

Department of Justice
Iowa Attorney General's Office (IA AGO)
Crime Victim Assistance Division (CVAD)
Victim Services Support Program (VSS)

Iowa's Implementation Plan for the Violence Against Women Formula Funds

TIME PERIOD COVERED BY IMPLEMENTATION PLAN: FEDERAL FISCAL YEAR 2014-2016



Approval Date: March 13, 2014

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I. Introduction

The Iowa Attorney General's Crime Victim Assistance Division (CVAD) was established in 1989 to provide services and assistance to victims of violent crime. The CVAD mission is to "advocate for the rights and needs of crime victims within the State of Iowa." The CVAD is responsible for administering 7 victim programs at the state level:

- Crime Victim Compensation (CVC) Program,
- Sexual Abuse Examination (SAE) Program,
- Iowa Victim Information and Notification Everyday (IowaVINE),
- Iowa Crisis Response Team (CRT),
- Identity Theft Passport Program (IDPP),
- Iowa Protection Order Notification on Domestic Abuse (IPONDA) Program, and
- Victim Services Support (VSS) Program,

The VSS Program of the CVAD administers four federal and two state funding streams:

- Federal STOP Violence Against Women (VAW) Formula funds,
- Federal Sexual Assault Services Program (SASP) funds,
- Federal Victims of Crime Act (VOCA) Assistance funds,
- Federal Family Violence Prevention and Services Act (FV) funds,
- State Domestic Abuse funds, and
- State Sexual Abuse funds.

The VSS Program focuses on better serving crime victims by better serving victim service programs. The Implementation Plan will cover the next three years of VAW funding (FFY2014-2016) with yearly updates to be forwarded to the Office on Violence Against Women as required.

Over the last few years, victim service programs have sustained federal, state and local cuts. In the last year our state funds appropriated to victim services programs has remained the same, but as we know the expenses to run a program have increased: rent, utilities, gas, health insurances, etc. In state fiscal year (SFY) 2013 (7/1/12-6/30/13), our victim services program received an approximate \$1 million dollar cut in total. Iowa Attorney General Thomas J. Miller allowed the VSS Program to transfer funds from the crime victim reserve (the Fund) to cover the SFY2013 cuts; however, this is not a sustainable long-term solution. If we continue to transfer funds at the current level we could bankrupt the Fund in the future. Bankrupting the fund will jeopardize other victim service programming.

The Iowa Attorney General's Office proposed changes to how crime victim services are funded in Iowa. The Strategic Funding & Services Plan ("Plan") has been presented to, reviewed by, and input has been provided by the Iowa Coalition Against Domestic Violence (ICADV), Iowa Coalition Against Sexual Assault (IowaCASA), Iowa's Domestic Violence/Abuse (DA) Directors, Iowa's Sexual Assault/Abuse (SA) Directors, Culturally-Specific Program Directors and experts in the field.

The goal of the Strategic Funding and Services Plan (“Plan”) is to propose changes in how to utilize available funding in a manner that most effectively provides quality services to **all crime victims**, which includes equitable distribution of the funds across the state. The proposal/plan is a model to sustain services to crime victims based on the funds available and to be proactive in an effort to ensure that all crime victims continue to receive services even if local programs have to close due to cuts in their funding.

II. Description of the Planning Process

The STOP VAWA Implementation Plan (Implementation Plan) includes the Strategic Funding & Services Plan (Plan) as the method for the planning and distribution of all of Iowa’s victim service funds administered by the VSS Program. The planning process has included a combination of efforts. We incorporated information gathered through surveys, statistics, conference calls, public meetings, meetings with directors and meetings with the statewide coalitions. We reviewed information from previous planning meetings on the Implementation Plan and implement new practices in response to feedback gathered from the various methods utilized above. Below is a summary of the steps.

Experts (Ongoing)

The VSS Program incorporated input from various experts including the Iowa Coalition Against Domestic Violence (ICADV), Iowa Coalition Against Sexual Assault (IowaCASA), Culturally-Specific Program Directors, Domestic Abuse (DA) Program Directors, Sexual Abuse (SA) Program Directors, and professionals from law enforcement, prosecution, courts and other professionals providing services to victims.

Drafting of the Outline of the Plan (July 2012)

The CVAD Director and VSS Administrator drafted out the outline of a Plan with input from ICADV and IowaCASA in order to present at the DA and SA Director’s Membership meeting for input.

DA and SA Directors Membership Meeting (July 2012)

The CVAD Director and VSS Administrator presented at the July DA and SA Director’s Membership meeting the outline of the plan. ICADV Director and staff as well as the IowaCASA Director and staff were also present at this meeting. Including in this meeting were representatives from Culturally-Specific DA and SA Programs. At this meeting the CVAD Director and VSS Administrator provided an outline of the Plan including modernization of the service delivery, formula utilized in distribution of the funds, type of services including discussion about trauma-informed practices, and explained how directors, staff, individuals and community members could provide input.

DA and SA Directors Regional Meetings (August 2012)

The CVAD Director and VSS Administrator conducted seven meetings with the DA and SA Directors from the various multi-county service areas including a meeting with Culturally-Specific Program Directors only. In addition, Culturally-Specific Program Directors could also attend other multi-county service area meetings if they so choose. The focus of the meetings was another opportunity to both provide and gather information and to answer questions in smaller groups about the Plan and change in service delivery.

DA and SA Directors' Membership Meeting (September 20, 2012)

The CVAD Director and VSS Administrator met with the Directors with a focus of providing more information, gathering input and answering questions about the Plan.

Public Meetings (October 2012)

The CVAD Director and VSS Administrator held public meetings throughout Iowa to provide information and gather feedback from the general public. Press release/invitation was distributed through the major media outlets including culturally-specific newspapers and newsletters. In addition, information went out via list serves to prosecutors, law enforcement, judges, legislators, victim services, culturally-specific programs, and other allied professionals.

Draft of the Plan (November 2012)

The CVAD Director and VSS Administrator sifted through all the information and input provided from the various meetings conducted since July 18, 2013 and drafted a written plan.

Input on Written Plan (30 Days for Input)

The CVAD Director and VSS Administrator provided the written draft of the plan to the DA and SA Directors, Culturally-Specific Programs including the Culturally-Specific DA and SA Program Directors, Survivors of Homicide Program Directors, ICADV staff, IowaCASA staff, other collaborative partners and the general public for input.

Applications Drafted for Funding (December 2012)

The VSS Program drafted the funding applications for courts, law enforcement, prosecution, victim services based on the Plan.

Finalize Plan (January 2013)

The CVAD Director and VSS Administrator sifted through all the information and input provided during the comment period and finalized the Plan.

Present Plan to Attorney General (January 2013)

The CVAD Director and VSS Administrator provided the final plan to the Attorney General for his input and consideration.

Plan Provided and/or Presented to Legislators (January/February 2013)

The Plan and information was provided to Legislators through Iowa Attorney General (AG) Miller and staff from the Iowa AG's Office, ICADV and IowaCASA. (Please note that no federally funded staff lobbied during this process.)

Update to Plan (January-February 2014)

The VSS Program Staff created and sent out a survey to professionals from court services, culturally-specific agencies, law enforcement, prosecution, medical agencies including sexual assault nurse examiners, state agencies, youth agencies, and victim service agencies. Survey information was compiled and used to create additional goals, objectives and program initiatives. The Implementation Plan which included the goals, objectives and program initiatives were sent out to various professionals asking for input. Input was reviewed and changes made in the

Implementation Plan. Implementation Plan was submitted to the Office on Violence Against Women.

Please see Appendix A for a list of meetings dates.

III. Coordination of Plan with Iowa’s Funding from the Family Violence Prevention & Services Act and Victims of Crime Act

The VSS Program of the CVAD administers not only the STOP VAWA Formula Funds but also the SASP Formula funds, Federal Victims of Crime Act (VOCA) Assistance funds, and Federal Family Violence Prevention and Services Act (FV) funds. The Strategic Services & Funding Plan as well as this Implementation Plan incorporates these funding streams into this document for distributing the funds in order to compliment ongoing services to VAW victims. Iowa’s STOP VAW Implementation Plan is based on the Strategic Funding & Services Plan for Domestic and Sexual Abuse Services (the Plan).

All federal requirements are abided by in distributing of all of these funds. For example, 2% of the funds are distributed to Youth programs providing services to youth victims (often times youth victims are victims of sexual assault/abuse); 10% of the VOCA funds go towards Victim Witness Coordinators in Prosecutor Offices that provide services to all violent crime victims including VAW victims; 10% of the VOCA funds are designated to Survivors of Homicide and Other Violent Crime Victims; and the remaining VOCA funds are distributed to the Domestic Abuse Comprehensive, Sexual Abuse Comprehensive and Shelter-Based Victims Service Programs.

One of the best things that Iowa has that is unique is that all of the direct service, victim service grant funds are distributed through the VSS Program at the Iowa Attorney General’s Office. This allows for coordination of services, programming and funding. This allows us to blanket the state with services for victims. So, if the STOP VAW Funds can’t reach all areas of the state, we can make sure there are services for VAW victims through our other funding sources. This also makes sure that there is no duplication of funds for services.

IV. Needs and Context

A. Identifying Underserved Populations

Iowa is a rural state consisting of 99 counties with nine major cities (Ames, Council Bluffs, Cedar Rapids, Dubuque, Davenport, Des Moines, Iowa City, Sioux City, and Waterloo). In the counties where these cities are located, there are pockets of rural areas consisting of small towns and farms. Only six of our 99 counties have populations greater than 100,000; most counties have fewer than 20,000 residents within their borders. Iowa’s rural populations are considered to be an underserved population due to geographic barriers faced by rural domestic abuse/family violence victims. Programs are encouraged to establish and improve services to underserved populations. On the next page there are breakdowns on the various underserved populations in Iowa.

B. Ethnic/Racial Population

Iowa's 2012 projected census population is 3,090,416 taken from the U.S. Census Bureau website at <http://quickfacts.census.gov/qfd/states/19000.html>. Table 1 on the next page provides the breakdown by race and ethnic population with information from Iowa Quick Facts at the Census Bureau Website (<http://quickfacts.census.gov/qfd/states/19000.html>).

Utilizing current demographic percentages and the 2013 estimated population, the ethnic/racial identity of Iowa's population is:

Table 1: Race/Ethnic Population Breakdown	Iowa	Percentages
White not Hispanic	2,719,566.00	88%
Hispanic or Latino	163,792.00	5.3%
Black or African American	98,893.00	3.2%
Asian	61,808.00	2.0%
Native Hawaiian or Other Pacific Islander	3,091.00	0.1%
American Indian and Alaska Native	15,452.00	0.5%
Unknown*	27,814.00	0.9%
Total:	3,090,416	100%

**The percentages outlined in the Quickfacts of the Census Bureau Website did not equal 100% there was 0.9% missing from the percentages, so unknown was added to the percentages and could encompass more than one race/ethnicity.*

C. Tribal Population

Within Iowa's border lies one tribal settlement. The Meskwaki Settlement has made a commitment to enhance their response to domestic abuse (DA) and sexual abuse/assault (SA) by establishing tribal crisis/victim services. The Settlement has committed tribal resources to establish independent services within their community. The service provider staff is included in information distributed about applying for funding. They also attend the Iowa Coalition Against Domestic Violence (ICADV) and Iowa Coalition Against Sexual Assault (IowaCASA) membership meetings. The programs continue to collaborate and work towards being inclusive of all crime victims.

Our office has an Advocate on staff to help all crime victims. The Advocate works with the victim service providers at Meskwaki Settlement.

The Winnebago Indian Reservation primarily in eastern Nebraska does own a small amount of land in Iowa. However, there are no residential homes on the Iowa land. The Winnebago Indian Reservation receives local Domestic Violence and Sexual Assault services in Nebraska.

D. Iowans with Disability(ies)

Table 2 below reflects the projected number and percentage of Iowans who are disabled per the U.S. Census Bureau fact sheet, <http://factfinder.census.gov/>, the percentage is based on the 2010 Census Bureau report population. Unfortunately the percentage information is no longer available for the 2013 Census Bureau projections. The first line of Table 2 reflects the projected number of Iowans 5 years and older with a disability based on the percentage from 2010 and the number of Iowans from the 2013 estimates.

Table 2: Disability Population Information	Population %	Percentage
Persons with a disability, age 5+	309,042	10.0%
Persons with a disability, age 18+	621,456	20.4%

The second line of Table 2 above, “Persons with a disability, age 18+” was taken from the Iowa Behavior Risk Factor Surveillance System Survey (BRFSS) that is conducted annually by the Iowa Department of Public Health. The BRFSS is an additional resource that estimates persons with a disability in Iowa. The BRFSS is a population-based household survey that asks two questions: (1) Are you limited in any way in activities due to an impairment or health problem? (2) Do you have a health problem requiring the use of special equipment? The results (in Table 2) indicate that 1 in 5 Iowans report some form of disability or limitation.

E. Aging Iowans

Table 3 below reflects the number and percentage of Iowans who are considered older Iowans per the U.S. Census Bureau Population Estimates, <http://quickfacts.census.gov/qfd/states/19000.html> and Iowa’s 2013 estimated population (3,090,416).

Table 3: Aging Iowans	Population %	Percentage
Persons 65 years old and over	472,834	15.3%

F. Language Other Than English Spoken At Home

Table 4 below reflects the number and percentage of Iowans who speak another language other than English in the home per the U.S. Census Bureau Population Estimates, <http://quickfacts.census.gov/> and based on Iowa’s 2013 estimated population (3,090,416).

Table 4: Language Other Than English Spoken at Home	Population based on %	Percentage
Language Other Than English Spoke at Home	219,420	7.1%

The currently funded culturally specific programs in conjunction with the additional culturally specific community based organizations and individuals, who provided input to our strategic funding and services plan have emerged as leaders in our state in regards to the populations they represent. These programs and individuals continue to play a leadership role in assisting us in identifying the unmet needs of the populations they

represent; and provide technical assistance to both us and our funded programs across the state.

G. Addressing the Needs of Victims from Underserved Populations

As stated in Table 1 on the previous page, Iowa has approximately 370,850 individuals from underserved ethnic populations with the majority (5.3% or estimated 163,792) identify as Hispanic/Latino, 3.2% (98,893) identify as African American and 2.1% (64,899) from Asian, Pacific Islander or Native Hawaiian and 0.5% (15,452) identify as American Indian per the website at <http://www.census.gov/index.html>.

Under the most recent Violence Against Women Act 2013, 10% of the 30% of STOP VAWA Formula funds allocated to victim services are distributed to culturally specific, community-based organizations. As stated in *Formula for Equitable Distribution* section on page 20 of this document, 10% of the overall VSS Program funds available to local victim services is designated to culturally-specific programs. For example in the next state fiscal year there will be approximately \$1,359,717 distributed to culturally-specific programs with approximately \$141,359 of it being from the STOP VAWA Formula funds, which ends up being 33% of the STOP VAWA funds designated for victim services will be distributed to culturally-specific programs. In the current fiscal year, VSS Program awarded approximately 33% of the funds to: (1) Latinas Unidas para un Nuevo Amencer (LUNA), (2) United Asian Women of Iowa, Monsoon, (3) NISAA, African Refugee Project, and (4) Deaf Iowans Against Abuse (DIAA) through the Communication Services for the Deaf (CSD). These four agencies provide culturally specific services to victims of violence, dating violence, sexual abuse and stalking. We realize that going forward that the definition of culturally specific program through OVW no longer would include the DIAA program in the required set aside specific to STOP VAWA Funds and we will make sure that we do not count this as part of the STOP VAWA culturally specific set aside percentage. This will not preclude DIAA in receiving other victim service STOP VAWA funds or other VSS Program funding. See page 35 and 36 for a definition of culturally-specific programming and set aside as updated in January 2014.

V. Plan Priorities and Approaches

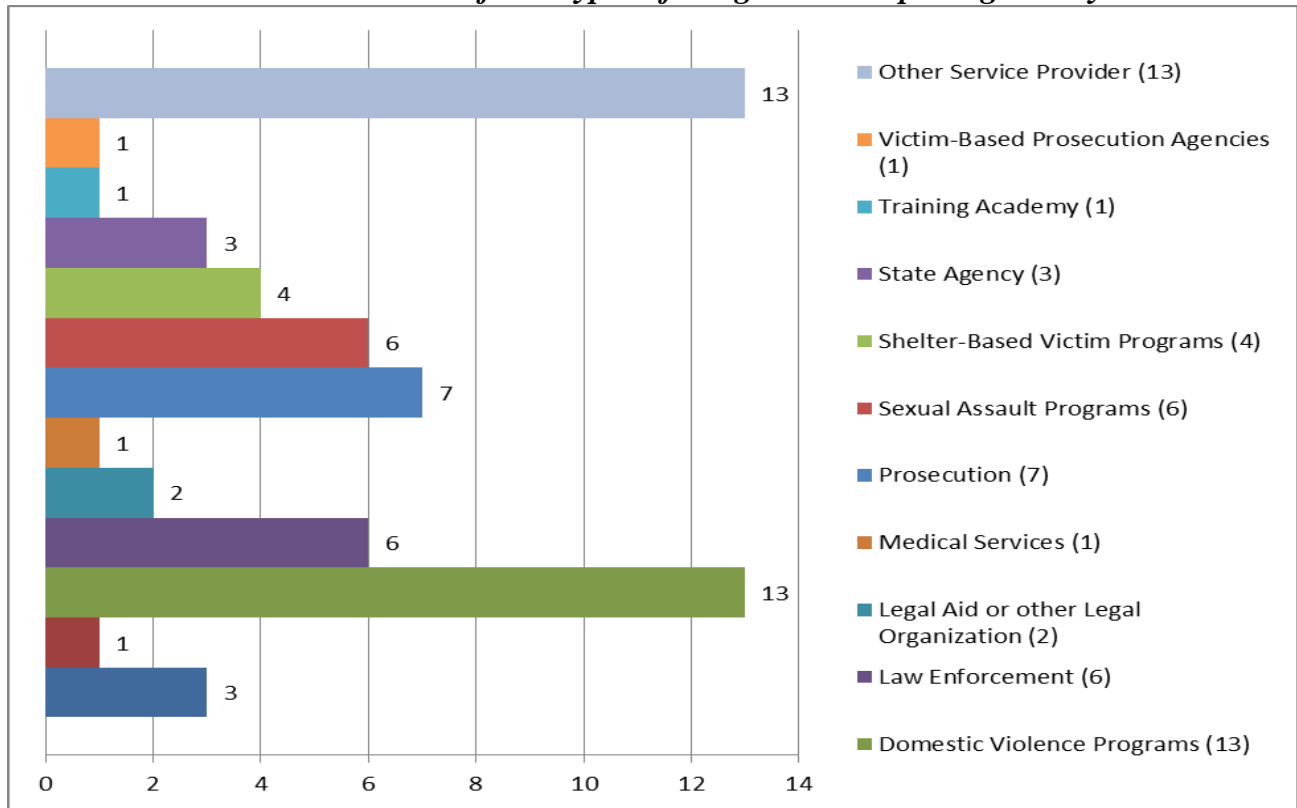
A. Survey of Collaborative Partners

As indicated in the *Description of the Planning Process* on page 4 of this document, the VSS Program conducted a survey to both funded and non-funded programs across Iowa where that work with victims. Our office is working toward utilizing technology in various ways to enhance input into the process through surveys, webinars and conference calls. We plan on utilizing more technology during the planning process over the next few years to see if we can gather information in more cost effective ways.

We had 46 responses with 61 individuals participating in the survey. Some agencies completed the survey together as part of their response team. Out of the responses, there was an almost even split between rural and urban areas (43.5%: 56.5%).

Chart 1 on the next page provides a breakdown of the different types of programs completing the survey.

Chart 1: Breakdown of the Types of Programs Completing Survey



The main focus of the survey was asking, “How you would enhance law enforcement, prosecution, court and victim services to VAW victims if given the fund and opportunity?”. The information was tabulated and the most collective responses are outlined in Table 5 below.

Table 5: Common Shared Responses from Survey

Common Responses	Percentage of Responses	Number of Responses
Create more response teams (DARTs, SARTs, etc.)	20%	9
Increase Community Education & Awareness	13%	6
Increase staff by Discipline		
- Prosecutors & Prosecutor Based-Victim Services	30%	14
- Law Enforcement	24%	11
- Victim Services	46%	21
- Civil Attorneys	11%	5
- Clerks & Court Personnel	2%	1
Increase training	59%	27
More Resources for Victims	28%	13
Strengthen Collaborative Relationships	17%	8

The information gathered from the survey was also then interwoven throughout the goals, objectives and program initiatives which are outlined in the next section.

B. Additional Implementation Planning

The VSS Program will conduct a planning meeting in the fall of every year to update the STOP VAWA Implementation Plan. We will also conduct a survey to gather more information and provide a comment period to collect input in the plan. The Planning Committee outlined in Appendix B of this document will be invited to attend the meeting with expenses for travel paid by the VSS Program. Other professionals will also be invited to participate in this planning process as determined by the planning committee and VSS Program.

C. Identified Goals & Priority Areas (Initiatives)

The tables throughout this section contain the STOP VAWA Federal Purpose Area, Goals, Objectives and Program Initiatives based on the needs and trends that have been identified throughout this document. The objectives and initiatives for each of these goals will be provided in the Priority Areas subsection of our Plan Priorities and Approaches. All eligible applicants may apply to any of the Program Purpose Areas with the priority being the program initiatives.

<i>Federal Program Purpose Area #1: Training for Law Enforcement Officers, Prosecutors, Judges and Other Court Personnel</i>		
Goals	Objectives	Program Initiatives
<p>Improve the response and services to women who are victims of violence.</p>	<p>Enhance and improve availability of domestic violence, sexual assault, dating violence and stalking training to law enforcement officers, prosecutors, judicial personnel, and victim services.</p> <p>Provide standardized law enforcement training on responding and documenting violence against women cases.</p> <p>Train advocates on trauma-informed response to VAW victims.</p>	<p>Violence Against Women (VAW) curriculum developer and instructor at the state law enforcement training center.</p> <p>Instructional workshops for prosecutors, law enforcement, victim services, medical personnel and multi-disciplinary teams on various VAW topics.</p> <p>Conduct follow-up webinars specific to investigating and prosecuting VAW cases where strangulation is a factor.</p> <p>Share information with law enforcement and prosecutors specific to VAW caseload through the use of email distribution lists.</p> <p>Crimes Against Persons Program (CAP) Director at the State Court Administrator’s Office to conduct training for judicial personnel (judges, magistrates, clerks, etc.) in a boarder, trauma-informed manner on VAW matters. The CAP Director will assist in creation of an on-going Judicial Institute as it relates to VAW.</p> <p>Incorporate the following topics into trainings as applicable to audience: victim dynamics, investigative techniques, harassment, stalking, and more SA training, determining primary aggressor, building a case without testimony of a victim (evidence-based prosecution), necessity of consistent application of the containment model, new techniques on interviewing victims and witnesses, responding and investigating VAW caseload, and issues of dual arrests.</p>

Program Purpose Area #2: Developing, Training or Expanding Specialized Units of Law Enforcement, Prosecutors, Judges and Other Court Personnel targeting violence crime against women.

Goals	Objectives	Program Initiatives
<p>Improve safety, assistance, response, investigation and prosecution of crimes against women and increase offender accountability.</p>	<p>Continue to build on improved operational procedures of both urban and rural law enforcement and prosecution in response to domestic violence, sexual assault and stalking and increase the number of local law enforcement agencies that house a VAW investigative program.</p> <p>Improve the immediate response of law enforcement to domestic violence and sexual assault.</p>	<p>Specialized "Domestic Abuse Response Teams" (DARTs) consisting of police, prosecution, and victim services personnel working as a coordinated team.</p> <p>Specialized "Sexual Abuse Response Teams" (SARTs) consisting of police, prosecution, and victim services personnel working as a coordinated team.</p> <p>Fund specialize teams of investigators or an investigator in various law enforcement agencies across Iowa to improve the documentation and investigation on the VAW caseload including response to VAW victims.</p> <p>Fund specialize VAW Prosecutors in local prosecution agencies to increase the prosecution of the VAW caseload and improve the response to VAW victims.</p> <p>Specialized prosecutor at the state level, assigned to assist local law enforcement, prosecutors, and victim advocates in domestic violence, dating violence, sexual assault and stalking cases.</p> <p>Increased outreach regarding availability of VAW funds to local law enforcement agencies that do not have a VAW-funded program or coordinated community response to violence against women crimes with an emphasis on creation of SARTs.</p> <p>Increased outreach to local prosecution agencies in areas where there is not a coordinated community response to violence against women crimes or a designated VAW prosecutor.</p>

Program Purpose Area #3: Develop and Implement more effective Police, Court and Prosecution Policies, Protocols, Orders, & Services to preventing, identifying and responding to VAW victims.

Goals	Objectives	Program Initiatives
<p>Improve police and prosecution policies and protocols focused on identifying and responding to violent crimes against women.</p> <p>Enhance the ability to notify victims when a protective order is served.</p>	<p>Strengthen and standardize organizational policies and guidelines of state and local response to domestic violence, dating violence, sexual assault, and stalking.</p> <p>Reduce domestic violence related homicides through sharing of information.</p>	<p>Updated training for prosecution of the violence against women caseload.</p> <p>Provide technical assistance at state level on violence against women policies and procedures through statewide positions in the following agencies: Iowa Attorney General’s Office, Iowa Department of Public Health, Iowa Law Enforcement Academy, and Iowa State Court Administrator’s Office.</p> <p>Update existing clerk of court manuals including creation of decision trees as it relates to VAW matters.</p> <p>Create and distribute “Best Practices” examples of law enforcement protocols in responding to violence against women.</p> <p>The Iowa Department of Public Health will continue to administer the Domestic Abuse Death Review Team including the creation of a Report of Findings.</p>

Program Purpose Area #4: Developing, Installing and/or Expanding Data Collection and Communication Systems

Goals	Objectives	Program Initiatives
<p>Improve police and prosecution policies and protocols focused on identifying and responding to violence crimes against women through electronic tools.</p>	<p>Increase the availability of information regarding arrests, protection orders, violations of protective orders, prosecutions, and convictions for domestic violence and sexual assault.</p> <p>Expand the scope of knowledge of prosecutors and law enforcement through information sharing through list serves or email distribution lists.</p>	<p>Curriculum developer and instructor at the state law enforcement training center will organize and maintain a list serve or email distribution list for violence against women dedicated law enforcement officers.</p> <p>Violence against women prosecutor at the Iowa Attorney General’s Area Prosecution Division will maintain a list serve or email distribution list for prosecutors specific to violence against women.</p> <p>Court Improvement Project staff will incorporate the new consolidation of protective orders in the state electronic court information system with appropriate updates as required by law.</p> <p>Create an online system for funded programs to report their statistical data.</p> <p>Create and distribute “best practices” for advocate, law enforcement, prosecutors and court personnel.</p>

Program Purpose Area #5: Developing, Enlarging and Strengthening Victim Services and Legal Assistance

Goals	Objectives	Program Initiatives
<p>Ensure appropriate, quality services to all victims of domestic violence, dating violence, sexual assault and stalking regardless of geographical area, race, ethnicity, age, sexual orientation, gender identity or disability.</p>	<p>Increase the availability of victim services and advocates to underserved populations.</p> <p>Expand and improve services to all victims of domestic violence, dating violence, sexual assault, and stalking.</p> <p>Improve training to advocates by updating the Advocate Certification Training through ICADV and IowaCASA.</p> <p>Assess the need for services for VAW victims in order to increase/improve these services.</p>	<p>Maintain and increase the availability of culturally-specific advocates, sexual assault advocates, domestic violence advocates, shelter-based advocates throughout our states.</p> <p>Maintain and expand provision of technical assistance from culturally-specific and statewide programs to local programs to ensure culturally competent services to victims throughout the state at the local level.</p> <p>Maintain and expand statewide technical assistance and guidance to victim programs including cultivating culturally-specific program to apply for funds.</p> <p>Identify and apply for funding to conduct a needs assessment on the services and need for services for VAW victims.</p> <p>Updates to the Advocate Certification Training for VAW Advocates through the Iowa Coalition Against Domestic Violence (ICADV) and Iowa Coalition Against Sexual Assault (IowaCASA).</p> <p>Train Advocates on the new service model including but not limited to housing first model, mobile advocacy, non-traditional support groups and services.</p> <p>Provide technical assistance to victim service programs to promote accessibility for services to persons with disabilities, including the provision of adapted materials/information for 508 Compliance.</p>

Program Purpose Area #6: Developing, Enlarging & Strengthening Indian Tribe Programs*

Goals	Objectives	Program Initiatives
<p>Increase outreach to Meskwaki Nation of Iowa</p>	<p>Improve relationship between Iowa Law Enforcement Academy's (ILEA) VAW Program and Meskwaki Nation.</p> <p>Promote awareness amongst victim service providers of tribal nations and barriers that may exist for American Indian victims that live in Indian Country or in urban/rural areas in Iowa.</p>	<p>Continue to offer ILEA VAW training to new officers in the Meskwaki Nation and offer technical assistance and ongoing training to current tribal officers on VAW investigations.</p> <p>Encourage ICADV and IowaCASA as well as the VSS Program to include Victim Services Program from the Meskwaki Nation of Iowa in all trainings and funding opportunities.</p> <p>Encourage cultural competency training that includes training around tribal nations and barriers that exist for American Indian victims that may live in Indian Country or in urban/rural areas in Iowa.</p>

*There is a small population of Native American in Iowa, limiting the state's goal and objectives in this area.

Program Purpose Area #7: Support Statewide, Multi-Disciplinary Coordination		
Goals	Objectives	Program Initiatives
<p>Improve Iowa's statewide coordination in the investigation and prosecution of violence against women cases.</p>	<p>Enhance and improve statewide policies and procedures in responding to domestic violence and sexual assault.</p> <p>Enhance statewide multi-disciplinary training available on the crimes of domestic violence, sexual assault and stalking.</p>	<p>Technical assistance and training to state agencies through a concerted effort of the Iowa Coalition Against Domestic Violence (ICADV); Iowa Coalition Against Sexual Assault (IowaCASA); Iowa Law Enforcement Academy (ILEA); Iowa Department of Public Health, Iowa State Court Administrator's Office and Iowa's Attorney General's Office.</p> <p>Specialized prosecutor and law enforcement instructor at the state level that assist local prosecution, law enforcement and victim service agencies in VAW issues/cases.</p> <p>State level VAW program through State Court Administrator's Office that promotes training and technical assistance to judges and magistrates on VAW issues.</p>

Program Purpose Area #8: Train Sexual Assault Forensic Medical Examiners		
Goals	Objectives	Program Initiatives
<p>Improve and enhance the collection of sexual assault evidence.</p>	<p>Standardize practices of local Sexual Assault Response Team (SART) and Sexual Assault Nurse Examiners (SANEs) and provide continuing training and technical assistance.</p>	<p>Violence Prevention Program through Iowa's Department of Public Health and Iowa Coalition Against Sexual Assault to fund a Medical Advocacy Coordinator that will:</p> <ul style="list-style-type: none"> ▪ Update Iowa's Sexual Abuse Forensic & Medical Protocol. ▪ Provide technical assistance to Iowa's Sexual Assault Nurse Examiners (SANEs) and medical personnel on violence against women.

Program Purpose Area #9: Address Needs of Older and/or Disabled Women who are VAW Victims

Goals	Objectives	Program Initiatives
<p>Enhance services to disabled and older victims of domestic violence and sexual assault.</p>	<p>Increase the availability of victim services to disabled and older victims of domestic violence and sexual assault.</p>	<p>Provide training and services to victim service agencies, law enforcement and prosecutors regarding disabled and older women who are victims of domestic violence and sexual assault.</p> <p>Encourage programs to undergo online self-assessment process with regards to compliance with ADA regulations.</p> <p>Collaborate at state level with agencies that represent disabled and older Iowans to promote awareness and training for victim service providers.</p>

Program Purpose Area #10: Assist Victims of Domestic Violence & Sexual Assault In Immigration Matters

Goals	Objectives	Program Initiatives
<p>Ensure immigrant victims of domestic violence and sexual assault are provided information and services regarding immigration matters.</p> <p>Improve communication with non-English speaking victims.</p>	<p>Increase the availability of victim services to underserved populations, specifically the immigrant community.</p> <p>Increase services to domestic violence and sexual assault victims who are immigrants.</p> <p>Increase the information and technical assistance provided to victim service programs on assisting victims from the immigrant community. Information should include UVISAs, T-Visas, self-petitions and human trafficking.</p>	<p>Support and increase victim advocates/programs specifically focusing on and addressing the needs of immigrants who are victims of sexual assault and domestic violence.</p> <p>Support and Increase advocates from community based multi-cultural programs specifically provide linguistically specific services to violence against women victims.</p> <p>Provide technical assistance and training to criminal justice system personnel and advocates on immigrant matters and any challenging language barriers.</p> <p>Reminding all funded programs that their funds can be utilized for interpreter services including language and American Sign Language, language services or the purchase of adaptive equipment to assist with this service.</p>

Program Purpose Area #11: Maintain Core Victim Services and Criminal Justice initiatives, while supporting complementary new initiatives and emergency services for victims and their families

Goals	Objectives	Program Initiatives
<p>Improve capacity to maintaining core victim services and criminal justice initiatives.</p> <p>Improve focus on new program initiatives.</p>	<p>Maintain core victim services programming.</p> <p>Enhance the focus on new program initiatives.</p>	<p>Maintain and increase number of advocates on the ground providing services.</p> <p>Train advocates and other allied professionals on the new model of services including new innovative ways for providing services such as non-traditional support groups, mobile advocacy, housing first model, placing advocates in public health or medical clinics, etc.</p> <p>Highlight innovative programming across the state and share it with other programs in the state to improve services such as Project Connect, shown to improve safety options for women in abusive relationships as an example of a best practice.</p> <p>VSS Program to create Orientation Manuals for all VSS-Funded Programs.</p>

Program Purpose Area #12: Supporting the placement of special victim assistants in local law enforcement agencies to serve as liaisons with victim services known as the Jessica Gonzalez Victim Assistance Programs.

There are no specific programs for this purpose area at this time. Updates will be provided to this program purpose area if this changes.

Program Purpose Area #13: Assistance to victims where the defendant is law enforcement personnel and training to responding in this regard known as the Crystal Judson Domestic Violence Protocol Program.

There are no specific programs for this purpose area at this time. Updates will be provided to this program purpose area if this changes as is required by the Federal Office on VAW.

Program Purpose Area #14: Develop & Promote State, Local or Tribal Legislation and Policies that enhance best practices for responding to domestic violence, dating violence, sexual assault and stalking.

Goals	Objectives	Program Initiatives
<p>Improve program initiatives and best practices.</p>	<p>Enhance “Best Practices” for agencies receiving funding.</p>	<p>The VSS Program and Statewide Funded Programs will highlight innovative programming and best practices across the state and share it with other programs in the state to improve services.</p>

Program Purpose Area #15: Develop, Implement & Enhance Sexual Abuse Response Teams (SARTS) and other coordinated response to sexual assault.

Goals	Objectives	Program Initiatives
Improve coordinated responses to sexual assault.	<p>Increase the number of SARTs across our state.</p> <p>Increase training on sexual assault and coordinated community response in Iowa</p>	<p>The VSS Program along with the Iowa Coalition Against Sexual Assault will formulate a plan on increasing the number of SART teams.</p> <p>Conduct a training on sexual assault to increase the knowledge and response to sexual assault.</p> <p>Maintain and increase the number of sexual assault advocates responding to sexual assault by equitably distributing VSS funds across types of services (DA, SA and Shelter).</p>

Program Purpose Area #16: Develop & Strengthen Policies, Protocols, Best Practices and Training for Law Enforcement agencies and prosecutors relating to the investigation & prosecution of sexual assault cases and the appropriate treatment of victims.

Goals	Objectives	Program Initiatives
Provide examples of policies, protocols and best practices to law enforcement and prosecution along with training.	<p>Increase examples shared and training on sexual assault policies, procedures and best practices.</p> <p>Create a team to formulate a plan to increase number of SART Teams, provide training and share best practice examples.</p>	<p>The VSS Program along with the Iowa Coalition Against Sexual Assault will formulate a plan on increasing the number of SART teams. They will include representatives from other agencies as needed to develop and implement this plan.</p> <p>Conduct a training on sexual assault to increase the knowledge and response to sexual assault.</p> <p>Promote development of a sample protocol for SART or DART team development.</p>

Program Purpose Area #17: Develop, Enlarging & Strengthen Programs Addressing Sexual Assault Against men, women and youth in correctional or detention settings.

Goals	Objectives	Program Initiatives
Improve the response to services of sexual assault victims at correctional or detention settings.	Increase the coordination between Department of Corrections and Advocates.	The Iowa Coalition Against Sexual Assault will assist Victim Services Program in providing services to sexual assault victims who are in correctional or detention settings through information and training including working with the “Seeking Safety” curriculum when appropriate.

Program Purpose Area #18: Identifying & Conducting Inventories of Backlogs of SA Evidence Collection Kits.

Goals	Objectives	Program Initiatives
There are no specific programs for this purpose area at this time. Updates will be provided to this program purpose area if this changes. The Iowa Coalition Against Sexual Assault (IowaCASA) is a leader in bringing this issue to the forefront and will continue to provide guidance surrounding this issue on the best practices to proceed.		

Program Purpose Area #19: Develop, Enlarging & Strengthening programs to provide services and response to male/female VAW victims whose ability to access traditional service and responses is affected by their sexual orientation or gender identity.

Goals	Objectives	Program Initiatives
Improve services and response to this underserved community of VAW victims.	Develop a program/project to provide services specifically to this underserved population.	The Iowa Coalition Against Domestic Violence and the Iowa Coalition Against Sexual Assault will take the lead in working to establish a program or project to specifically increase services and response to VAW victims from this underserved population.

Program Purpose Area #20: Develop, Enhancing or Strengthening Prevention and Educational Programming to address VAW but not more than 5% of the amount allocated to a state will be used for this purpose.

Goals	Objectives	Program Initiatives
There are no specific programs for this purpose area at this time. Updates will be provided to this program purpose area if this changes.		

VI. Plan for Distribution of the Funds & Grant Making Strategy

A. Formula for Equitable Distribution

The VSS Program distributes the STOP VAW Formula funds utilizing the required congressional percentages:

- 5% to courts,
- 15% at state's discretion,
- 25% to law enforcement,
- 25% to prosecution, and
- 30% to victim services.

The VSS Program takes 5% of the STOP VAWA Formula funds for administrative costs following the Office on the Violence Women (OVW) requirements on how these funds are allocated.

All of the VSS Program funds designated for local victim services are distributed utilizing a formula. The CVAD Director and VSS Administrator requested input from Culturally-Specific DA and SA Directors, DA and SA Directors, ICADV staff and IowaCASA staff on the formula to be utilized in equitably distributing the local victim service funds. All of the Directors were allowed to make formula suggestions and anonymously vote on the formula suggestions. The formula created with majority vote is as follows:

- 10% of the overall VSS funds is totaled and directed to Culturally Specific DA and SA programs,
- the remaining amount is distributed as follows:
 - 60% for a base amount and 40% based on the population of the service area.

The VSS Program funds designated for each region are divided into 3 types of services equally: Domestic Abuse Comprehensive (DAC) services, Sexual Abuse Comprehensive (SAC) services, and Shelter-Based (SH) Victim services, which ensures equitable distribution of the funds by type of service as well as across the state.

The VSS Administrator with input from the CVAD Director with oversight from the CVAD governing Board: Crime Victim Assistance (CVA) Board will determine which funding streams each type of service will receive making sure to meet all federal and state funding requirements. This means not every Program will receive all funding streams, however the amount totally awarded to the Program by the Application Process outlined in *B. Award Process* below will be the same. So, Programs will have fewer contracts with higher funding amounts. This is to reduce administrative costs and reporting requirements with the numerous grants. The VSS Administrator will make sure that all STOP VAW Formula funding requirements are met and adhered to within the overall VSS formula distribution. For example a portion of the STOP VAWA Formula funds were provided to ICADV and IowaCASA with the remaining victim service funds from the STOP VAWA Formula being equitably distributed between DAC, SAC and Culturally-Specific Services.

B. Equitable Distribution Across the State

As stated earlier in this document, the VSS Program distributes all federal and state funding streams that are specific to providing direct services to crime victims. The VSS Program works to make sure all of the victim service funds are distributed so there is complete coverage of Iowa's ninety-nine counties. Mobile advocacy is a large part of the new model of services this ensures that services are provided throughout the state in both urban and rural areas. As part of the application for funding victim service program must designate their service area on a map of Iowa as well as providing their outreach offices designated throughout their service area. The funding application also required programs to provide a plan for services throughout their service area including both urban and rural areas.

C. Sexual Assault Set Aside

As stated in previous sections of this document, the VSS Program funds designated for local victim services are divided into six regions to cover the entire state then the funds are divided into three types of services equally: Domestic Abuse Comprehensive (DAC) services, Sexual Abuse Comprehensive (SAC) services, and Shelter-Based (SH) Victim services. This ensures equitable distribution of the funds across the different types of service as well as across the state. Approximately 33% of the STOP VAWA Formula funds designated for victim services are distributed to SAC services. This more than meets the required set aside for sexual assault for victim services. This doesn't include the amount designated to Culturally-Specific Programs that are specific to sexual assault. In addition, Iowa's STOP VAWA funds have always been distributed to programs supporting sexual assault services in all of the required congressional categories (courts, law enforcement, prosecution, victims services and discretionary).

We will add to our application a section about designated the percentage of focus for sexual abuse, domestic violence (including dating violence) and stalking to the application to makes sure we meet this requirement in the designated congressional category. In addition, the VSS Program will receive input from the Iowa Coalition Against Sexual Assault (IowaCASA) about the application for funding and ways to assist in prioritizing the funding. In addition, a representative from IowaCASA participates on our Application Review Committee in determining distribution of all of the VSS Program funding including Iowa's STOP VAWA Formula funds.

D. Award Process

The information below provides an overview of the award process for STOP VAWA Formula funding:

- An application workshop is conducted explaining how to complete an application for funding with the application instructions distributed to applicants.
- Each applicant will submit a letter of intent to apply for the funds.
- The Application Review Committee (ARC) is convened to review the applications and make funding distribution recommendations as well as recommendations to improve services. An additional team of external application reviewers review and score the funding applications. The comments, scores and funding recommendations of the

external reviewers were provided to the ARC. The CVAD Director and VSS Staff participate on the ARC as well as representative from the ICADV and IowaCASA.

- The VSS Administrator provides the ARC recommendations to the CVAD Director and the Crime Victim Assistance (CVA) Board. The CVAD Director can make a separate recommendation to the CVA Board. CVA Board makes the final decision on the funding distribution.
- Award and denial letters are sent to applicants explaining receipt or denial of funding as well as the appeal process.
- Appeals are heard by the CVA Board and they make the final contract decisions. In the event that an original award decision is overturned, adjustments are made across the board unless otherwise designated by the CVA Board.
- Contracts are issued for a contract period of a year.
- Orientation packets or information will be provided to all funded programs with necessary forms, reports, certified assurances, etc. A small orientation workshop or webinar will also be provided to funded programs.
- Throughout the contract period, funded programs will be monitored through various methods, including reviewing of claims, reports, correspondence, and site monitoring visits. The programs will be monitored for best practices as well as for compliance with state and federal requirements. (Please see the *Monitoring and Evaluation* section on page 25 for more information about the monitoring of the funded programs.)

The VSS Program attempts with its recommendations to support programming that reaches as many people from as many underserved populations as possible, whether it is through a dedicated law enforcement investigator, a designated VAW prosecutor or some other program. Iowa is a rural state with small pockets of urban areas, so every effort is made to carefully balance the funding distributed between urban and rural areas.

E. Application Schedule

The information below provides an overview of the application schedule for funding cycle for victim services for all of the funds administered by the VSS Program including Iowa's STOP VAWA Formula funding for victim services. The application process is a competitive process. Only those applicants meeting the expectations of the application and services as outlined in the application, STOP VAWA Implementation Plan and the Strategic Funding and Services Plan will be considered for funding.

The Application/Funding Cycle for Fiscal Year 2015 began mid-November 2013 and end June 2014 with the funding to begin July 1, 2014. Table 6 on the next page outlines the Application or Funding Schedule as determined by the VSS Program and voted on by the Crime Victim Assistance (CVA) Board. The CVA Board provides oversight of the programs administered in the Crime Victim Assistance Division (CVAD).

Due Date	Description
November 19, 2013	Funding Application Workshop held in Des Moines, Iowa. Request for Proposals/Funding Application Instructions were made available to potential applicants.
December 10, 2013	Letters of Intent Due: All agencies or programs seeking VSS funding for State Fiscal Year 2015 for victim services are required to submit a letter of intent to the Crime Victim Assistance Division.
January 28, 2014	Applications due by 4:30 pm in the Crime Victim Assistance Division Office.
March 11 & 12, 2014	Application Review Committee and VSS staff reviews applications for funding.
March 28, 2014	Crime Victim Assistance Board votes on award amounts recommended by the Application Review Committee, VSS staff and CVAD Director.
April 11, 2014	Denial and award letters are mailed to funding applicants.
April 25, 2014	Appeals or Requests for Reconsideration are due by 4:30 pm on May 23, 2013 in the Crime Victim Assistance Division.
June 6, 2014	Crime Victim Assistance Board will hear appeals or requests for reconsideration for funding applicants.
June 20, 2014 (approximate date)	Contracts are issued to all funded applicants.

F. Multiple and Single-Year Application Process/Cycle

1. Single-Year Application Process for Victim Services

As stated earlier in this application, victim service providers went through a restructuring of services implementing a new service model. (See Appendix C for a list of comprehensive services, service delivery, other service questions, map outlining the regional services, culturally-specific definition and set aside and definitions as determined by the Strategic Funding and Services Plan). Because of the restructuring, victim service programs will apply annually for the next three fiscal years. After the three-year period they will return to a multi-year application cycle. Currently, victim services agencies have applied for their second year of funding with contracts being issued in mid-June 2014. Table 7 below outlines the annual application cycle for victim services and it includes when the application or funding cycle begins and the contract period.

Table 7: Victim Service Single-Year Application Cycle

Year	Application Schedule Begins	Contract Period
1 st Year	December 2012	July 1, 2013-June 30, 2014
2 nd Year	November 2013	July 1, 2014-June 30, 2015
3 rd Year	November 2014	July 1, 2015-June 30, 2016

In November 2015, victim service applicants will return to three-year application schedule/process.

2. Multi-Year Application Process for Criminal Justice

The VSS Program conducts a three-year application schedule/process. If funded, an applicant will be funded for a three-year funding period with three contracts with one-year contract periods. All non-victim service programs (courts, law enforcement, prosecution, and discretionary or other programs) are on the three-year application cycle.

Due to the restructuring of victim services, victim service grants have been changed to an one-year application cycle for the next three years and will return to the three-year funding cycle in November 2015 to coincide with the three-year application cycle of the non-victim service programs. Any victim service program that meets the application and funding requirements can apply for the victim service funds.

In order to give new program or one-time innovative programs an opportunity to apply for the funds, the VSS Program also conducts a one-year application cycle for “new” or “innovative” programs based on any unspent or reversionary funds in the second year of the funding cycle. If these applicants are funded they will receive a one-year contract. All agencies (both new and returning) that meet the application and funding requirements are eligible to apply for the three year application cycle.

G. Consultation with Victim Service Providers

Each non-victim service application is required to submit a “Consultation Agreement” with the local and/or statewide victim service program depending on their service area on how they will consult with the victim service provider during the course of developing their grant application. See Appendix A for a copy of this consultation agreement.

In addition, the applicant has to sign certified assurances, certifying the following:

Any court, law enforcement, prosecution agency or other non-victim service agency receiving Violence Against Women Act (VW) these funds certify that in the course of developing their VW application and appropriation, they have consulted with local Domestic Violence and/or Sexual Abuse programs to ensure that the proposed activities and equipment acquisitions are designed to promote safety, confidentiality, and economic independence of victims of domestic violence, sexual assault and dating violence.

In addition, the VSS Program forwards the budget of what has been requested to the local victim service program in order for them to see what the non-victim service agency has budgeted. This is just another way to ensure that what the agency is requesting is not harmful to violence against women victims and the local victim service provider is staying informed.

VII. Monitoring and Evaluation

In a continued effort to be more responsive to communities, funded program monitoring is delegated among the three VSS program staff. The designated VSS staff person is referred to as the funded program's "primary contact." The primary VSS staff person for a funded program reviews all claims for reimbursement, budgets, budget revision requests, performance reports, contracts, and correspondence.

The primary contact provides technical assistance and conducts the required site monitoring visits. One benefit of this structure is that the VSS primary contact is more familiarized to each funded programs' programming and fiscal management. VSS primary contacts are pro-active in identifying and resolving any concerns. If the funded program's primary contact is unavailable, they are referred to another VSS staff member for guidance and information.

VSS staff employs several methods of monitoring funded programs' performance.

A. Site Monitoring Visits:

Site Monitoring (SM) visits conducted a minimum of once every three years by the primary VSS staff person. For funded programs receiving \$25,000 or less in VAW funds, a desk review is conducted once every three years with a SM visit conducted once every 6 years.

The elements included in a SM visit are outlined below:

- Funded programs submit a completed pre-site monitoring survey to their VSS contact prior to the SM visit. VSS staff has regular meetings with the CVAD accountant to discuss any concerns.
- VSS staff reviews funded programs files and policies related to the programming and funds, interviews key staff members, conducts discussion of the program's organizational structure, policies, programming, collaborations, challenges and success; reviews progress measures and timelines, reviews fiscal documentation, and checks compliance with federal and state assurances and standards. The VSS staff discusses best practices with the funded program in an effort to improve services to crime victims.
- VSS staff prepares a Site Monitoring (SM) Report based on the SM Visit. The SM Report includes recommendations and requirements with a required timeline for a response and compliance. The SM Report is forwarded to key personnel such as the Executive Director and Board Chair of a non-profit organization, Police Chief, Sheriff, Chief Deputy, Prosecutor and any other key personnel.

B. Technical Assistance Visits:

Technical Assistance (TA) visits and meetings are conducted as needed when there are questions, concerns or clarification needed around programming, policies and fiscal matters. TA meetings are arranged at the request of the program, or when the need is identified by VSS staff or a community member or organization. The program also conducts conference calls with a focus on a specific issue as needed. VSS staff has regular meetings with the CVAD accountant to discuss any concerns and identify areas where funded programs may require technical assistance. CVAD Accountant also provides TA as needed.

C. Desk Review (Performance Reports, Fiscal Forms and Audits):

The VSS staff conducts two types of desk review: (1) Formal Desk Review, and (2) Ongoing/Daily Desk Review.

The Formal Desk Review is conducted when a SM visit can not occur, but a more formal review is needed. VSS staff gathers and reviews the program's program file, fiscal files and information. VSS staff outlines any concerns, red flags or accomplishments. VSS staff then contacts the funded program and conducts a question and answer session via conference call. VSS staff writes a report outlining any recommendations or requirements. The report is then provided to the key personnel of the funded program.

Ongoing Desk Review is conducted daily, weekly, quarterly or bi-annually. Examples of ongoing desk review are the reviewing of performance reports, fiscal claims for reimbursement, budget, budget revision requests, and audits.

- *Performance Reports:* Funded VAW programs are required to do two bi-annual performance reports, VAW Annual Report, and red flag reports. The primary contact on VSS staff reviews their designated funded programs' Performance Reports and conducts any necessary follow-up. Another VSS staff member quality checks the report in addition to the primary review by the primary contact. This assures that nothing is overlooked or missed.
- *Fiscal Information:* Funded programs are required to submit an annual budget, monthly or quarterly claims for reimbursement, and audits as required by OMB Circular A-133 Audits of State and Local Governments on Non-Profit Organizations.
 - *Budgets* are reviewed by the CVAD Accountant and the funded program's primary VSS contact. The CVAD Accountant conducts any follow-up necessary on the financial information provided. The primary VSS contact reviews the budget for compliance with programming requirements and their application. VSS staff enters the budget into the database system for tracking purposes.
 - *Budget Revision Requests* are submitted if a program would like to move more than 10% of their awarded amount for that specific fund from one line item category to another. All *Budget Revision Requests* are reviewed by the program's primary VSS staff contact and the CVAD Accountant. Either can conduct follow-up as needed.
 - *Claims for Reimbursement* are submitted by funded programs in order to receive reimbursement on their award/funds and they must submit either monthly or quarterly claims for reimbursement. Each claim is reviewed by a VSS staff and the CVAD Accountant for necessary documentation, allowable costs, and funding requirements.
 - *Audits* are submitted by the programs and reviewed by the CVAD Accountant, who is also a Certified Public Accountant. Funded programs submit their audits based on the requirements of the OMB Circular A-133 Audits of State and Local Governments on Non-Profit Organizations and Office of Justice Program's most recent Financial Guide. CVAD Accountant conducts any necessary follow-up and provides a summary for the funded program's audit to their primary contact on VSS staff.

In addition, the CVAD Director and VSS staff meets quarterly with representatives from the Iowa Coalition Against Domestic Violence (ICADV) and the Iowa Coalition Against Sexual Assault (IowaCASA) to identify areas of concern, identify technical assistance needs, and brainstorm solutions.

The VSS staff philosophy is to assist programs in achieving and providing quality services to victims. VSS staff strives to make SM visits conducive to achieving this philosophy whenever possible as well as being good stewards of the funds.

VIII. Conclusion

Victim Services Support Program staff will continue to focus on improving service to crime victims by better serving victim service programs with technical assistance, identification of “best practices”, and tools for success. We have a strong collaborative relationship with the Iowa Coalition Against Domestic Violence and the Iowa Coalition Against Sexual Assault. We will continue to work to identify needs and gaps in services in Iowa. Our Strategic Funding & Services Plan and this Implementation Plan is based on these identified needs and gaps in services. This information is shared with funded programs and statewide collaborating agencies. VSS Program will work with the Implementation Plan Committee to focus on goals, objectives and program initiatives/priorities specific to STOP Violence Against Women (VW) funds.

Appendix A

Meeting Dates for Planning

Dates & Locations of Individual Director and Regional Planning Meetings with Directors regarding Progress of Implementation of New Service Model/Question & Answer Session:

- 10/1/13 in Iowa City (southeast Iowa or Region #6);
- 10/16/13 in Storm Lake (northwest Iowa or Region #1);
- 10/17/13 in Greenfield (southwest Iowa or Region #4);
- 10/18/13 in Oskaloosa (south central Iowa or Region #5);
- 10/21/13 in Ankeny (north central Iowa or Region #2),
- 10/23/13 in Ankeny for Culturally-Specific Programs only, and
- 10/24/13 in Waverly (northeast Iowa or Region #3).

Dates of Meetings where DA & SA Directors Provided Input and/or Question & Answer Sessions – Held in Des Moines, Iowa:

- 9/17/13
- 5/14/13
- 1/16/13
- 11/14/12
- 9/20/12
- 7/18/12

Dates & Locations of Public Meetings

- 10/15/12 in Oelwein and Waterloo (northeast Iowa);
- 10/19/12 in Sioux City and Storm Lake (northwest Iowa);
- 10/22/12 in Atlantic and Creston (southwest Iowa);
- 10/23/12 in Burlington and Clinton (southeast Iowa);
- 10/24/12 in Mason City and Ames (north central Iowa);
- 10/29/12 in Ottumwa and Des Moines (south central Iowa); and
- 10/30/12 in Iowa City (southeast Iowa).

Dates & Locations of Initial Regional Planning Meetings with SA and DA Directors

- 8/7/12 in Cherokee (northwest Iowa);
- 8/17/12 in Knoxville (south central Iowa);
- 8/20/12 in Washington (southeast Iowa);
- 8/21/12 in Iowa Falls (north central Iowa),
- 8/27/12 in Oelwein (northeast Iowa);
- 8/29/12 in Greenfield (southeast Iowa); and
- 8/30/12 in Des Moines for Culturally-Specific Program only.

Dates of Meetings with Iowa Coalition Against Domestic Violence and Iowa Coalition Against Sexual Assault since July 1, 2012:

- | | | | | |
|------------|-------------|------------|-------------|------------|
| ▪ 7/9/12, | ▪ 9/20/12 | ▪ 2/11/13, | ▪ 9/9/13, | ▪ 12/2/13, |
| ▪ 7/17/12, | ▪ 11/5/12, | ▪ 4/9/13, | ▪ 9/13/13, | ▪ 2/3/14 |
| ▪ 7/30/12, | ▪ 11/27/12, | ▪ 4/24/13, | ▪ 10/7/13, | |
| ▪ 8/15/12, | ▪ 12/3/12, | ▪ 6/27/13, | ▪ 10/28/13, | |
| ▪ 9/11/12, | ▪ 1/22/13, | ▪ 7/25/13, | ▪ 11/25/13, | |

Dates Initial Regional Planning Meetings

- Webinar on 3/10/14 at 9 am
- Conference Call at 11 am on 3/10/14
- Webinar/Conference Call on 3/13/14 at 8:30 am

Appendix B

Implementation Planning Committee

Beth Barnhill
Executive Director
Iowa Coalition Against Sexual Assault
Des Moines, Iowa

Nicole Cisne
Director of SafePath
Family Resources, Inc.
Davenport, Iowa

Adriana Flores
Executive Director
Latinas United for a New Dawn
Des Moines, Iowa

Mary Ingham
Executive Director
Crisis Intervention Services
Mason City, Iowa

Molly Jansen
VAW Instructor
Iowa Law Enforcement Academy
Johnston, Iowa

Becky Kinnamon
State Court Administrator's Office
Des Moines, Iowa

Binnie LeHew
Program Director
Iowa Department of Public Health

Cinnamon Mawdsley
Victim Witness Coordinator
Kossuth County Attorney's Office
Algona, Iowa

Laura Roan
VAW Prosecutor
Iowa Attorney General's Area
Prosecutions
Des Moines, Iowa

Laurie Schipper
Iowa Coalition Against Domestic
Violence
Des Moines, Iowa

Johna Sullivan
Executive Director
Crisis Intervention & Advocacy Ctr.
Adel, Iowa

Lt. Frank Stearns
Mason City Police Department
Mason City, Iowa

Det. Scott Stevens
Iowa City Police Department
Iowa City, Iowa

Appendix C

Excerpts from the Strategic Funding & Services Plan for Victim Services

Types of Comprehensive Victim Services

Because of ongoing funding cuts, victim service programs have strived to keep their doors open and to maintain services to the best of their ability. In reviewing the amount of funds available, the VSS Program took time to review crime victim services across our state. A few things noticed by the VSS Program Administrator were:

- 11.2% of victims served in FY2011 utilized shelter, which left 88.8% utilizing other outreach services.
- Iowa's shelters saw a 40% decrease in shelter clients in urban areas and a 17% decrease in shelter clients utilizing rural shelters.
- The shelter vacancy rate is 42% which leaves a 58% occupancy rate as shown by the Iowa Point in Time Study. This has been a consistent trend over the past several years per the Iowa Point in Time Study, as well as at the national level.
- It costs approximately \$400,000 to run a shelter (This amount could vary by rural and urban locations) meaning the cost of vacancy is roughly \$3.36 million dollars.
- About 40% of the VSS Program resources designated for DV/SA Programs are going towards maintaining shelters, which only reaches 11.2% of the crime victims served by programs in the State.
- In 2009, the Iowa Department of Public Health's *Cost of Sexual Violence in Iowa* estimated 55,340 Iowans experienced sexual violence. This report estimated that 71% of those individuals were female, which makes up approximately 39,304 of the individuals who experienced SV. The National Intimate Partner & Sexual Violence Survey (NISVS), conducted in 2010 estimates that 30% of females experience their first rape between 11-17 years of age and 12% of females experience their first rape before the age of 10.
- As stated above, Iowa has an estimated 55,340 individuals who have experienced SV, yet only 8% of that (4,637) sought services in Iowa's SA Programs in calendar year 2009. This highlights the need for more staff and funds to be dedicated to SA services, and the need to use those staff and funds to meet individuals where they exist in the community rather than counting on them to walk through the doors of a SA-specific program. Of the 4,637 SA victims served:
 - 51% were adult SA victims (2,314),
 - 24% were teen/adolescent victims (1,128),
 - 17.5% were child sexual abuse victims (806), and
 - 8.5% were incest victims (389).
- In state fiscal year (SFY) 2010 Iowa's SA Programs were able to respond to 4,643 SA victims and 4,773 SA victims in SFY 2011. Of the SA victims served in SFY2010:
 - 51% were adult SA victims (2,352),
 - 24% were teen/adolescent victims (1,114),
 - 17% were child sexual abuse victims (813), and
 - 8% were incest victims (374).
- Of the SA victims served in SFY2011:
 - 51% were adult SA victims (2,422),
 - 24% were teen/adolescent victims (1,121),
 - 17% were child sexual abuse victims (832), and

- 8% were incest victims (398).

Per the information outlined above and on the previous page, we are seeing that DA shelters are resource intensive, requiring the funds and staff to operate a 24/7 facility. When federal and state funds decrease or remain stable but operating expenses continue to increase, we see DA and SA Programs having to make the decision of responding only, or at least primarily, to victims who have sought services, which are often times either shelter-based victims or victims requesting emergency services at hospital, law enforcement agencies. This does not allow DA and SA programs the freedom or flexibility to meet the victims who present in other settings, nor to train and support those allied professionals who work with victims in other venues.

There is no single answer to protect victims of domestic abuse which is why it is crucial that we provide survivor driven services. Shelter is one option that is necessary to serve a portion of our victims, however, because shelter is not the answer for all victims we must offer need based or strength-based services.

The proposal/plan provides a comprehensive list of services and changes the distribution of funds to ensure that services to all crime victims will be equitably distributed across the state based on the available funding. Another focus of the plan is to minimize administrative costs in an effort to fund more victim advocates to provide direct services.

As noted in *Section II. Process for Creating a Strategic Funding & Services Plan* of this document: a frame work/presentation was provided to Domestic Abuse and Sexual Abuse Directors in July 2012. At the time, the VSS Program was considering that every multi-county service area would have 1 program providing a specific type of service (Emergency Shelter Services, Domestic Abuse Comprehensive Services, and Sexual Assault Comprehensive Services). After extensive feedback from key stakeholders, the CVAD decided to consider 1 or 2 types of programs in any of the multi-county service areas as long as the program's application for funding explains the reason, need, delivery of services and collaboration with the other agencies within the multi-county area. For example geography, response times, collaborative partnerships and existing services of a multi-county service area could all be possible items to consider when determining if more than one type of program (Shelter-Based, DA Comprehensive, and SA Comprehensive) per multi-county service area is necessary.

The CVAD Director and VSS Administrator requested feedback from the DA and SA Directors across the state on the types of services to assist in determining core services. The outline of the three types of services (Emergency Shelter Services, Domestic Abuse Comprehensive Services, and Sexual Abuse Comprehensive Services) are on the next few pages.

Emergency Shelter Services

Each multi-county service area could have 1 or 2 Emergency Shelter Service programs, which are each required to provide the following services:

- 24-Hour Emergency Shelter for Crime Victims (DA, SA, etc.)
 - Includes assistance with food, clothing & medical needs
 - Includes men and boys, victims from marginalized communities, and formerly incarcerated victims/survivors

- Assessing the Needs of Victims at the Emergency Shelter facility
- Advocacy to victims at Emergency Shelter facility (court/legal, housing, economic, medical, housing, personal or general advocacy, etc.) based on each individuals needs
- Case Management for Emergency Shelter Services for shelter-based clients and clients assisted by shelter-based program including victims sheltered at hotels/motels, safe homes, etc.
- Counseling: By Staff or through Collaborative Partnerships, including identification and access to alternative healing modalities for survivors
- Community Education
- Information & Referral
- Programming Specific to Children at Shelter
- Support Group for Shelter Residents
- Transportation of clients
- Volunteer Program

Each Emergency Shelter Services Program will include a line item in their budget for emergency sheltering costs such as transportation, rent, deposits, paying for hotels and motels or costs associated with victim relocation.

This plan advocates a shift from shelter-based services toward a focus on rapid re-housing into safe, permanent, affordable, housing therefore requiring programs to engage in system change advocacy related to housing in their communities.

Domestic Abuse (DA) Comprehensive Services

Each multi-county service area could have 1 or 2 Domestic Abuse (DA) Comprehensive Service Programs, which are required to provide the following services:

- 24-Hour Regional Crisis Line for Domestic Abuse Victims
- Assessing the Needs of the Victims
- Advocacy to victims (court/legal, housing, economic, medical, housing, personal or general advocacy, etc.) based on each individuals needs
- Case Management for Victims
 - Strengthen Collaborations with Local Agencies
- Community Education
- Crisis Intervention (24-hour response, contact through regional crisis lines) includes emergency response to hospitals and law enforcement to assist a domestic abuse victim.
- Emergency and long-term Advocacy (court/legal, housing, economic, medical, personal or general advocacy, etc.) based on each individual's needs.
- Information & Referral
- Programming/services available for non-abusive support systems of survivors.
- Programming for the Children (witnesses)
- System Change/Advocacy
- Scheduled outreach & services at set locations (satellite offices)
- Training and support for allied professionals

- Transportation for clients
- Trauma-specific/informed counseling strategies (individual & group)
 - Including alternative/holistic methods of healing from trauma
 - Conducted by DA Program staff and through community collaborative partners with mental health and substance abuse programs/counselors
- Volunteer Program

Sexual Abuse (SA) Comprehensive Services

Each multi-county service area could have 1 or 2 Sexual Abuse (SA) Comprehensive Service Programs, which are required to provide the following services:

- 24-Hour Regional Crisis Line for Sexual Abuse Victims
- Assessing the Needs of the Victims
- Case Management for Victims
 - Strengthen Collaborations with Local Agencies
- Community Education
- Crisis Intervention (24-hour response, contact through regional crisis lines) includes emergency response to hospitals and law enforcement to assist a sexual abuse victim.
- Emergency and long-term Advocacy (court/legal, housing, economic, medical, personal or general advocacy, etc.) based on each individual's needs
- Programming for all sexual abuse/assault victims: adult sexual assault victims, teen sexual assault victims, adults molested as children, incest survivors, and child sexual abuse victims
 - Including men and boys, marginalized communities, and incarcerated survivors
- Outreach and Programming/Services available for friends, family and people who support SA victim
- System Change/Advocacy
- Scheduled outreach & services at set locations (satellite offices)
- Transportation for clients
- Training and support for allied professionals
- Trauma-specific/informed counseling strategies (individual & group)
 - Including alternative/holistic methods of healing from trauma
 - Conducted by SA Program staff and through community collaborative partners with mental health and substance abuse programs/counselors
- Volunteer Program

Culturally Specific Service Programs

There will be a set aside (10%) for culturally specific services for domestic abuse and sexual abuse victims in Iowa. (See the formula section for more information.) CVAD Director and VSS Administrator realize that a culturally-specific program may implement services differently based on their culture.

Historically, individuals and groups of people have been marginalized and experienced a lack of access to institutions, public benefits, services and more specifically victim services and the criminal legal systems. It is the hope of the Crime Victim Assistance Division (CVAD) that victims of crime and violence in Iowa have access to equitable, appropriate, and accessible services. CVAD seeks to support the provision

of services for victims from marginalized communities that are provided by community members and organizations who work with and represent marginalized communities.

Any community-based, governmental, or non-profit organization that is organized by and for a marginalized community is encouraged to apply. Tribes or tribal organizations are also eligible and encouraged to apply. For the purpose of this proposal, marginalized communities may include ethnic and racial minorities; lesbian, gay, bisexual, and transgender communities; individuals with disabilities; and Native American communities.

A program or project of a mainstream organization may be considered by and for a marginalized community if the following exist:

- A mission statement that is separate and unique and specific to a marginalized community;
- An advisory group for the program or project that is comprised of individuals who identify as members of the specific marginalized community; and,
- A separate program budget and staff that demonstrates a concentrated focus on a specific marginalized community
- Demonstration of partnerships with organizations/agencies reflective of the marginalized community

Any program that meets the definition can apply for the set aside of these funds. The application/funding cycle is competitive. Making an application for funding does not ensure a funding award/contract.

Each culturally-specific program will need to apply for either DA Comprehensive services, SA Comprehensive services, or both for their specific culture or community. Each culturally-specific program applying for DA Comprehensive services must provide the services listed in Part B, and each program applying for SA Comprehensive services must provide the services listed Part C of the *Types of Services* section. In the application for funding, a culturally-specific program must discuss how they will input the services outlined in B and/or C in their potential service area, among other requirements.

Service Delivery

The services under this plan for crime victims should be seamless for individuals accessing services. For example, a victim would call the crisis line seeking shelter or services as they have in the past. The difference, is the number they are calling may be in their county, neighboring county, or a county in a different part of their region. A victim would still receive a timely response from the designated program in their area.

The services outlined in the IV section of this document provide a summary of the services. Recent studies demonstrated that the best opportunity for victims to leave a violent relationship and stay safe long term is to have access to safe, affordable, permanent housing. While Iowa still needs to have emergency shelter available for DA victims who are in need of immediate safety, asking the majority of DA victims to change their lives in 45 days (average shelter stay) is not reasonable or successful. Instead, we need to look at advocating and assisting victims in finding more permanent housing solutions, which can be done in different ways including but not limited to, strengthening collaborative relationships in the community. In other words, we need to make a shift from focusing our funds and our philosophy on “shelter building” and a “come to shelter” philosophy. Instead we need to promote in our communities that emergency shelter can look very different than a shelter building and still be successful. Emergency shelter can also

be hotels/motels, safe homes, or transitional housing. For example stable housing may be achieved through rapid re-housing efforts, securing scattered housing site, keeping victims in their homes by replacing locks, window/doors, or assisting women in relocating to an area where they have access to housing, etc. By rethinking how we define emergency shelter we are better able to utilize our limited resources while reaching more victims in ways that are more specific to their needs. In addition, we need to promote that services; counseling, court advocacy, personal advocacy, housing advocacy, economic advocacy, medical advocacy, etc. are essential parts of assisting victims in putting together the pieces of their life stolen from them through the abuse.

As stated in the IV section of this document, the NIPSV study shows that 80% of female Iowans (41,505) who experienced sexual violence, did so before the age of 25. As previously stated, scarce resources due to the large allocation of funds to shelter-services has meant services to SA victims have suffered. CVAD would like to stress that this is through no fault of the current SA Programs in our state, who have done the best they can on the funds and resources available. The restructuring of victim services is needed in order to increase and build capacity in services to SA victims. We cannot continue to expect service providers to “do more with less”. We instead must find a way to work differently, given the available resources. As noted previously, Iowa has an estimated 55,340 individuals who have experienced sexual violence, yet only 8% of that (4,637) sought services in Iowa’s SA Programs in calendar year 2009. Due to lack of SA-specific funding over the years, the response to victims has been focused primarily on those who seek services in a SA-specific program. Studies have shown that in order to serve SA victims successfully, services need to be brought to SA victims, and our Iowa statistics support this focus as well. In other words, we need to meet victims where they are at in their life. This Plan is an effort to create sustainable, effective services, allowing us the opportunity to provide strength-based services to both DA and SA victims more equitably in our state.

The Plan has provided an opportunity for DA and SA Programs to review their areas of strength and areas of opportunity as well as to look at how to deliver services differently; how to meet the victim where they are at in their life as well as to assess individual victim needs. The VSS Administrator is excited to see how some of the DA and SA Directors are building on each other’s strengths and working collectively in their multi-county areas to improve services to victims.

Other Service Questions

As mentioned in *II. Process for Creating a Strategic Funding & Services Plan* of this document, the CVAD held regional meetings and met with Iowa’s local DA and SA Directors in July, August and September. Through those discussions there were specific questions surrounding services that are outlined in more detail in this section of the document.

Emergency Response to Hospitals, Law Enforcement and Emergency Shelter After Regular Business Hours (On-Call)

One of the questions that came to the attention of the Division is how to cover on-call responses in the multi-county service area. In some rural areas it can be difficult to respond in a timely manner 24/7/365/year. Considering that best practice would be to respond to a crisis call within one hour, we collected input from the DA and SA Directors, ICADV and IowaCASA on how to best meet the best practice given the reality of multi-county service areas. Below are some ways to meet the goal.

- Programs must have offices/locations and advocates housed throughout the multi-county service area in order to reach victims where they are at instead of having victims come to them for services.
- DA, Emergency Housing, and SA Advocates will receive cross-training in conducting a thorough emergency response to DA and SA victims. The Iowa Coalition Against Domestic Violence (ICADV) and Iowa Coalition Against Sexual Assault (IowaCASA) have agreed to change to a unified “victim counselor” training as part of advocate certification.
 - In some geographic (rural) areas, a Program may choose to contract with, or create an agreement with another Program in their multi-county service area to have their advocates provide an emergency response to a victim. The agreement will include how to make a transition to the correct Program based on the type of victimization. This would only be allowed between the DA, Shelter-based and SA Program(s) in a given multi-county service area.
- Trained volunteers will be allowed to respond throughout the service area to a DA or SA victim(s) as long as they are cross-trained, able to provide a quality response, willing to respond, and have received additional training and supervision by both the DA and SA Programs. Each program will be required to track their volunteers and volunteer hours separately per their funding requirements.

Each Program will have to address their plan for emergency response (on-call) in their service area as part of their application for funding. In practice programs within the same region will create Memorandums of Understanding (MOUs) between one another specifically laying out their plan for such emergency response. This will help ensure cooperation within a multi-county service area to provide the best emergency response possible and also get the multi-county service area as a whole on the same page. The CVAD Director and VSS Administrator are open to not only the variety of ways above, but other ways as determined by the Program based on their service area and needs of victims.

Multi-County Crisis Line by Type of Victimization*

Currently, there are 30 local DA and SA crisis lines, a statewide DA crisis line and a statewide SA crisis line in Iowa. Based on the new multi-county service areas, the CVAD is requiring that each multi-county service area have one domestic abuse crisis line and a separate sexual abuse crisis line. This would bring the number of crisis lines from 30 to 12 plus the 2 statewide crisis lines.

The sexual abuse crisis line will be answered by a trained advocate or volunteer of the SA Comprehensive Program who can provide crisis counseling 24/7. The SA Crisis Line should be operated through the SA Comprehensive Program. During the transition year, the regional SA Crisis Line may be transferred to the Statewide SA Hotline for after hours and on weekends if there is a set procedure on responding to victims in the region. However, this must be agreed upon by the Statewide SA Hotline. If more than one program receives SA comprehensive services, the Application Review process will determine who will operate the crisis line.

The domestic abuse crisis line will be answered by a trained advocate or volunteer by the DA Comprehensive Program for a multi-county service area. The Division is allowing a compromise position allowing the domestic abuse crisis line be answered Monday through Friday during working hours by the DA Comprehensive Program and after hours by the Emergency Shelter Program if it works better for the

victims in the multi-county service area. If there is more than one DA Comprehensive Program in a multi-county service area, it will be determined in the Application Review Process who will house the DA crisis line.

Advocates and volunteers answering the domestic abuse crisis line will be responsible for conducting a housing/economic stability needs assessment in order to know what level of service the victim needs or which program to refer too. All advocates will be trained on conducting a housing/economic stability needs assessment in order to know what level of service the victim needs.

There should not be a limit on how many times a victim or survivor can call either the domestic abuse or sexual abuse crisis line or a time limit on the call. In some instances involving repeat callers, a program may negotiate the amount of time available for supportive calls. It is important to remember, however, that a repeat caller may also have needs that require more time than a previously agreed-on plan. A crisis line can be an important ongoing part of a survivor's list of coping strategies.

Subcontract of Services

Throughout the discussions with the DA and SA Directors there have been questions about whether or not a Program could subcontract with another program for services. Subcontracting is an allowable expense if it is reasonable and necessary. A few things to consider if you are requesting to subcontract with another program:

- How would the subcontract benefit victims in your service area?
- Is it the most cost effective way to provide quality services to victims?
 - The Application Review Committee and VSS staff will consider the cost effectiveness of allowing administrative costs of a subcontracting agency. How does this save fund and put more advocates in the multi-county service area to provide services?
 - Will the cost of the subcontract demonstrate the model of having the most advocates available to provide services in the multi-county service area?
- What happens to services if the program you are subcontracting with closes, or reduces services?
- How will you continue to ensure the philosophy and standards of your agency are being practiced in the delivery of services; including the day-to-day operations of the subcontracting party?
- What is your plan if the program you subcontracted with does not perform within the parameters of your funding or philosophy of your program?
- If you are subcontracting with a program that provides dual DA and SA services, how will you ensure that SA services are being provided?

As part of your application for funding you must provide any subcontracts for services to be paid with VSS funds. The CVAD Director, VSS Administrator, and Application Review Committee may award funds with stipulations on subcontracts including not allowing a subcontract or a modification of the subcontract. The VSS Program is considering having each subcontract demonstrate they are providing the most cost effective and quality services through specific reporting for each subcontract in addition to the required reports by each funded agency/program.

Volunteer Programming

Each type of program must have Volunteer Programming in order to meet the requirements of federal funding. In discussions with DA and SA Directors, some ways of conducting volunteer programming emerged:

- Each type of program would administer their own Volunteer Programming.
- Volunteer positions will have job descriptions, training and accountability measures in place.
- The DA Comprehensive, Emergency Shelter and SA Comprehensive Program provide joint Volunteer Programming. The Program would count the volunteer hours based on which Program the volunteer chooses.
- In addition, programs in a service area could agree on the volunteer hours tracking forms, volunteer application, and could jointly work on providing volunteer recruitment and training. All volunteers would sign confidentiality agreements with the Program for which they volunteer.

Consolidating volunteer training is one example of how a region can collaborate and benefit from each other's strengths.

Fundraising, Foundations, Local and Federal Government Funds

Some of the things that emerged through discussions with DA and SA Directors were how to continue to receive local funding and show how the benefits of local funding are staying in the local area. There are currently several programs that have a four or more county service area. As evidenced by these programs the process is the same for one county service area: funds should be tracked separately by county/local area in order to make sure funds are utilized in the designated county or local area. It will also require collaborating and talking with leaders in communities about how a Program will ensure the funds will stay local, how the Program will provide services, and how the Program will collaborate with other Programs to provide services.

In some multi-county service areas, DA and SA Directors are already talking about how they can partner together to write applications to the federal government, foundations and conduct joint fundraising activities to benefit all victims and all of their Programs (DA Comprehensive, SA Comprehensive and Emergency Shelter). There are discussions about how to jointly talk to United Way and local governments.

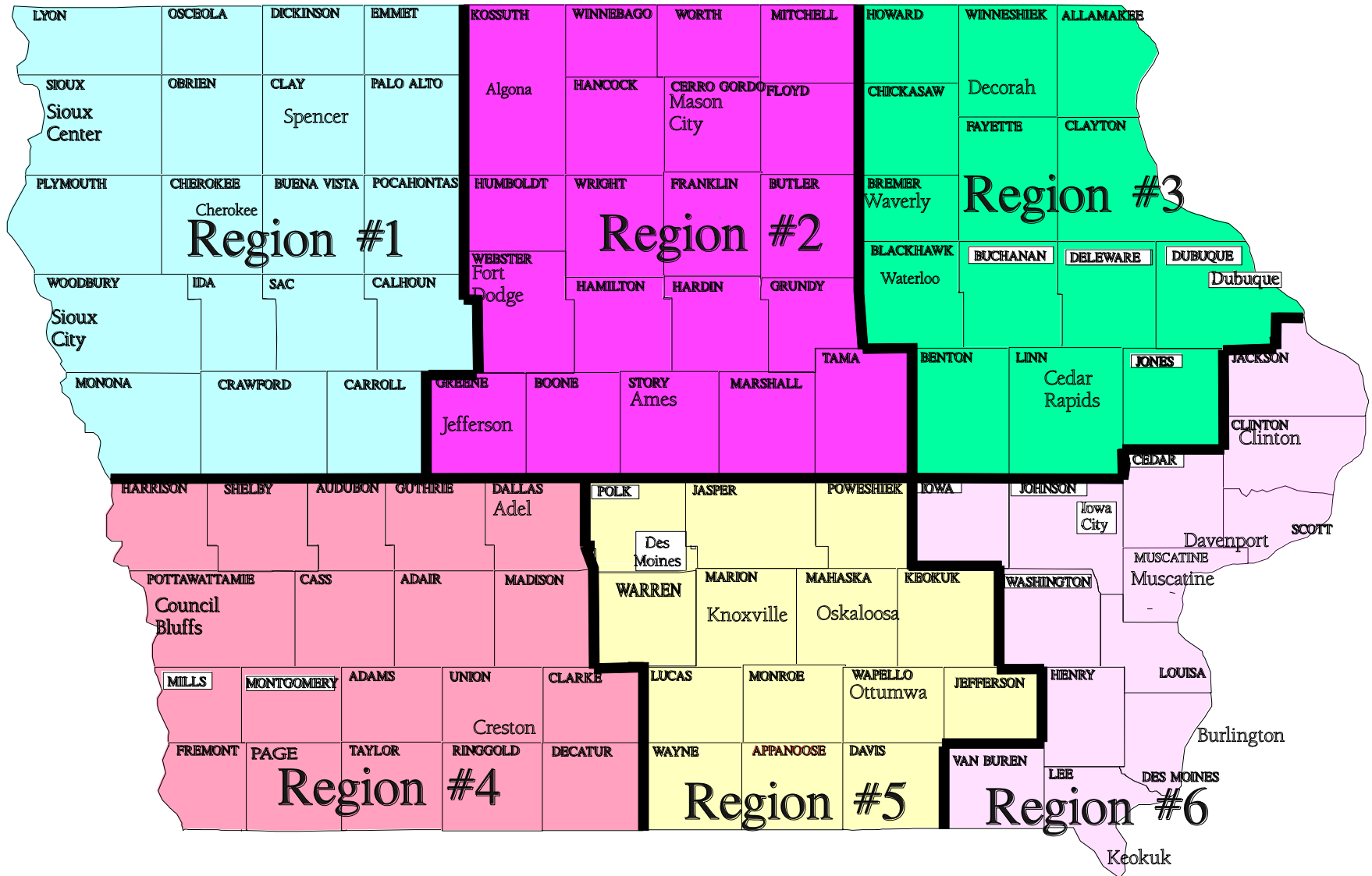
ICADV, IowaCASA and CVAD will work with Programs to assist them in making a smooth transition of services and service areas. The CVAD Director has already started talking with United Way on the importance of continuing to fund the Programs to provide services.

Multi-County Service Area

Map

The next page is a map which provides a breakdown of the six multi-county service areas. The map will assist the funds in being equitably distributed across the state. There have been changes to the map made based on information provided by the community at the community meetings that had to do with factors of how the counties shared more than DA and SA services, but community-based services.

Iowa DA/SA Regional Map for Strategic Funding & Services Plan



Formula

The CVAD Director and VSS Administrator requested input from DA and SA Directors on the formula to be utilized in equitably distributing the VSS funds to local victim service programs. DA and SA Directors voted on their preference of formulas and votes were equitably distributed between two formulas:

- (1) Formula #1: 10% to Culturally Specific programs, 60% for a base amount and 40% based on the population of the service area.
- (2) Formula #8: 10% to Culturally Specific programs, 60% for a base amount and 40% based on the population of the service area and the funds being distributed by county in each of the service area.

ICADV, IowaCASA and VSS staff also provided input on the formula in order to distribute the funds equitably between services areas and types of victimization. The CVAD Director and VSS Administrator will distribute the funds based on Formula #1.

The reason for Formula #1 is that Formula #8 would put an unrealistic burden on Programs to prove that the funds were distributed and implemented to the penny in each of the counties. Realistically, providing emergency services to victims has to allow for some flexibility in scheduling staff and funds. The CVAD Director and VSS Administrator believe all areas of the State should receive services and based on the Plan, VSS funds will be equitably distributed.

The VSS funds will be dispersed to the six multi-county service areas based on Formula #1.

Within the overall formula utilized to equally distribute the funds, the VSS Program will make sure that all the requirements by each funding stream [STOP Violence Against Women Act Formula (VAWA), Sexual Abuse Services Program Formula (SASP), Family Violence Prevention & Services Act (FVPSA), Victims of Crime Act Assistance (VOCA), State Domestic Abuse and State Sexual Abuse] are distributed within this statewide formula.

- For example, STOP VAWA has a 10% of victim service funds needs to be specific to culturally-specific program. When the formula outlined in **VII. Formula (1)** is distributed/allocated the VSS Program will make sure this requirement is met.
- Another example, is that FVPSA requires a 70% of the funds be utilized for shelter-based programs. When the formula outlined in **VII. Formula (1)** is distributed/allocated the VSS Program will make sure this requirement is met.

Transition Plan

The CVAD Director and VSS Administrator in consultation with ICADV and IowaCASA will write a transition plan of services for any program that does not receive VSS funding and to assist Programs receiving funding in a new service area. The plan will include but not be limited by the following:

- transition of outreach services,
- transition of shelter services,
- ensuring client records retention,

- ensuring financial records retention,
- community notifications including making introductions between current collaborative partners and the new Program to provide services,
- mileage to set-up introduction meetings with key community stakeholders in new service areas,
- equipment for advocates to be more mobile,
- consulting fees around dissolving programs,
- staff and volunteer notification, and
- other items as determined by the CVAD.

The CVAD Director and VSS Administrator will continue to gather input from DA and SA Directors to create a plan that can be implemented.

In discussions with ICADV and IowaCASA and in order to make a transition complete, there will be a 3-month transition period (July 1-September 30, 2013) in order to assist programs in making this transition. If a larger appropriation is made available a 9-12 month transition plan will be considered. In order to make this transition as smooth as possible, CVAD will issue one time scope contracts through an application process that will begin in June. The range of funds available to apply for will be determined after the appropriation has been determined. Any of these scope contracts with unspent monies at the end of the contract period, will be reverted to the Fund for future victim service programming.

CONCLUSION

This Plan is a basis for strengthening victim services and equitably distribute funding, so victims will receive strength-based services. Over the past ten years Iowa has seen eleven victim service programs close due to funding shortages. State and federal funding reductions have made it impossible to continue providing services at the level we have provided them here in Iowa. Iowa Attorney General Thomas J. Miller has allowed CVAD to utilize funds from our reserve to sustain programs through current reductions; however this is not a sustainable long-term solution. There are victim service programs in our state, in jeopardy of closing their doors, or minimizing services due to decreases in funding, at no fault of their own.

It became apparent the majority of VSS funds were being funneled to shelter services. Through an evaluation of current service provision, shelters in Iowa are only serving roughly 11.2% of the total number of victims being seen by our programs. The remaining 88.8% are receiving other services from our programs, such as advocacy, counseling, safety planning, court accompaniment and other comprehensive services. We recognize that shelter is a critical piece of the puzzle in serving victims of DA and SA however it is not the only piece and we need to expand our definition of what victims need.

Both on the State and National level, we are finding victims are seeking more permanent, stable housing options, rather than traditional emergency sheltering. In Iowa, over the past three years, we have seen a 40% decline in victims seeking shelter in urban areas and a 17% decline in rural shelter usage. We also found our shelter vacancy rate at a point in time study was 42%. This means only 58% of the shelter beds in Iowa were being used at a given time. In addition, an estimated 55,340 Iowans reported experiencing sexual violence (SV) in 2009 and due to the lack of resources and staff, SA Programs were only available to respond to 8% (4,637) of those

victims. It is very clear we need to recognize the needs of victims are changing. This Plan is meant to ensure service provision and the allocation of resources, are always taking into account the currently unmet needs of crime victims.

While we recognize the victim service field is in dire need of additional resources, we have to continue planning based on the current funding levels. If we would have had to pass down the funding cuts we were able to make up for this year (approximately \$1 million), several programs around Iowa would end up closing their doors. The trickle down effects of funding cuts has steadily resulted in the closing of programs throughout Iowa. This Plan is necessary in order to take a proactive approach to restructuring victim services, in order to ensure quality, efficient services in all areas of Iowa, for all crime victims.

DEFINITIONS

All services provided by a DA and SA program is voluntary based on choices articulated by the victim/client.

Client Services

Advocacy	<p>Advocacy is active support for a cause, person, or policy. Individual advocacy is based in empowerment and supporting a survivor's choices. Individual or personal advocacy is a partnership with a client working toward change in which a staff person offers options to help clients make their own choices and decisions about their lives; links survivors to formal and informal supports; provides information, support, practical assistance, and mentoring. Advocacy is providing information and support on various options after violence, facilitating survivors' access to desired services, and ensuring the survivor is treated with dignity and respect by institutions. Advocates provide services to survivors no matter when the violence occurred.</p> <p>Advocates speak or act on another's behalf; representing the interests and needs of survivors within systems, agencies, and communities in order to improve the helpfulness of responses to abuse and hold perpetrators accountable and also to promote social change to prevent abuse from occurring and/or a person who engages in these activities.</p>
Legal Advocacy (DA)	<p>The purpose of legal advocacy is to ensure fair treatment and accessibility for victims within formal court systems. Legal advocacy for domestic abuse victims, includes at a minimum: basic information about legal rights, options, and processes regarding criminal cases of abuse, dissolution, and custody; information and assistance in obtaining a restraining order; accompaniment to depositions, and hearings for criminal and civil cases; referrals for legal representation; assistance accessing the legal system (e.g. obtaining translation services; faxing documents to another county, etc.); providing counseling and safety planning that may be required as a condition to remove a criminal no contact order; working collaboratively with the victim witness coordinator to eliminate barriers to participation in a court case. More extensive legal advocacy includes: maintaining a Court Watch program to monitor and impact court responses; advocacy for felony cases; assistance preparing immigration papers; development and participation in DART teams.</p>
Legal Advocacy (SA)	<p>Legal advocacy is helping a survivor navigate the criminal and civil legal systems and ensuring the survivor is treated with respect and dignity, including: accompaniment to all police and court appearances; information on police reporting options; information on prosecution and sentencing options; planning for security, including protective orders (if eligible); information and support on civil legal issues, including immigration, housing, school, and employment;</p>

	referral to knowledgeable and compassionate civil legal attorneys; liaising with Victim/Witness coordinators or systems advocates to facilitate survivor’s access to court appointments, etc.; assistance with Victim’s Compensation and other procedures related to the violence; and options for criminal, civil, and safety-related—for survivors of long-past sexual violence.
Medical Advocacy (SA)	Medical advocacy is providing information and support related to healthcare after violence, including: accompaniment to <i>emergency</i> medical procedures, such as SANE exams, and <i>ongoing</i> medical care, such as follow-up STI testing or dental exams; information on healthcare options, emergency and ongoing; information on forensic exam options; accurate information on STIs, pregnancy, and other health issues; referral to knowledgeable and compassionate healthcare providers for ongoing medical care healthcare options for survivors of long-past sexual violence; and assistance with billing and Victim’s Compensation.
Medical Advocacy (DA)	Hospital/medical advocacy refers to in-person crisis intervention, advocacy, information, and referral for victims of domestic violence/abuse, and non-offending accompanying individuals, provided in a medical facility and/or relating to the survivor’s health needs. At a minimum, this includes such services as accompaniment and support during examinations, information about victim rights in regard to reporting injuries to law enforcement, and assistance applying for crime victim compensation to reimburse medical expenses. Expanded medical advocacy would include assisting a client to meet ongoing healthcare needs, (e.g. transporting to University of Iowa Hospitals for care, facilitating access to prescribed medications, hosting a well-child clinic on site, connecting a client to visiting nurses services); building collaborative relationships with family practice , reproductive health care, and non-emergency services providers.
General Advocacy (SA)	General advocacy, or case management, is providing ongoing advocacy to assist sexual assault victims in meeting their additional needs in accessing services not provided by the program, including but not limited to legal services; housing (transitional, temporary, permanent); financial assistance; mental health services; alcohol and other drug treatment and recovery programs; immigration assistance; healthcare; employment; and parenting assistance.
Case Management (DA and SA)	Assisting a client in the development of a plan to meet current and ongoing needs for safety and well-being, and coordinating the implementation of that plan by: facilitating the provision of services provided by agencies and other professionals; linking the client to formal and informal supports; and follow-up. Activities on the plan may include: ongoing and long-term safety planning; medical, nutritional and/or health services; law enforcement assistance; legal remedies and services; public assistance services, including job training and support services; short-term, transitional and/or permanent housing; child care services and parenting education; child protection services; alcohol and drug evaluation and education;

	<p>alcohol or substance abuse treatment services; services for persons with disabilities; transportation assistance; education, continuing education, GED and/or literacy classes; lesbian, gay, bisexual or transgendered support services; employment readiness services and/or job training; interpreter/translation services and/or immigration assistance; financial planning and credit rights information and services; and/or other related services as needed.</p>
Counseling	<p>Counseling supports the survivor’s emotional healing through empowerment, validation, psycho-educational skill development, normalizing, encouragement, and listening. It helps survivors sort out their options; to end feelings of isolation; to gain personal empowerment; and to heal the traumatic effects of violence. Counseling is provided by trained Victim Counselors and may occur in individual or group settings. Counseling may include a range of modalities and techniques, including experiential methods specifically for children.</p>
Support groups	<p>Support groups are a safe space for survivors to share information, support, and validation to support each individual’s healing and break the sense of isolation many survivors feel. Support groups may be curriculum based and time-limited, and should be segregated as much as possible by type of victimization.</p>
Crisis intervention (including crisis line or hotline services information)	<p>24-hour, fully accessible crisis intervention, including toll-free telephone line (crisis line), staffed by trained staff and/or volunteers of the program to stabilize emotions, clarify issues, provide support, and explore options to meet the individual’s immediate needs. A pager system, message machine, answering service, or call-back services are not crisis line/hotline services.</p> <p>Crises may include the current victimization incident, but also emotional crises related to memory, disclosure, traumatic event, or any legal proceeding or involvement. Crisis intervention provides support, listening, help in developing coping skills, education about the violence and the effects of violence, information on advocacy, information on legal options and rights, information on medical options, and short-term crisis counseling to anyone who is coping with the effects of violence. It also includes assessing risk/danger, assessing suicide lethality/homicide lethality, needs assessment, establishing rapport, identifying current problems, safety planning, exploring alternatives, assisting in formulating an action plan, and providing resources for follow-up.</p> <p>If crisis intervention is limited within the program (e.g., limited hours or limited training advocates), program staff are to be knowledgeable of providers and contact information for trained 24-hour crisis intervention for sexual violence or domestic violence/abuse survivors.</p>
Children’s Programming	<p>A program specifically designed for children who have been victimized and traumatized by abuse they have sustained or by exposure to a domestic/sexual violence perpetrator. Activities might include mother/child interactive playtime, peer support groups, art therapy, child care, and prevention programming. A children’s</p>

	<p>program can provide information to children about domestic abuse, sexual abuse, healing, dealing with conflict, trauma, and devising safety plans. Children’s programs may also include components of all of the above activities focused on the needs of older youth, as well as social change and primary prevention efforts. Child services are provided in an appropriate setting, with furniture and equipment for children.</p> <p>A child advocate is a paid or volunteer victim services professional specifically trained to provides specific, competent services to child and teen survivors. Child advocates provide</p> <ul style="list-style-type: none"> • crisis intervention and crisis counseling to children • safety planning • facilitating access to schooling • assistance in the reporting of child abuse • providing information about parenting techniques, children’s trauma issues and recovery from trauma, • engaging in secondary and primary prevention efforts • developing and implementing programming for children, • advocating for children within the juvenile, civil, and criminal court systems, • advocating for families engaged with the child welfare system • and strengthening the relationship between non-offending parents/caretakers and children.
Client assistance funds	<p>Small grants made to clients to assist with safety needs when other means are unavailable and where such assistance provides a quick solution to implementing or preventing a barrier to implementing a client’s safety plan, such as: buying smoke detectors, making a payment to a utility company to ensure service until other supports become available, buying school supplies, paying for bus tickets.</p>
Economic Justice Advocacy	<p>At a minimum, economic justice advocacy assists individual clients with accessing basic needs such as food, clothing, and housing. Holistic economic justice advocacy and programming includes an array of activities aimed at removing economic inequalities and promoting personal well-being and safety through economic empowerment, such as: offering financial literacy classes; assistance identifying and applying for educational grants; connecting clients to programs for adult and returning learners, life-skills training, and job-training; information on landlord tenant issues and rights; assistance applying for welfare, disability, or other benefits; etc.</p>
Rapid Rehousing	<p>Rapid Rehousing provides rental assistance to homeless individuals, families with up to 24 months of rental assistance. The assistance can be short-term (up to 3 months) or medium term (up to 24 months) and there is broad discretion on type length and depth of assistance. As with all our programs, rental assistance programs should be a voluntary option not a required program. In order to qualify as rapid rehousing, the homeless individual or family must have a lease with the landlord.</p>
Safe Homes	<p>Safe homes provide temporary shelter to survivors of domestic abuse</p>

	<p>within a trained volunteer’s home or a motel/hotel. They may be used when: shelter services are not available in the region; shelters are filled to capacity; the distance between the individual or family seeking safe shelter and the shelter facility prohibits immediate access to the facility; the individual or family seeking safe shelter has special needs best served by shelter provision through a motel/hotel placement, including the gender of the individual seeking shelter, wheelchair or other accessibility needs; safety or other circumstances.</p>
Safety Plan	<p>A safety plan is an individualized plan to address the barriers to achieving safety and well-being faced by survivors of abuse. Safety plans may include: medical, nutritional and/or health services; law enforcement assistance; legal remedies and services; public assistance services, including job training and support services; short-term, transitional and/or permanent housing; child care services and parenting education; child protection services; alcohol and drug evaluation and education; alcohol or substance abuse treatment service; mental health services; enhancement of coping skills for trauma; respite care; services for persons with disabilities; transportation assistance; education, continuing education, GED and/or literacy classes; lesbian, gay, bisexual or transgendered support services; employment readiness services and/or job training; interpreter/translation services and/or immigration assistance; financial planning and credit rights information and services; and/or other related services as needed.</p>
Shelter	<p>Shelter is a temporary emergency housing solution that typically involves a communal living space with varying availability of private living space such as bedrooms. Shelter is staffed by advocates twenty-four hours a day who are available to provide information, referral, and support. Shelter also provides for basic food, clothing, telephone, and hygiene needs. Length of stay is typically from a few weeks to a few months until stable housing can be secured. Immediate safety risk, e.g. a victim is awaiting the trial of a perpetrator out of bail who has threatened to harm her, is typically the reason for shelter services.</p>
Transitional Housing	<p>The goal of transitional housing (TH) is to help residents achieve self-sufficiency. Best practice aims to move a resident as quickly as possible into market/permanent housing. In Transitional housing programs, the residents do not have a lease. Transitional housing provides up to 24 months of housing for homeless individuals and families. Transitional housing residents may be asked to pay up to 30% of their income into an escrow account or to help support the program.</p>
Transportation Assistance	<p>Transportation means transporting a client directly (staff person drives the person to the necessary location in either a personal or agency vehicle) or indirectly by providing a bus pass, bus or train ticket, paying or arranging for car repair, or assistance in arranging transportation through third parties such as county agencies or the Veterans Administration.</p> <p>At minimum programs should assist with transportation to other</p>

	victim service agencies and to ensure access to immediate basic needs such as food, clothing, and shelter.
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Community Services

Awareness	Awareness activities increase community and allied agency knowledge about forms of victimization, oppression, etc., and the issues that surround them; and ensures that information about a victim service agency's mission and services is well-known, accessible, and ubiquitous. Awareness is not outreach.
Community Organizing	Community organizing is a broad term used to encompass a variety of methods aimed at bringing together the talents, resources and skills of people in the community in order to increase their collective power and create social change. Community organizing must bring together diverse group of stakeholders, as domestic violence/abuse and sexual assault/abuse advocates and programs we cannot succeed in social change work alone.
Community Presence	Programs are an active and visible community presence, clearly identified as the rape crisis center/domestic violence/abuse program. Programs participate in community task forces, Domestic Abuse Response Teams (DARTs), Sexual Abuse Response Teams (SARTs), and other efforts to respond to violence. Whenever possible, written protocols and interagency agreements are to be established for coordinated community responses to victimization, such cooperative agreements can be used to further common goals across programs in the community. Programs publicize services on a regular basis, using a mix of marketing strategies. Programs direct particular outreach efforts to marginalized populations in the community.
Information & Referral	Programs make referrals to other community services, and provide general information and resources about healing to survivors and community members. The extent of program involvement in education/outreach will be such that the program is viewed as a vital member of the community. The development of education/outreach methods should be guided by and reflect the diversity and character of the community. For example, written and broadcast service information might be made available for non-English speaking populations to match the diversity of the community.
Outreach	Outreach includes learning about communities and engaging its members in discussions of how domestic and sexual violence manifest within that community; how other experiences such as poverty, racism, or isolation impact the issue of violence; traditional ways and resources for communities to deal with social problems; how our programs might be of service to the community; and developing resources and leadership within that community. Outreach is not awareness.
Peer Resource	Programs act as a peer resource, providing advice, assistance, training, and support on a range of organizational and direct service issues for one another. Programs may develop expertise in certain technical assistance areas. Programs will also facilitate access to the coalitions and other resources for training and technical assistance.

Prevention	Prevention is a systematic process that promotes healthy environments and behaviors and reduces the likelihood or frequency of domestic and sexual violence occurring. Prevention programming “seeks to bring about change in individuals, relationships, communities, and society through strategies that: 1) Promote the factors associated with healthy relationships and healthy sexuality, and 2) Counteract the factors associated with the initial perpetration of sexual violence and intimate partner violence. This work values and builds on the strengths of diverse cultures to eliminate the root causes of sexual and intimate partner violence, and create healthier social environments.” (Virginia Sexual & Domestic Violence Action Alliance, 2009). These strategies focus on: stopping conditions that support domestic and sexual violence; promoting conditions that inhibit domestic and sexual violence; and promoting positive behaviors and developing skills that we want others to adopt in order to prevent domestic and sexual violence. In other words, it is focused on decreasing risk factors and increasing protective factors. Examples of primary prevention include, but are not limited to: healthy relationships programming; consent and healthy sexuality work, work that seeks to break down ridged gender stereotypes, and bystander intervention. Awareness is not prevention.
Systems/Institutional Advocacy	Advocating for change in the system responses to all survivors or large clusters of domestic and sexual violence survivors, not individual cases, is an important component of anti-violence work. It is active engagement with agencies and social institutions to change policy, practice, beliefs, and attitudes. Programs shall build relationships with a broad range of service providers in the community, including nontraditional partners. Relationships with other victim service programs and other providers outside of direct victim services are crucial to enhancing overall services; these relationships ensure that community service to victims is based on accurate and up-to-date knowledge of services and partnerships. Programs offer training to systems professionals to build the system’s capacity for compassionate and competent victim response.

Organization

Certified Domestic Abuse Advocate	The term Certified Domestic Abuse Advocate describes an advocate who has met the minimum requirements for a victim counselor as well as completed the advanced training, supervision, and client contact requirements outlined in the certification manual and have been approved ICADV's certification committee. They are bound by the Certified Domestic Abuse Advocate Code of Ethics.
Certified Sexual Assault Advocate	The term Certified Sexual Assault Advocate describes an advocate who has met the minimum requirements for a victim counselor as well as completed the advanced training, supervision, and client contact requirements outlined in the certification manual and have been approved IowaCASA's certification committee.
Client	Client refers to all persons, including minors, receiving services from

	victim service programs and their agents. Clients include persons variously referred to as “victims,” “survivors,” “residents,” “guests,” or “the women, men and youth served by DA and SA Programs.”
Consultation	Consultation includes: action planning and case management, debriefing of personal reactions to advocacy work, policy or procedure clarification, assistance with resolution of ethical or boundary dilemmas, information and direction on specific issues, and reviewing training received for comprehension and application. Consultation can be face to face or by phone.
Cultural Competence/Anti-Oppression	<p>“Cultural competence refers to the process by which individuals and systems respond respectfully and effectively to people of all cultures, languages, classes, races, ethnic backgrounds, religions, and other diversity factors in a manner that recognizes, affirms, and values the worth of individuals, families, and communities and protects and preserves the dignity of each” (NASW Standards for Cultural Competence in Social Work Practice, 2001). Demographics of the staff, volunteers, board, and service population should roughly reflect those of the geographic area served, excepting programs specifically targeted toward underserved populations.</p> <p>Programs promote equal service access for all individuals and ensure that training and education are available to the community served. Programs are not to deny service on the basis of race/ethnicity, language, sex/gender, age, sexual orientation, (dis)ability, social class, economic status, education, marital status, religious affiliation, residency, or HIV status. If program service is inappropriate for an individual, referrals are to be provided to those persons not served. Program staff should be well-versed in appropriate and acceptable responses to spiritual dimensions of trauma and make appropriate accommodations for culturally specific spiritual practices.</p>
Direct Services	Contact made by an advocate with an individual victim. Direct service activities may include answering crisis calls, shelter monitoring, court or law enforcement accompaniment, responding to clients in health care settings, individual counseling, support groups, supervising children’s activities, and other activities that bring advocates and clients in personal contact. Direct service does not include coalition building activities, fund raising, community education, grant writing, personnel management, and similar, necessary, but indirect work.
Domestic Violence/Abuse	Domestic violence/abuse,(also known as <i>domestic abuse</i> or <i>battering</i>), is a pattern of intentional behavior, including coercion, threats, emotional and physical abuse, whose purpose is to gain power and control over a current or former intimate partner.
Domestic Violence/Abuse Program	Includes all projects or programs that are members of the Iowa Coalition Against Domestic Violence providing services to battered women, men and their children.
Indirect Victim/Secondary Victim	A person impacted by a crime who was not the direct victim of the crime, often a friend, family member, or significant other, or member of the victim’s community, such as the parent of a homicide victim, the boyfriend of a rape survivor, the ethnic community of a hate

	crime victim, etc.
Limited English Proficiency (LEP)	<p>“The federal government and those receiving assistance from the federal government must take reasonable steps to ensure that LEP persons have meaningful access to the programs, services, and information those entities provide. This will require agencies to think of creative solutions to address the needs of this ever-growing population of individuals, for whom English is not their primary language.</p> <p>Who is a Limited English Proficient Person? Persons who do not speak English as their primary language and who have a limited ability to read, speak, write or understand English can be limited English proficient, or “LEP.” These individuals may be entitled to language assistance with respect to a particular type of service, benefit, or encounter.”</p> <p>Excerpt above taken from the http://www.cops.usdoj.gov/pdf/LEP-recipient-factsheet.pdf.</p>
Prison Rape Elimination Act (PREA)	The Prison Rape Elimination Act is the first United States federal law passed dealing with the sexual assault of prisoners and was enacted in 2003.
Rural	There are many ways to define rural, depending on the purpose. Sims suggests that “rurality exists more as a state of mind and attitude than as an area on a map or a ratio of persons per square mile” (as quoted by NSVRC, 2003). Rural communities have unique cultural characteristics that influence the way services are provided and accessed (NSVRC, 2003). These unique characteristics born of the geographic, and sometimes social, isolation provide unique strengths and challenges to those providing sexual assault and domestic violence/abuse services and require particular consideration in service structure and mandates.
Sexual Assault/Abuse Program or Rape Crisis Center	Includes all projects or programs that are members of the Iowa Coalition Against Sexual Assault (IowaCASA) providing services to sexual abuse/assault/violence survivors and prevention of sexual violence/abuse.
Sexual Violence	The World Health Organization defines sexual violence as “Any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic, or otherwise directed, against a person’s sexuality using coercion, by any person regardless of their relationship to the victim, in any setting, including but not limited to home and work.” Additionally, WHO emphasizes that a person who commits sexual violence uses coercion, which can include “physical force...psychological intimidation, blackmail or other threats—for instance, the threat of physical harm, of being dismissed from a job or of not obtaining a job that is sought. It may also occur when the person aggressed is unable to give consent—for instance, while drunk, drugged, asleep or mentally incapable of understanding the situation” (Jewkes, Sen, and Garcia-Moreno, 2002, p. 149). Programs serve all survivors of sexual violence, no matter when the sexual violence occurred.

Significant Others	Romantic or sexual partner, family member, friend, or others on whom an individual is dependent for meeting part of her or his mental, physical, financial, social, emotional, and spiritual needs and who is indirectly affected by the violence.
Trauma-informed	A trauma- informed approach recognizes that adverse life experiences are common among people seeking services, and how pervasive reactions to trauma are in terms of mental health, physical health, coping skills, help-seeking behaviors, and human relationships. A trauma-informed agency assesses its organization, policies, and service delivery to ensure every step includes a basic understanding of how trauma affects the physical, mental, and emotional well-being of clients, and modifies the agency’s functioning to respect the vulnerabilities of survivors, support recovery, and avoid re-traumatization.
Underserved Communities	Historically, our services have not reached many people who have a need for services. These underserved groups include: people from minority ethnic groups, people with disabilities, LGBTQ people, elder clients, immigrants, people who are or have been trafficked, people from marginalized religious/spiritual communities, people living in extreme poverty, incarcerated victims, adult survivors of incest, parents of abused children, sex workers, and people working in prostitution or the pornography industry.
Victim/perpetrators	<p>The member programs of IowaCASA and ICADV retain the right to assess who is the primary physical aggressor and who is a victim eligible to receive services regardless of previous assessments or labeling by the court system, child protective services, etc.</p> <p>Some survivors also perpetrate violence, both sexual and domestic. RCCs sometimes learn of survivors’ perpetration from the survivors themselves, sometimes from a report from a victim or law enforcement, and sometimes from staff or shelter guests’ eyewitness accounts in shelter. Sending these clients to offender treatment immediately may seem like the simplest or best solution, but it does not meet the needs of the client as a whole person. There are several questions to consider in constructing guidelines for these clients. Programs should consider each individual case, considering these questions:</p> <ul style="list-style-type: none"> • What is the nature of the offense? • How can we keep our program and other clients safe? • What services are we qualified to provide? • How can we act with compassion and ethics?
Victim Counselor	An advocate who has completed the required training as outlined in Iowa Code to provide domestic violence/abuse or sexual assault advocacy who works (paid or volunteer) under the supervision of a member program of either IowaCASA or ICADV.

Volunteers	<p>Programs utilize volunteers from the community in prevention, direct service, fundraising, and other aspects of the program. The program has written policies and procedures regarding the recruitment, screening, training, supervision and/or dismissal of volunteers who provide both direct and indirect services. Such policies will clarify the roles and contributions of volunteers to the program's provision of service, with specific detail addressing how, when, where and the frequency with which volunteers will be used. All paid and unpaid staff and/or volunteers are required to complete the training requirements as outlined by IowaCASA, ICADV, and the Iowa Code. Volunteers and paid staff routinely interact, and paid staff for their contributions should actively recognize volunteers.</p>
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