy.

**Remember:** as a volunteer, it is not your role to deny services to anyone.  Your role is to gather as much information as possible and to accurately pass that information on to a staff person.
APPENDIX G: DVP, Inc./SAFE House Empowerment Philosophy

The Domestic Violence Project, Inc./SAFE House

EMPOWERMENT PHILOSOPHY
DOING INDIVIDUAL ADVOCACY WITH SURVIVORS

Non discrimination

No client shall be favored or discriminated against because of race, creed, color, national origin, religion, age, gender, ancestry, height, weight, marital status, sexual orientation, political affiliation, union membership, physical or mental disability; or addiction to alcohol or other drugs, or HIV status. The Domestic Violence Project, Inc./SAFE House provides services to male victims of domestic violence, lesbian victims and gay male victims as well as female victims of male assailants.

1. Empowerment counseling views all “personal” problems in the context of a sexist society and helps women understand the real oppression and socially defined roles which reinforce their victimization and feelings of powerlessness. In such counseling, a large part of an advocate’s role will be to communicate to survivors this vision and understanding through the facts about battering. The difference between our own oppression as a woman and that of the survivor is one of degree. The issues the abused woman must struggle with such as balance of power in the relationship, being viewed as her husband’s property, and finding her own worth as a woman in a sexist society are the same issues that we as women all face daily.

2. Empowerment counseling believes that battering is not something that happens to a woman because of her characteristics, her family background, her psychology, her psyche or her unconscious search for a certain type of man. We believe that battering can happen to anyone who has the misfortune to become involved with someone who wants power and control enough to be violent to get it.

3. In an empowerment model, the woman coming for help is assumed to be a basically healthy person who needs understanding, information, support, and concrete information and resources in order to make changes in her life. She is responsible for her own life decisions, and the advocate’s role is to help her tap her own strengths and abilities, and to recognize and experience her potential as a woman. Advocates are not there to probe for weaknesses, assess her, diagnose her or label her. Advocates can put forward the conscious expectation that she will take charge of her own life. We can help her learn to, and encourage her to act on her own competence, rather than allowing ourselves to see her as helpless and tell her what to do.

4. The survivor and the counselor/advocate are assumed to be equals. We may use the term “counselor” and “service participant” to define different roles which are interchangeable depending
on the skills and needs of the individuals involved. It is basic to the feminist philosophy that the word "counselor" does not connote value, or more worth, and that we have the responsibility to tell that to the survivor. We may have special training in a particular mode of counseling, and we can use this if you and the survivor agree that it is appropriate. However, in a peer relationship we should see this as a sharing and teaching of skills rather than as a taking over or thinking for the survivor. As a peer we see ourselves as a woman sharing the position of the survivor in society, and involving ourselves in the counseling process by openly sharing our skills and our own experiences which might be helpful to her in taking charge of her own life. It is also important that although the two of us are equals, our current role as counselor gives us institutional power over the woman. It is our responsibility not to misuse that institutional power, and carefully look at how that affects our relationship with the woman.

5. Counselors have the responsibility for becoming conscious of our own cultural biases and stereotypes in order to effectively support all survivors we are working with. We have the responsibility to learn about the real differences in life experiences which affect women from different culture backgrounds than our own, and about oppression. Counselors have the responsibility not to discriminate on the basis of age, race, class, background, gender, sexual orientation, service seekers' consumption of or addiction to drugs or alcohol, disabilities, religion, political beliefs, victimization by the sex industry, being trapped in prostitution, or other circumstances.

6. Counselors need to provide a supportive atmosphere in which to discuss concerns including confidentiality. Counselors have the obligation to explain fully to the survivor the extent and nature of confidentiality. If confidentiality must be breached because of life threatening situations, or child abuse, this should be explained truthfully to the survivor.

7. Counselor/advocates operating under an empowerment philosophy affirm that the survivor is the expert on her own experiences and her own life, and that counselors learn a great deal by listening without judgment to survivors.

8. Counselors/advocates have the responsibility to identify areas where we are judgmental of survivors, and to work on providing services compassionately, supportively, and non-judgmentally.

9. Legal advocates have the responsibility of informing themselves about the ways the criminal justice system has revictimized women, other societally disadvantaged populations, and survivors of violence. They have the responsibility of imparting that information to survivors. They should give survivors accurate information about legal options.

10. Counselors have the responsibility of informing themselves about different clinical models of assessment and intervention and adapting them to their work.

11. Counselors must have the utmost respect for confidentiality. They must pay assiduous attention to their record keeping practices so as to ensure that nothing damaging is in the survivor's file. They must be willing to stand up to the law, and should consider going to jail to protect
12. This philosophy should not be construed to mean that:

a) counselors should avoid enhancing their clinical skills of assessment and intervention in any way possible. Clinical skills are essential to effectively counsel battered women within the framework of the above philosophy.

b) counselors should avoid communicating to women that they have the ability to change their life and make personal choices that will improve their situation. By putting all the problems on the batterer, counselors may inadvertently send the message to women that there is nothing they can do to change their lives. A balance is essential.

c) counselors should avoid discussing directly with women the effects of alcohol and other drug addiction on their lives and the need for women to take immediate and affirmative steps to get treatment for their addiction.

13. Counselors must strive to promote battered women’s autonomy - psychic, spiritual, emotional, physical, and economic.

PARTICULAR ISSUES FOR COUNSELORS ADVOCATING FOR SURVIVORS THROUGH THE CRIMINAL JUSTICE SYSTEM AND CIVIL COURTS.

1. Any domestic violence worker who will be advocating for or accompanying women through the criminal justice system or civil process has the responsibility of gathering as much concrete and accurate information as she can. This includes reading, listening and thinking about the ways the system has revictimized battered women and has not held the assailant accountable legally. The legal system impacts differently on women from societally disadvantaged populations (see section on culturally sensitive practice), and it is the advocate’s responsibility to become sensitive to that fact. The advocate should keep up to date on the laws, and the policies, procedures, and personnel in her own community. In this way, she can be most helpful to the survivor.

2. There is sometimes great pressure from the system to “get battered women to press charges.” It is critical that advocates not pressure battered women to report crimes, press charges, or go to court. Advocates may give information, but must support women in making their own decisions. Survivors are the experts on their own lives, and on the level of danger they face from the assailant.

3. One of the advocate’s major roles is to make the legal system accessible to battered women. This means helping survivors feel comfortable with the process. This may mean accompanying them to sign charges, talking to personnel on their behalf (only with their permission), accompanying them to court, role playing interactions, consulting with attorneys, and fighting the system on the survivor’s behalf. It may mean “translating” legalese into English.
4. Legal advocates have the responsibility to keep the survivor informed of contacts you have made on her behalf. She must be consulted in making and carrying out the plan in her case, and she must have veto power over your actions. Although you may be in a position to use your expertise and contacts to help the survivor, it cannot be without her knowledge and consent.

5. It’s critical for legal advocates not to give legal advice. Giving information about the law, and the experiences of other battered women, being supportive and helpful, and doing advocacy is very different from the role of the attorney. Be careful.

6. Advocates have the responsibility of helping the survivor do things for herself. If you make a connection for her, make sure she understands the steps to do it alone in your absence. Support her in becoming her own best advocate.

7. Don’t collude with the system in order to make it easier for yourself or your agency. Example: Sometimes we might want the survivor to agree to a “deal” that would make the prosecutor happy. It would strengthen our relationship with his or her office. It’s important to remember that relationships with systems and political progress (although crucial) are secondary to the individual survivor’s safety and best interests.

Adapted with thanks from the Pennsylvania Coalition Against Domestic Violence.
APPENDIX H: Policy on Confidentiality

POLICY ON CONFIDENTIALITY

Article XI of the Bylaws of this corporation states:

“The Board and all agents, employees, and volunteers are charged with maintaining the confidentiality of service participants as outlined in D.V.P. policy and in federal and state law.”

Staff and volunteers must understand that their employment or volunteer position are contingent on rigid adherence to confidentiality. The Domestic Violence Project, Inc./SAFE House will provide legal defense to any staff person or volunteer who is subject to lawsuit because of their compliance with this policy.

Service participants must agree to honor the confidentiality of others using D.V.P. services.

I. PROHIBITION OF RELEASE OF INFORMATION TO OUTSIDE THE AGENCY.

Staff (for the purpose of this document, it shall be understood that the term staff includes paid and unpaid staff) must not disclose any information about a service participant to a source outside of The Domestic Violence Project/SAFE House.

A. This includes:

1. disclosing whether or not a person is receiving services. For example, staff must not confirm or deny the presence of an individual or family at the shelter.

2. accepting a message for any person receiving services without their explicit permission.

3. when ordered to by an agent of the government or law enforcement officer.

4. when receiving a court order to do so.

When (3) or (4) occur, staff must immediately contact their supervisor. In the absence of their supervisor, the Executive Director should be contacted. The current Director's home telephone number is xxx-xxxx.

B. Supervisory staff shall ensure that records remain confidential. All staff will ensure that service participants contact to maintain the confidentiality of other service participants.
C. All materials used for teaching, public announcements, community education, or written or verbal reports directed to sources outside The Domestic Violence Project, Inc./SAFE House shall not identify the persons involved. (The only exception to this is when the service participant asks The Domestic Violence Project, Inc./SAFE House to identify her, and gives her permission in writing.)

D. Funders who must audit service records must sign a confidentiality agreement before viewing the records.

II. TRANSMISSION OR INFORMATION WITHIN THE AGENCY.

Information within the agency should be transmitted on a “need to know” basis.

Volunteers should routinely share information about service participants with staff, and staff shall share information with supervisors upon request.

However, supervisors should elicit only the information they need to know to ensure quality of services and to provide feedback to volunteers and staff.

Only the advocate, their supervisor, or another staff with a need to know or in case of emergency shall read service participant files.

III. EXCEPTIONS.

A. LIFE THREATENING EMERGENCIES

Staff may disclose confidential information when there is a clear and imminent life-threatening danger to an individual. This determination should only be made by the Executive Director, Associate Director, or staff in charge in their absence (only if there is not time to consult the two administrators given the danger).

B. REPORT TO CHILDREN’S PROTECTIVE SERVICES IN CASES OF CHILD ABUSE AND NEGLECT. (SEE THE CHILD ABUSE AND NEGLECT POLICY FOR SPECIFICS). Volunteers should not make C.P.S. reports. Call the beeper person or consult your supervisor.

C. RELEASES OF INFORMATION.

Staff may disclose information if the service participant gives them explicit permission to do so and there is a release of information.

1. All authorizations of release of information should be in writing. If staff must act on a verbal authorization on an emergency basis, we must follow up and get that
authorization in writing. Whenever possible, another staff person should get on the phone to witness the verbal release of information. A note should be made in the service participant’s file about the circumstances of the verbal release, and that note should be signed by both staff people.

2. If a service participant verbally revokes an authorization to release information or records, we should attempt to get that revocation in writing. However, until we do (or even if we do not) we should honor that revocation, and not release the information.

3. If the service participant gives explicit written authorization for release of records, those records must be reviewed by a supervisor before being released. In the absence of a supervisor, the Executive Director should review them. Staff should exercise care that the service participant has not been coerced into signing a release.

4. Releases must be specific. They should designate the individual/agency and what information is being released. They should specify the time limit of the release. They must be signed and dated in ink. If possible, there should be a witness.

D. DEATH OF THE SERVICE PARTICIPANT.

Under certain circumstances, if the service participant is dead or missing, the Executive Director may authorize release of information.
**DOMESTIC VIOLENCE PROJECT/SAFE HOUSE MAY 1997 VOLUNTEER TRAINING SCHEDULE**

**Tuesday May 6th  5:00 p.m. - 10:00 p.m.**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>5:00-6:00</td>
<td>Registration</td>
<td>Volunteer Coordinators</td>
</tr>
<tr>
<td>6:00-6:30</td>
<td>Welcome and Announcements</td>
<td>Volunteer Coordinators</td>
</tr>
<tr>
<td>6:30-8:30</td>
<td>Movies and Discussion: <em>The Battered &amp; Battered Hearts</em></td>
<td>Volunteer Coordinators</td>
</tr>
<tr>
<td>8:30-8:45</td>
<td>BREAK</td>
<td></td>
</tr>
<tr>
<td>8:45-10:00</td>
<td>Volunteers Meet With Their Individual Program Groups</td>
<td></td>
</tr>
</tbody>
</table>

**Building and Shelter Tours:**
- 8:45-9:15 Women's Volunteers
- 9:15-9:45 Children’s Volunteers
- 9:30-10:00 On-Call and Non-Residential Counseling Volunteers

*On-Call Volunteers are responsible for clean-up*

**Thursday May 8th  6:00 p.m. - 10:00 p.m.**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00-6:30</td>
<td>History of the Battered Women’s Movement</td>
<td>Susan McGee, Exec. Dir.</td>
</tr>
<tr>
<td>6:30-7:30</td>
<td>Myths and Facts About Domestic Violence</td>
<td>Susan McGee</td>
</tr>
<tr>
<td>7:30-7:45</td>
<td>BREAK</td>
<td></td>
</tr>
<tr>
<td>7:45-9:00</td>
<td>Power and Control Wheel &amp; Tactics of Abuse</td>
<td>Susan McGee</td>
</tr>
<tr>
<td>9:00-9:30</td>
<td>Agency Services: What they are, how to access them, and how they inter-connect</td>
<td>Susan McGee</td>
</tr>
<tr>
<td>9:30-9:50</td>
<td>Movie: <em>One Fine Day</em></td>
<td>Susan McGee</td>
</tr>
<tr>
<td>9:50-10:00</td>
<td>Evaluations, Closing, and Clean-up</td>
<td></td>
</tr>
</tbody>
</table>

*Non-Residential Volunteers are responsible for clean-up*
Saturday, May 10th 9:00 a.m. - 5:00 p.m.

9:00-10:30 Survivor’s Panel and Discussion

10:30-10:45 BREAK

10:45-12:00 Empathy Training
   Kimberly Brown
   Volunteer Coordinator

12:00-1:00 LUNCH
   Brown Bag Lunch for Survivors
   Jane C., facilitator

1:00-5:00 Volunteers Meet With Individual Program Groups

   Women’s Volunteers are responsible for clean-up

Sunday May 11th 9:00 a.m. - 5:00 p.m.

9:00-10:00 Sexual Abuse and Marital Rape
   Anne Humphrey
   Shelter Director

10:00-10:15 BREAK

10:15-10:45 Lethality Assessment for Batterers
   Anne Humphrey

10:45-11:15 Suicide Assessment and Response for Survivors
   Anne Humphrey

11:15-12:15 How To Do Intervention with Survivors of DV
   What is Crisis Intervention and How it Differs
   From Regular Counseling Skills
   Anne Humphrey

12:15-12:30 BREAK

12:30-1:00 Ethical Guidelines
   Confidentiality
   Grievances
   Anne Humphrey

1:00-2:00 LUNCH
   Brown Bag Lunch for Women of Color
   Wanieke B., facilitator

2:00-5:00 Volunteers Meet With Individual Program Groups

   Children’s Volunteers are responsible for clean-up

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Tuesday May 13th 6:00 p.m. - 10:00 p.m.

6:00-8:30 Batterers: Profile, Tactics David Garvin, Program Director
Behaviors, Mind-sets Michael Jackson, Drug and Alcohol Coordinator, Alternatives to Domestic Aggression

8:30-8:45 BREAK

8:45-9:45 Alcohol and Drug Use and Battering Michael Jackson & David Garvin

9:45-10:00 Evaluations, Closing, Clean-up
On-Call Volunteers are responsible for clean-up

Thursday May 15th 6:00 p.m. - 10:00 p.m.

6:00-6:45 Dating Violence Rachel Smith, Legal Advocate & Dating Violence Prevention Coordinator

6:45-8:45 Oppressions SAFE House Staff
How to be an Ally

8:45-9:00 BREAK

9:00-10:00 Lesbian and Gay Male Battering Anne Humphrey
Non-Residential Volunteers responsible for clean-up

Saturday May 17th 9:00 a.m. - 5:00 p.m.

9:00-10:15 Child Witnesses to Domestic Violence Alytia Levandowski

10:15-11:30 Your Role with Children Margaret Shortreed Children's Program Coordinator

11:30-11:45 BREAK

11:45-12:30 Child Abuse and Neglect Margaret Shortreed
DVP Policy on Reporting to Children’s Protective Services (CPS)

12:30-1:30 LUNCH
Brown Bag for volunteers who witnessed/ Amy M., facilitator
experienced abuse in their homes as children

1:30-5:00 Volunteers Meet with Individual Program Groups
Women's Volunteers responsible for clean-up
Sunday May 18th 9:00 a.m. - 5:00 p.m.

9:00-10:30  First Aid  Dr. Karen March
10:30-5:00  Volunteers Meet With Individual Program Groups

Children's Volunteers responsible for clean-up

DVP/SAFE HOUSE SPRING TRAINING
MAY 1997

| Tuesday May 6th 5:00 p.m. - 10:00 p.m. | Tuesday May 13th 6:00 p.m. - 10:00 p.m. |
| Thursday May 8th 5:00 p.m. - 10:00 p.m. | Thursday May 15th 5:00 p.m. - 10:00 p.m. |
| Saturday May 10th 9:00 a.m. - 5:00 p.m. | Saturday May 17th 9:00 a.m. - 5:00 p.m. |
| Sunday May 11th 9:00 a.m. - 5:00 p.m. | Saturday May 18th 9:00 a.m. - 5:00 p.m. |
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APPENDIX K: Confidentiality Statement

DVERT/ZT™ PROGRAM
SHELTER SERVICES FOR WOMEN

CONFIDENTIALITY

The policy of DVERT/ZT™ is to keep conversations between a victim of Domestic Violence and the DVERT/ZT™ advocate confidential. Anything said to an advocate will not be discussed with another person without permission of the victim. This includes not divulging confidential information to law enforcement, the District Attorney’s office, and the court. The advocate must ask permission from the victim to reveal anything said in confidence.

There are limitations of this client/counselor confidential privilege. These limitations include:

(1) mandated child protective services reports. If the DVERT/ZT™ advocate even suspects that a child is being abused, that advocate is required by law to file a Child Protective Services report.

(2) if the advocate determines that a party involved would be a danger to her/himself or to others.

(3) conversations held in a place where others can overhear them. If someone is in the room so that confidentiality is not possible, a more private location should be found for a conversation.

(4) information already included in the law enforcement report. Facts in the police report cannot be retracted or removed at a later date.

(5) DVERT/ZT™ holds a case management meeting once a week with law and Victim Witness. Information given to a DVERT/ZT™ advocate in confidence will not be divulged in this meeting but other aspects of your case may be discussed.

I have read the above information and I understand it.

__________________________________________________________________________
(Print name)

__________________________________________________________________________
(Signature)

__________________________________________________________________________
(Date)
APPENDIX L: Memorandum of Understanding

Memorandum of Understanding

This memorandum of understanding stands as evidence that Shelter Services for Women, Inc. (SSW) and University of California-Santa Barbara Police Department (UCSB-SBPD) intend to work together toward the mutual goal of coordinating intimate violence intervention services and providing maximum available assistance for families experiencing domestic violence in Santa Barbara County. Each agency agrees to participate in the program, by coordinating/providing the following services:

1. UCSBPD will contact the on-call DVERT/ZT Advocates to respond to the crime scene for domestic violence calls.

2. SSW will respond to SBPD domestic violence crime scene calls to provide immediate support for the victims and a needs assessment for the victim and her children.

3. SSW and SBPD will jointly participate in weekly case management meetings to determine the ongoing status of active case files and to facilitate the provision of needed services to victims and their children.

4. SBPD agrees that its officers will participate in receiving training on domestic violence and child abuse and neglect under this project.

We, the undersigned, as authorized representatives of Shelter Services for Women and SBPD, do hereby approve this document.

By ___________________________ Date ______
For Shelter Services for Women

By ___________________________ Date ______
For Santa Barbara Police Department
APPENDIX M: DVERT/ZT™ Training Agenda

DVERT/ZT TRAINING SCHEDULE

9AM-5PM

INTRODUCTION
I. Intro.
II. SSW & the work
III. Historical Perspectives on Violence Against Women
IV. Film: Defending Our Lives
V. Dynamics of Domestic Violence
VI. Myths and Facts
VII. Cycle of Violence
VIII. It’s Your Move—a board game
IX. Closing

9AM-5PM

LAW ENFORCEMENT, CRIMINAL JUSTICE SYSTEM, LEGAL AID
I. Santa Barbara Police Department, 9am-10am
   Detectives Jill Johnson & Jeff Hill, S.B.P.D.
II. District Attorney, Victim Witness, 10:30am-12pm
   Tracy Grossman, D.A. & Megan Riker, V.W.
III. Courthouse Tour
IV. Legal Aid Foundation, 1:30pm-2:30pm
   Robin Seifken

THURSDAY

SHELTER SERVICES FOR WOMEN PROGRAMS
I. Tour and presentation/S.B. Shelter, 10:00am-12:00pm
   Patty Cardenas, Advocacy Program Coordinator
II. Tour and presentation/Second Stage, 2:00pm-3:00pm
   Margarita Gutierrez, Second Stage Program Coordinator

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III. Counseling Program presentation, 1:00pm-2:00pm
   Candace Stuart, Counseling Program Coordinator

IV. Teen Services presentation, 3:00pm-4:00pm
   Lisa Braithwaite, Teen Services Coordinator

SATURDAY
Ride-along with the Santa Barbara Police Department

MONDAY

I. Men who Batter, 9:30am-10:30am
   Lillian Seldeen, Executive Director, Anger Management

II. Domestic Violence and Children, 11:00am-12:00pm
   Iris Zanglis, Children's Program Coordinator, S.B. Shelter

III. Drugs and Alcohol and Battered Women, 1:30pm-3:00pm
   Marsha Bloom, Substance Abuse Specialist, S.B. Shelter

IV. Case Management, 3:00pm-4:30pm

TUESDAY

I. Case Management, 10:00am-12:30pm

II. Suicide Issues, 1:30pm-2:30pm

III. Diversity Issues, 3:00pm-5:00pm
   Anti-racism, sexism, classism, heterosexism, ageism, ableism

THURSDAY

I. Diversity Issues continued
   DV in the gay and lesbian community, 10:00am-11:00am
   Tae Abate, Volunteer Coordinator/S.B. Shelter

II. Sexual Assault/Marital Rape, 11:00am-12:00pm

III. Case Management Meeting, 12:15pm-1:30pm

IV. Counseling Skills, 3:00pm-4:30pm
FRIDAY
Field Trip: Museum of Tolerance, L.A.

SATURDAY
Ride-along with the Santa Barbara Police Department