Self-Assessment Tool

Oregon Domestic Violence & Sexual Assault Program Standards



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Introduction

How to Use This Tool...

This Self-Assessment Tool is intended to offer support and guidance to:

- New programs those programs within the first 24 months of operation at the time of request for review;
- Established programs those programs that have been providing crisis intervention, advocacy and support services for more than 24 months;
- Programs facing the difficult decision to scale back services due to reductions in funding; and
- Programs looking to expand or enhance their current service level.

Technical assistance in applying this tool is available through The Oregon Coalition Against Domestic and Sexual Violence.

Gender Specific Language

The information and programs discussed in this manual can apply to services for females and males; however since the majority of this document addresses shelter services (which usually only serve females and children) the female gender is used to refer to the recipient of services. It is also important to acknowledge that the majority of victims who report domestic violence and sexual assault are women. Overwhelmingly, the perpetrators of the violence are male. However, there are incidents when males are victims of domestic violence perpetrated by females and battering can occur in same sex relationships. Therefore, it is important to have services available for male and female victims and batterers.

Project Purpose

The purpose of this self-assessment tool is to ensure safe and confidential crisis intervention, advocacy, and support services for victims and survivors of domestic violence (DV) and sexual assault (SA) served by programs. These five (5) goals have been adopted to guide programs to provide services from the belief that everyone has the basic right to live free from violence and the threat of violence:

- 1. Victims/survivors of domestic and sexual violence have the right to expect that all services offered by victim advocacy programs will meet the benchmarks of quality and consistency throughout the State of Oregon.
- 2. All legal requirements are met and addressed by domestic and sexual violence programs throughout the State of Oregon.
- 3. Advocacy programs should acknowledge and encourage cultural diversity within the program, staff, volunteers, Board Members, and in program outreach activities. Further, the program will strive to work towards cultural diversity within their communities through social change activities.
- 4. These guidelines are designed to give assurance to funding agencies/sources that the DV and/or SA program has met the necessary benchmarks to provide advocacy services that are safe, confidential and appropriate.
- 5. These guidelines may inform funding agencies/sources, including individuals and organizations, that all grant funding is used appropriately and in accordance with all State and Federal regulations and laws. These guidelines are designed to provide assurance to individuals and organizations that donations made to the program are used appropriately and in accordance with Federal and State law.

Terms and Definitions

Abusive Behaviors: include but are not limited to: verbal assaults and threats, emotional abuse including intimidation and isolation, physical, sexual abuse, the use of weapons, the destruction of property and violence toward others significant to the victim. Abusive behavior also includes exerting power over another's financial status, social status, mental health, and immigration status.

Advocacy: to be a supportive presence while a survivor/victim goes through various, often difficult, procedures. To be available for processing feelings and providing information to the survivor and for ensuring that the survivor's rights are met through her/his interactions with other agencies or departments.

Advocate: an individual whose role is to provide emotional support, information and options, educate family and friends, and ensure the survivor's voice is heard by legal and medical personnel.

Child Sexual Abuse: forcing, threatening, or coaxing a child into sexual contact. This abuse can take on many forms, including body exposure, verbal abuse, touches and penetration.

Client: refers to a person (victim or survivor of domestic or sexual violence) who is currently, or has received in the past, any crisis intervention, on-going services or support from the advocacy program.

Conflict of Interest: staff, volunteers, board members and paid consultants having any direct or indirect financial interest in the program's assets, business affairs, leases or professional services; Board members receiving payment, except where permitted by law; Preferential treatment of board members, staff, volunteers and consultants in applying for or receipt of the program's services.

Confidentiality: communication between a victim/survivor and an advocate not intended to be disclosed to third persons except for persons present to further the interest of the victim/survivor, persons reasonably necessary for the transmission of the communication, or persons who are participating in the treatment of the victim/survivor, including members of the victim/survivors family (definition adapted from Psychotherapist-patient privilege ORS 40.230); confidentiality is critical to client-staff relationships and to the effective counseling and provision of services; a variety of federal and state statutes, rules and judge-made ("common") law, govern the confidentiality of program records.

Consent to the Release of Information: a signed agreement between the victim/survivor and an advocate in which the victim/survivor consents to the release of confidential information.

Controlling Behavior: ongoing behavior on the part of the abuser in the relationship designed to maintain power over their partner/s.

Cultural Competency: the ability of the program to recognize the diversity of a community's perspective based on factors including race, ethnicity, sexual orientation, disability, income, geographic influence, religion and age.

Domestic Violence: domestic violence is a pattern of coercive tactics that can include physical, psychological, sexual, economic, and emotional abuse, perpetrated by one person against an intimate partners, with the goal of establishing and maintaining power and control.

Domestic Violence Victim/Survivor Service Program: domestic violence programs provide a wide variety of services to respond to the need of victims of DV and SA and provide support and advocacy services to both sheltered and non-sheltered DV and SA victims.

Empowerment: an active process moving toward information and choices, autonomy, self-sufficiency, responsibility, control of one's life.

Human Trafficking: the recruitment, transportation and/or harboring of persons using violence or the threat of violence, deception or coercion. The person is bought and sold, held captive, brutalized and exploited for profit, both nationally and internationally.

Intimate Partner Violence (IPV): IPV is where one partner in an intimate relationship uses physical violence, sexual violence, threats of physical or sexual violence, psychological/emotional abuse, stalking and/or economic abuse to establish a pattern of coercive power and control over his/her intimate partner. Intimate partners include current spouses, former spouses, current non-marital partners and former non-marital partners. Common-law spouses are included under the term non-marital partners. The intimate partners may not have cohabitated or had sexual relations.

Intimate Relationship: a relationship between two individuals that is or has previously been or intended to provide emotional and/or physical intimacy.

Mission Statement: an organization's fundamental purpose. It's why you exist as an agency.

Oppression: oppression is systematic mistreatment of a group by another group or people acting on behalf of society as a whole. This mistreatment may be both institutionalized and socially condoned. Common forms of oppression include sexism, heterosexism, and ageism, ableism, educational and class privilege.

Philosophy Statement: is a statement capturing your agency's core values. This reflective and thoughtful document should speak of your commitment, goals, and justification of why your agency works the way it does.

Prostitution and Sex Work: prostitution is the sale of sexual services (examples: oral sex, sexual intercourse) for money. A person selling sexual services is a prostitute, a type of sex worker. There is a large degree of diversity and stratification of experiences within prostitution from straight and gay prostitutes on the street to elite escort services. The range of experiences

increases again if we explore sex work that takes into account exotic dancing, the adult movie industry and an increasing number of people who run an adult-oriented web site that features them.

Re-disclosure of Information: disclosure of the client's information by an individual or agency that received the client's information from a program (as stated on the Release of Information form signed by the client). This re-disclosure of information may be unintentional.

Safe Home Programs: safe home programs are defined as those programs providing basic, temporary emergency housing services. This service typically issues vouchers for temporary emergency housing. Programs also utilize private homes offered by volunteers. When private homes are used all residents must pass the criminal background check and are subject to any security measures required of shelter staff.

Sexual Assault: includes a wide range of victimizations, distinct from rape or attempted rape. These crimes include completed or attempted attacks generally involving unwanted sexual contact between the victim and offender. Sexual assaults may or may not involve force and include such things as grabbing or fondling. Sexual assault also includes verbal threats. The term sexual assault encompasses the more global scope of the problem.

Sexual Assault Victim/Survivor Service Program: sexual assault programs may be a "stand alone" program or may be incorporated with domestic violence services. SA programs provide a variety of services to respond to the need of victims/survivors. Services to SA survivors/victims must address the specific needs and support required by the individual.

Shelter Programs: shelter service programs provide longer-term shelter to victims and their children.

Stalking: a course of conduct directed at a specific person that places a reasonable person in fear for her or his safety. It is against the he law in every state.

Survivor: is an individual who has been victimized and is no longer in crisis but has had their lives impacted by violence. This definition also includes an individual who has been injured physically or emotionally but lived through the violent attack.

Transitional Housing Services: transitional housing provides long-term housing and broad case management to victims and their children.

Victim: refers to the individual who has been subject to a crime or other violence at the hands of another person. That violence includes but is not limited to domestic or sexual violence and/or the following examples: physical\sexual assault or molestation; emotional abuse or maltreatment; social or financial isolation.

Program Administration

Domestic Violence and Sexual Assault programs, new and established, should adopt sound policies and procedures to guide them in the effective management of the their services. Effective program administration policies are necessary to ensure there is a safe and supportive environment for the program clients, volunteers, staff and the board of directors. Effective program administration includes the following concepts:

- Assurance that the Program's services are available and delivered to victims/survivors of DV and SA without discrimination due to race, religion, disability, national origin, sexual orientation, gender, age ethnicity income status, marital status or any other basis prohibited by federal, state, or local law.
- Assurance that every effort is being made so that any barriers to services are identified and eliminated
- Assurance that the program's premises, drop-in office space, safe homes, and shelters are safe, functional, and are in compliance with local fire and building codes and standards
- Assurance that the Program is accountable to its board, community and all funding sources in regards to appropriate and legal fiscal management

The following documents are maintained and available for review to insure that the program administration complies with all federal and state laws and regulations, and with requirements made by funding agencies:

Articles of Incorporation

The articles contain the major provisions about the organization.

Articles of Incorporation should include the following:
□ Name of organization
☐ Type of Corporation – Public Benefit, Mutual Benefit, Religious (if incorporated after October 3, 1989)
 Name of initial registered agent and address of registered office Name and address of each incorporator
 Principal address for mailing all legal papers, notices, and demands upon the corporation
☐ Statement describing whether or not the corporation will have members
☐ A list of members
□ A statement of fund distribution if the program dissolves
☐ The purpose of the organization
☐ The Articles of Incorporation must be filed with the Secretary of State. Should any of the above information change those changes must be filed with the Secretary of State also.

Bylaws

Bylaws should be consistent with the Articles of Incorporation and comply with the Oregon Nonprofit Corporation Statute (Oregon Revised Statutes Chapter 65).

The following must be included in the Bylaws:
 Name and purpose of the organization Membership requirements (if organization has members) Description of the Board of Directors including: Number of Board Members Qualifications of Board Directors Board Director term of office Description of how Board Directors are appointed or elected Description of each Board position and responsibilities associated with that position Description of how vacancies on the Board will be filled Procedures for removal or resignation of Board Directors
 Board of Directors meeting requirements including: Meeting notices Requirements for quorum Voting procedures Annual meeting of the members or board of directors.
 Description of Board committees and their authority Description of Board Officers, their term of office, how Officers are elected, and process for removal or resignation Description of Board Director and Officer legal duties and
responsibilities as set out in the Oregon Revised Statutes (65.357-65.377)
 Provision outlining corporate indemnification for Board Directors and Officers Provision for making amendments to the Articles of Incorporation and Bylaws

Fiscal Policies

All non-profit organizations require a legal structure to ensure the fiscal viability of the program. The fiscal structure of the incorporated non-profit organization protects the interest of funding agencies, the Board of Directors, and the community the program serves.

An accounting system should ensure proper use of financial resources. It should comply with all State of Oregon and IRS documentation requirements for financial transactions.

The follo	owing policies and procedures are suggested:
□ Polic	 Lies identifying: Uniform procedures for handling financial transactions Specified fiscal year Reconciliation and summary of transactions, at least monthly Written guidelines for fund raising activities Controls to safeguard proper handling of cash receipts and disbursements Written contingency plan to continue with core services
regulation applies the control of th	should the program funding is reduced or is discontinued ten procedures for payroll ensuring that correct amounts are plarly withheld from each employee's pay and paid to ropriate federal, state, and local tax agencies. Undia accounting reviews and/or audits immediately following close of the fiscal year or as specified by the Oregon Nonprofit
or of	edures regarding the reimbursement for services from clients ther parties. These procedures may not preclude provisions of ce regardless of the client's ability to pay.
■ Writt and	en procedures for the preparation and revision of the revenue expense budgets for the program. These budgets must ude all sources and uses of funds received.
finar perse clier gran Grar Grar and Police	rance that provides for the protection of the physical and notal resources of the program. This insurance must include onal injury liability insurance for employees, volunteers, staff, ats, and bonding insurance in at least one-fourth of the total at funds received by the program. In the resource list and evidence of diverse funding sources and compliance including required reports including financial site visits. Sites requiring that funds from grant sources are not co-mingled ecordance with specific funding agencies.

Program Governance

A Board of Directors should govern each program or parent agency. The Board of Directors should include a Chairperson, Treasurer and Recorder. The Board of Directors may also include other positions such as co-chairperson and program representatives. Agency encourages board membership from a diverse pool of candidates, including members from underserved populations. As the governing body of the program, the board of directors should adopt polices and procedures that reflect the mission and philosophy of the program.

Board policies and procedures may include the following:	
	Written methods for board member selection including criteria for maintaining membership
	Description of Board Member terms of service and the number of terms a Member may serve
	A process for short and long-term strategic planning
	Detailed descriptions of the role of the Board of Directors and the Executive Director
	Information regarding Board meetings (at least quarterly) that must be attended by enough board members to constitute a majority
	Procedures outlining Board efforts to plan and implement fund raising initiatives
	Procedures for the development and maintenance of personnel policies
	Procedures for board recruitment and development
	Procedures for fiscal oversight of the agency
	Long range plan for the organizations development conflict of interest Policy by the board of directors, personnel and/or consultants

Public & Governmental Agency & Umbrella Agency Policies

Each Domestic Violence and Sexual Assault Program operating within a public or governmental agency, or an umbrella agency, should have the same policies and documentation as required of the DV/SA programs in the Program Administration, Fiscal Policy and Program Governance sections. Each agency shall have in place a long-range planning and supervisory process specific to the DV/SA Program.

The following documents should be maintained and regularly reviewed by staff and board:

Confidentiality Policies

Domestic and Sexual Violence Program Confidentiality Policy

Each DV/SA program should have written policies to ensure the safety, confidentiality and privacy of client information. Confidentiality policies are critical to the success and efficacy of every program. All staff, volunteers and Board Members shall sign a confidentiality agreement.

The following policies and documents should be maintained and regularly reviewed by staff:	
	Anonymity and confidentiality of all client information Protection of the privacy of current and former clients personally identifying information
	Informed written consent of client prior to releasing any client information
	Protocols to ensure that staff, volunteers, interns, Board of Directors, and clients are informed of and educated on the confidentiality policies
	Policies regarding subpoenas for program records, or staff testimony Written policies and procedures for reporting suspected child abuse and neglect
	Procedures concerning the retention, maintenance and destruction of client records
	Compliance with the HIPAA regulations (http://www.hipaa.org/) Disposition of client records in the event of the dissolution of the program

Client Confidentiality Policy

The following items should be included in the agencies confidential policies. These items pertain the Programs confidentiality requirements with regard to each individual receiving services.

The Release of Information Agreement to be reviewed and signed by the client will include the following aspects:
 Name of client Date the release of information is to begin and expire Name of specific individuals or agencies to which client information may be released Statement that no changes will be made to the confidentiality agreement unless the client agrees and signs any amendments Statement that the client will maintain confidentiality of the shelter location, identity of any staff or volunteer/s associated with the program, and the identity of other clients or individuals who are receiving assistance by the program. Statement that client has read the release of information agreement and understands the consequences of authorizing the release Statement that client may revoke their consent for release of the information at any time Place for signature of client
The following documents should be maintained and regularly reviewed by staff:
 Informed written consent of client to receive services Protocols for responding to subpoenas for shelter records and/or staff testimony, Release of information policy Reporting policy for suspected child abuse or neglect. Policy on confidentiality of client information including access to and use of information about clients

Human Resources

Every program requires executive, administrative, and staff support that allows for the operation and provision of services. The duties and responsibilities for each executive, administrative and staff position should be clearly defined. The program should ensure that it has adequate leadership and staff to support and carry out the mission and services of the program.

Human Resource Policies and Procedures should include the following:
 □ Written staff position descriptions □ Employee annual performance review □ Personnel polices and procedures that are reviewed each year

Personnel Policies

Personnel polices should contain information that detail the organizations protocols and procedures with regard to the employment of its staff and volunteers.

All DV/SA programs shall have personnel policies that clearly define the position and responsibilities of the Executive Director, paid staff, and volunteers. It is also recommended that the Program provide employee handbooks.

The Employee Handbook should include the following:	
 □ Written job descriptions □ Sexual harassment policies □ Non-discrimination policy □ Policy regarding criminal background checks □ Confidentiality policies □ Drug free workplace policy □ Training requirements □ Information on benefits □ Information on vacation and sick leave □ Grievance procedures □ Performance standards □ Equal Opportunity Employment policy □ Employee recruitment policies □ Limitations to the Executive Director's authority □ Designation of probation periods, process and time period for staff evaluation, grounds for disciplinary actions and termination □ Rules of conduct for staff, including accident and safety procedures □ A statement that grant funded employment is contingent upon the receipt of funds □ Description of which personnel policies apply to volunteers □ Working conditions 	
The following documents should be maintained and regularly reviewed by staff:	
 Written personnel policies Employee Handbook Evidence that the program has adequate leadership and staff support to provide services 	

Volunteer Policies

All DV/SA programs rely heavily upon the generous contribution of volunteers. Given the nature of the services programs provide, each program should have clear and comprehensive policies and procedures regarding volunteers.

Volunteer policies should include the following:
 □ Written job descriptions □ The philosophy, goals, and objectives of the volunteer program □ The procedures and criteria for selecting volunteers □ Criminal background check policy □ Training standards □ Working conditions □ Non-discrimination policy □ Sexual harassment policy □ The accountability and reporting requirements of volunteers □ Confidentiality agreement □ Performance standards □ Designation of probation periods, process and time period for evaluation, grounds for disciplinary actions and termination □ Rules of conduct, including accident and safety procedures □ Harassment policies □ Drug free workplace policy

Cultural Competency

These guidelines are intended to be a starting point and outline some of the basic philosophies and strategies that both acknowledge and respond to some of the differences between cultures. The following recommendations are based on OCADSV experience with culturally specific populations and are also informed by the cultural competency standards titled "Cultural Competency Standards for Programs Serving Victims of Domestic Violence and Sexual Assault and Other Crimes in Oregon" revised and distributed by Oregon Department of Justice, Crime Victim's Assistance Section and The Oregon Department of Human Services.

It is important to note that culture as it is discussed in this document includes many factors including but not limited to racial heritage, ethnicity, age, gender, sexual and/or gender orientation, ability, and religion.

Environment

When designing and developing culturally relevant services one of the first elements to consider is the location of your services and the environment as it relates to the populations you serve.

Ask the following questions:

- Are your services housed in a facility that is wheel chair accessible?
- Are your services accessible to survivors that require aid and/or special accommodations?
- Are your chairs comfortable for survivors of all sizes and abilities?
- Does the artwork, posters, books and other resources reflect the cultural diversity of your community?
- Are you located on a bus line or other form public transportation?

Many people of color lack resources located within their community. We encourage collaboration with culturally specific programs located within specific communities. These collaborations build services while supporting the efforts already underway within the community.

Survivor Services

Cultural elements greatly impact a survivor's experience. It is essential for providers to consider the diverse ways a survivor processes their individual healing and utilizes services. It is important to recognize that survivors may exhibit differing help seeking behaviors based on their culture. Systems can and do re-victimize survivors because their responses to violence don't fit the "norm." Some survivors may withdraw, feeling extremely uncomfortable with group situations, while others may seem aggressive or angry. Flexible shelter rules

regarding support people will allow survivors from historically marginalized communities to better access services.

Ask the following questions:

- Do we have forms and DV/SA information in languages that reflect the cultural diversity of our community?
- Have staff and volunteers been trained to allow for and understand varied communication styles across culture, including physical contact, the use of eye contact, speaking voice levels, and authority structures within different cultures?
- Does your DV/SA information address the complexities related to the intersection of trauma and oppressions based on cultural experiences?

Staff, Board & Volunteers

It is essential for providers interested in culturally relevant services to set policy, recruitment, and training goals that reflect that commitment. It is beneficial to have a system that integrates cultural competency into *every* level of service delivery and management.

Ask the following questions:

- Do we have a process of self-assessment and evaluation that allows us to assess our culturally competency goals and progress?
- Have we incorporated sufficient time into our staff and/or board meetings to address cultural competency?
- Have we included culturally relevant service delivery into our strategic planning process?
- Do our recruitment techniques for board, staff and volunteers reach diverse populations within our community?
- Does our training include cultural competency, oppression theories, and culturally relevant best practices?
- Are we effectively collaborating with culturally specific communities within our community?
- Have we developed a mission statement that includes cultural competency as a central element of our agency services to survivors and victims?
- Have we created an anti-discrimination policy that includes clearly defined rules of conduct and a process for addressing cross-cultural conflict?

Client Service Policy

The program is available and delivered to individuals with out discrimination based upon race, ethnicity, religion, disability, pregnancy, national origin, sexual orientation, gender, age, income, marital status or any other basis prohibited by federal, state or local law.

The following documents should be maintained and regularly reviewed by staff:	
	Procedures for client intake Consent to release information form including identification of specific individuals and/agencies that may receive information only as indicated and signed by the client Rescinding release of information by client Specific expiration of consent to release information Review of the program's confidentiality policies (as outlined in the Confidentiality Policies above) The client's obligation to maintain anonymity as it pertains to safety of themselves and other individuals receiving services from the
<u> </u>	A written policy that provides for reviewing and responding to clients' grievances and recommendations about program operations, and that delineates the means by which clients are familiarized with these procedures A written policy addressing the process to report of child abuse and/or neglect observed by the staff, volunteer or board member in the course of delivering services to the client

Domestic Violence Services

Domestic Violence (DV) services must provide emergency crisis intervention, advocacy and information services to adult and adolescent survivors of intimate personal violence. Services shall provide confidential, supportive and nonjudgmental assistance for victims/survivors of DV. DV Hot line services offer 24-hours per day, 365 days per year (including holidays) crisis services to victims/survivors of DV. Specially trained volunteers meeting the training practices provided in this document should provide all services to DV victims.

Crisis Line & Hotline Services

Hotline services offer access to confidential, supportive and nonjudgmental response to victims, survivors and those affected by DV. The hotline/crisis line shall be staffed directly by paid staff, volunteers, <u>or</u> through an answering service with immediate referral to an on-call staff person or volunteer.

Co	omponents of Crisis/Hotline Services are as follows:
	Basic information and education about DV and the services offered by the program
	Staffed by trained advocates 24-hours per day and 365 days per year (including holidays) or has the ability to refer the caller to a advocate within minutes of the call and at no charge to the victim/survivor Referrals to suitable community resources and support services Access to relay services for deaf, and hard-of-hearing callers
	Services that are culturally sensitive and appropriate Access to Language Interpretation services for callers (for example the Language Bank or advocates who are bilingual)

Crisis Intervention

Crisis Intervention Services provide assessment of the immediate needs for each individual.

Crisis Intervention Services include, but are not limited to: Intervention service responding to the crisis and safety needs of the victims and their children Emergency advocacy and counseling services providing emotional support and presentation of options available to the victim Information and access to community and program resources Support of personal autonomy and choices made by the survivor from an empowerment philosophy Assessment of the level of immediate danger Safety plan development with every victim

Safety Planning

Safety planning creates strategies that the client may use for themselves and their children when remaining in, returning to, or leaving the abusive or violent relationship. The choice to stay, return to, or leave the relationship *must* be ultimately left up to the survivor. The safety plan should address safety and possible dangers to client and children should the client decide to leave the abusive/violent partner. A danger and risk assessment can determine safety for both the survivor and other program participants. There are several different examples of "safety plans" that Programs can adapt to their clients varying needs.

areful consideration should be given to the following questions when eparing for escape:
What transportation is available or will the client need assistance with transportation? What important documents or papers might the client need? What items will be needed for the children? What other items might be needed such as cash, clothing, food,
what options might be available for safe shelter or other destinations of safety, immediately, and long-term after leaving?
What family or other support is available to the client? How should the children be appropriately prepared, i.e. what role should the children play in the escape plan? What are the special needs of the children?
Will the discovery of the plan or any informational paperwork concerning the escape or safety plan put the client at additional risk?
Danger and risk assessment for survivor and other program participants.

Information and Referral

Information and referral services are provided to victims, survivors and their friends and family. Information and referrals may be given over the phone, in person or in written form. Careful consideration should always be made to the safety risks created by the discovery of written materials by the abusive partner.

The list of resources should identify culturally specific services available to clients and the community. These can include ethnically specific resources and resources for youth, elder, immigration, disability, faith based, and LGBTQ.

Information and Referral Services may include the following:
 Information about the services offered by the program A list of resources identifying services available to clients and the community Education regarding the effects of domestic violence Direct connection to a community resource via the phone, or office visit

Emergency Transportation

The program should provide access to safe transportation for victims and their children to a safe and appropriate location. Private or program-owned vehicles must have adequate insurance coverage, licensed drivers, and appropriate passenger restraints (including car seats for infants and children) as required by the laws of the State of Oregon.

Medical Advocacy

Medical Advocacy provides trained staff/volunteers to advocate in support of survivors to ensure their interests are represented and their rights are upheld. The goal of medical advocacy is to assist the survivor in regaining personal power and control as she receives medical care and to promote the responsiveness of individual service providers.

Components of Medical Advocacy Service may include the following:
 Assessment which gathers and evaluates information during client visit
Providing the client with information about referral sources
Providing information to aid the client to make informed decisions about medical care and preparations including possible forensic exams and reporting options
 Information about medical care and concerns, including assistance in necessary follow-up
Support with medical exams and appointments
 Provide information about and assistance with, completing the necessary forms to apply for Crime Victims' Assistance.
☐ Support for survivors disclosing HIV status

Support Groups

Supportive counseling provides support and advocacy to victims of DV. These services shall be provided in a safe and confidential location and are intended to empower, validate and educate victims and survivors of DV.

Co	omponents and goals of a Support Group may include the following:
	Promoting the emotional stability of survivors and understanding of the impact of domestic violence
	Counseling services provided by staff or volunteers who have completed the basic and advanced DV training
	Program staff and volunteers must receive specialized support group facilitation training
	Group sessions may be open-ended or in a educational course model

Legal Advocacy

The program will work with and on behalf of victims of domestic violence who are using the legal system to meet their safety needs. Legal advocacy must support, inform and empower the client as they explore their legal options. Some of the activities that an advocate may assist the client with are accompaniment to court proceedings and providing help filling out temporary restraining orders and compensation forms.

Systems Advocacy

Domestic violence programs shall make efforts to improve the overall response by community agencies, organizations and governments to the needs of victims of DV. These efforts will benefit victims of DV, the public, and the professional community. Systems advocacy will improve access to and efficacy of the network of community services through systems enhancement, collaboration and/or change.

Services to Children of Victims/Survivors

Services to children are designed to address the immediate needs of the children of primary victims receiving program services. Services for children must address the safety and immediate service needs of children who are affected by DV.

Case Management

Case management is a collaborative process of planning, assessment, and advocacy that support DV/SA survivors in meeting their health and safety needs. Case management in Oregon's DV/SA programs in based on an empowerment model that utilizes strength-based assessment and case plans. The purpose of case management is to enhance access to resources and improve the continuity and efficiency of DV/SA services.

Co	ase Management may include the following:
	Extending the length and scope of service for an extended period of time
	Providing advocacy services with agencies, law enforcement and the criminal justice system
	Linking the client with community or educational resources that are available
	Providing support and encouragement to the client throughout the healing process and the journey towards personal empowerment and self-determination

Residential Shelter Services

DV programs operating residential shelters should strive to ensure safe accommodations 24-hours per day for victims of DV and their children who are in imminent danger.

Shelter Services may include the following:
☐ Secure temporary residence where victims of DV and their children receive support and on-going case management services from the program
 Provide necessities, including bedding, clothing, articles for grooming and personal hygiene, and nutritional food
☐ Use of a telephone in accordance with a written policy that
 promotes confidentiality and safety of residents Written plans to address consent to the release of information Policies that address house rules, safety, confidentiality and services
 Maintenance of client records in compliance with confidentiality criterion
 Instructions for the use of alarm systems, emergency equipment and notification of authorities
 Specification of escape routes in case of fire or natural disaster Shelter staff and volunteers who have undergone at least eight hours of basic first aid training, which includes training in CPR and knowledge of the facility's emergency procedures
☐ A written plan for responding to medical, mental health and
substance abuse related emergencies in the residential shelter A written plan for handling potential emergencies such as fire and natural disasters; coordination with law enforcement and area fire department for emergency procedures regarding intruders, fire or natural disasters
 Services that is culturally sensitive and appropriate to the various cultural populations present in the community
☐ A written plan to ensure that the residential facility complies with the applicable section of the Americans with Disabilities Act
A written plan for services to children in the shelter, including coordination with schools to minimize disruption to children
Assessment of parents and children for health and safety needs and make appropriate referrals
Security measures such as functional locks on all windows and doors
Policies for the storage of medicines belonging to residents of the shelter that assure that the medicines are not accessible to children or unauthorized adults

Prevention Services

- Dissemination of educational information
- Organized public awareness activities and events such as National Domestic Violence, National Stalking Awareness Month and National Sexual Assault Awareness Month
- Prevention & education presentations to community groups and organizations
- School prevention & education services
- Professional training for social service and law enforcement agencies

Community Education

Community education provides services to the community in order to increase awareness and expertise about DV issues. The goal of Community Education is to increase the willingness and ability of the community to prevent and respond to DV.

Activities for Community Education may include the following:
☐ In-person training
 School based prevention education to adolescents and teen- aged persons
 Culturally competent outreach services
 Community events that increase awareness and expertise about DV
Distribution of materials
Public speaking events
□ Training

Migrant Program Outreach Services

Migrant program outreach services provide language and culturally specific services to the seasonal or year round farm worker populations. Often farm workers travel from farm-to-farm throughout the country. Domestic violence advocacy services to migrant populations should be offered by programs and advocates who have a strong understanding of the cultural mores present in each area. They must have an understanding of the ethnic make-up and the nationalities of the victims they reach out to through this service. It is imperative that the outreach services be culturally sensitive and flexible.

Sexual Assault Services

Sexual assault (SA) services should provide emergency crisis intervention, advocacy and information services to adult and adolescent survivors of rape and sexual abuse. Services shall provide confidential, supportive and nonjudgmental assistance for victims/survivors of SA. SA Hot line services offer 24-hours per day, 365 days per year (including holidays) crisis services to victims/survivors of SA and abuse. Specially trained volunteers meeting the training practices provided in this document should provide all services to SA victims.

Crisis Hotline Services

Sexual assault hot line services offer access to confidential, supportive and nonjudgmental response to victims and survivors of sexual assault as well as their friends and family. The crisis/hotline shall be staffed directly by paid staff, volunteers, or through an answering service with immediate referral to on-call staff or volunteer.

Components of Crisis/Hotline Services are as follows:
 Basic information and education about SA and the services offered by the program Staffed by trained advocates 24-hours per day and 365 days per year (including holidays) or has the ability to refer the caller to a
 advocate within minutes of the call and at no charge to the survivor Referrals to suitable community resources and support services Access to relay services for deaf, and hard-of-hearing callers Services that are culturally sensitive and appropriate Access to Language Interpretation services for callers (for example the Language Bank or advocates who are bilingual)

Crisis Intervention

Crisis Intervention Services provide assessment of the immediate needs for sexual abuse/assault victims.

Crisis Intervention Services may include the following:
 Assessment of the immediate needs Intervention service responding to the crisis and safety needs of the survivor
 Emergency advocacy and counseling services providing emotional support and presentation of options available to the victim
 Information and support about the effects of SA/rape Information and access to community and program resources Support of personal autonomy and choices made by the client Basic information about medical and legal processes

Information & Referral

Information and referral services are provided to victims and survivors of SA as well as friends and family. Information and referrals may be given over the phone, in person or in written form.

Information and Referral Services may include the following:	
 Information about the services offered by the program A list of resources identifying the services available to clients and the community 	
■ Education and information regarding the myths and affect of SA	

Emergency Transportation

The program should provide access to safe transportation for survivors to a safe and appropriate location. Private or program-owned vehicles must have adequate insurance coverage, licensed drivers, appropriate passenger restraints including car seats for infants and children as required by the laws of the state of Oregon.

Case Management

Case management is a collaborative process of planning, assessment, and advocacy that support SA survivors and victims in meeting their health and safety needs. Case management in Oregon's SA programs in based on an empowerment model that utilizes strength-based assessment and case plans. The purpose of case management is to enhance access to resources and improve the continuity and efficiency of SA services.

Case Management Services may include the following:	
 Extending the length and scope of service for a period of time Providing advocacy services with agencies, law enforcement and the criminal justice system 	
☐ Linking the client with available community or educational resources	
 Providing support and encouragement to the client throughout the healing process and the journey towards personal empowerment and self-determination Assess immediate needs 	
 □ Safety planning □ Navigation of social/criminal □ Law enforcement follow up calls 	
 □ Civil remedies □ Employment □ Immigration □ Visa □ Self petition 	

Medical Advocacy

Please refer to Domestic Violence Medical Advocacy, as all points there are held to be true as well. In addition to these points, for rape survivors there is a legal aspect to the medical examination.

The medical-legal examination is a physical assessment that has two main purposes:

- To collect Forensic evidence such as fibers, hairs or stain, in a specific manner so that it may be introduced into court if necessary (the word forensic means "for use by the courts")
- To look for and document injuries, provide appropriate health care, and provide information and referral about health care resources in the community

Support Groups

Supportive counseling provides support and advocacy to victims of SA. These services shall be provided in a safe and confidential location and are intended to empower, validate and educate victims and survivors of SA.

- Promote emotional stability and the understanding of the impact of SA and abuse
- Peer Counseling services may be provided by staff or volunteers who have completed the basic and advanced SA training
- Counseling services beyond the peer counseling model should be provided by licensed mental health professionals
- Program staff and volunteers must receive specialized support group facilitation training
- Group sessions may be open-ended or in an educational course model

Legal Advocacy

The program will work with and on behalf of survivors of SA who are using the legal system to meet their safety needs. Legal advocates must support, inform and empower the client as they explore their legal options. Some of the activities that an advocate may assist the client with are accompaniment to court proceedings including assistance with filling out temporary restraining orders and /or stalking orders and compensation forms.

Community Education

Community education provides services to the community and increasing awareness and expertise about SA issues. The goal of community education is to increase the willingness and ability of the community to prevent and respond to SA.

Activities for Community Education may include the following:
 In-person training School based prevention education to adolescents and teenaged persons
 Culturally competent outreach services Community events that increase awareness and expertise about SA
Distribution of materialsPublic speaking events

Domestic and Sexual Violence Services Training Requirements

Adopted by the DHS Domestic and Sexual Violence Fund Advisory Committee Feb 16, 2007. Effective beginning July 1, 2007.

Overall Goal of Grant Contract Requirements for Training

Provide high quality and consistent Domestic Violence, Sexual Assault, Dating Violence and/or Stalking services throughout Oregon by having well-educated and skilled staff and volunteers.

Overall Objectives of Grant Contract Requirements for Training

- Increase consistency services throughout Oregon,
- Establish a uniform base of proficiency and skill in responding to all three issues of domestic violence, sexual assault and stalking, across all programs, regardless of the type of agency.
- Promote best practices to enhance survivor/victim safety and empowerment,
- Provide opportunity for programs to evaluate staff/volunteer's capacity to provide effective services and empower survivors/victims,
- Provide accountability within program by establishing expectations for staff and volunteers, and
- Provide accountability to funders

Objectives of Initial Training

Give staff/volunteers increased knowledge, skills, capacity and resources to provide effective Domestic Violence, Sexual Assault, Dating Violence and Stalking services, provide safe options and empower survivors/victims.

Who is Required to Have Training?

Staff and volunteers who provide direct services must complete the required training prior to having unsupervised contact with survivors/victims. Job-shadowing as part of the training is allowed.

Programs may waive parts of the training for new staff/volunteers who have completed training through other domestic violence and/or sexual assault programs or volunteer trainings if the program:

- contacts the original agency to verify training,
- documents that it meets the training requirements.

If the prospective staff/volunteer has not volunteered or been employed within the last 2 years, they must go through the training.

Length of Training

Training will be a minimum of 30 hours for phone responders. All topics are equally important. There is no required number of hours per topic; however, it is anticipated each topic would have approximately 2 hours.

Training does not need to be provided in the order of content areas listed below. Content areas may be combined. Programs must demonstrate training is adequate in all content areas for staff/volunteers to meet the training objectives and the assessed needs of the program.

In addition, those staff/volunteers providing in-person services shall receive an additional 10 hours of training including topics requested by staff/volunteers as needing more in-depth attention and crisis response, medical and legal advocacy.

The recommended training format is group training. Structured job shadowing and self-study with staff follow-up may be included as part of the overall hours. One-on-one training is allowable if necessary, but programs are encouraged to follow-up with group experiences through conferences, training institutes such as the Sexual Assault Training Institute and the State Victims Academy, and other appropriate options.

Outcomes

- Staff and volunteers demonstrate appropriate knowledge, skills and capacity to respond to survivors of domestic violence, sexual assault, dating violence and stalking.
- Staff and volunteers report they feel capable to respond to survivors of domestic violence, sexual assault, dating violence and stalking.
- Survivors report satisfaction with services and/or responses.

Domestic and Sexual Violence Services Training Content Topics

Overview of Violence Against Women and Interpersonal Violence

Training for board, staff and volunteers. Recommended hours of training: 2 hours

Content will cover:

- Definitions and dynamics of domestic violence, sexual assault, dating violence, stalking and other inter-personal violence,
- Commonalities and differences between types of violence,
- How types of violence inter-connect and intersect,
- How the causes and effects of violence against women cross individual, community, cultural, institutional and societal levels (ecological model),
- Basic safety planning for each type of violence against women

Anti Oppression, Anti Racism, and Cultural Competency Theory & Practice

Advocates will understand the theoretical dynamics of oppression; the dynamics and effects of domestic violence; sexual assault, dating violence and stalking in different populations; how oppressions impact survivors; and address how to effectively provide services to different populations. Recommended hours of training: 3 hours for each topic

Content will cover:

- Dynamics of oppression, power and control
- How oppressions are interconnected
- How oppression reinforces social support of violence against women
- The effect of dominant culture assumptions on survivors and service delivery
- Strategies to interrupt oppressive actions and words
- Demographics and needs of the local community
- Strategies to overcome barriers and provide equitable, accessible and appropriate services
- Effects of violence on diverse populations

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Populations include same-sex, African-American, Asian and SE Asian, Latinas or Hispanic, Pacific Islander, Native American, People with Disabilities, Elders, and Male survivors.

Definition and Dynamics of Domestic Violence

Advocates will understand and be able to describe domestic violence. Recommended hours of training: 3 hours

Content will cover:

- Legal and programmatic definitions of domestic violence,
- Types of domestic violence (physical, sexual, emotional, financial, etc.)
- Dynamics of domestic violence, including myths and facts, statistics and prevalence
- Dynamics of dating violence, including myths and facts, statistics and prevalence
- Historical and social context (including blaming the victim, gender-role stereotypes, power differentials, cultural and individual beliefs)
- Basis of power and control (see section on abusers below)
- Domestic violence as an individual choice by batterer supported by societal and institutional norms
- Barriers to leaving
- Coping strategies of survivors/victims
- Intersection with other issues
- Range of safety strategies
- Strategies to address local needs and provide accessible and appropriate responses to diverse groups

Definition and Dynamics of Sexual Assault

Advocates will understand and be able to describe sexual assault. Recommended hours of training: 3 hours

- Legal and programmatic definitions of sexual assault including that committed by strangers and by non-strangers (acquaintances, intimate partners, etc.),
- Types of sexual assault including childhood sexual abuse and adults molested as children,
- Dynamics of sexual assault including rape myths and facts, statistics and prevalence, drug-facilitated sexual assault,
- Historical and social context (rape culture including blaming the victim, gender-role stereotypes, power differentials, cultural and individual beliefs),
- Basis of power and control (see section on offenders below),
- Range of safety strategies,
- Strategies to address local needs and provide accessible and appropriate responses to diverse groups

Stalking

Advocates will understand and be able to identify stalking behavior and provide appropriate resources and referrals.

Recommended hours of training: 3 hours

Content will cover:

- Definitions and dynamics of stalking
- Types of stalkers (offender known to victim, offender in previous relationship to victim, offender unknown to victim)
- Stalking behaviors including cyber-stalking and electronic surveillance
- Stalking (and other) protective orders
- Criminal prosecution
- Civil suit
- Range of safety strategies including phone and computer safety, legal remedies, relocation and name change
- Strategies to address local needs and provide accessible and appropriate responses to diverse groups

The Effects of Trauma on Survivors and Victims

Advocates will learn possible effects of domestic violence, sexual assault and stalking and learn to mitigate the impact of the trauma on survivors, their families & friends (secondary victimization). Recommended hours of training: 3 hours

- Trauma from single and/or cumulative trauma including childhood physical and sexual abuse, recent or past domestic violence, recent or past sexual assault
- Range of possible survivor responses and coping strategies including fear, re-experiencing (physical reactions, flashbacks, nightmares), intrusive memories, being triggered, difficulty concentrating, being very calm, being very agitated, depression, blaming oneself, hyper-vigilance, hyper-arousal, sleeplessness, substance abuse, etc.
- Strategies to mitigate or reduce trauma
- Intersections with other issues (mental health, disabilities, alcohol and drugs, etc.)
- Dynamics of suicide and suicide intervention
- Additional barriers for immigrants, people of color, rural populations, elders, children and youth, Lesbian, Gay, Bi-Sexual, Trans-gendered, Queer (LGBTQ), and people with disabilities
- Strategies to address local needs and provide accessible and appropriate responses to diverse groups

Adults Molested as Children (AMAC)

Advocates will learn to recognize the effects of childhood sexual abuse on adults and give appropriate referrals.

Recommended hours of training: 3 hours

Content will cover:

- Effects of childhood sexual abuse on adult survivor/victims
- Potential triggers
- Identification of issues
- Ways to support healing
- Appropriate referrals

Effects of Exposure to Violence on Children:

Advocates will understand how violence impacts children and ways to mitigate its impact.

Recommended hours of training: 3 hours

- Risks associated with children witnessing domestic and other types of violence
- Range of behavioral and emotional response
- Factors that assist a child in developing and strengthening resilience
- Healthy and unhealthy strategies children use to cope,
- Safety planning with children
- Talking with children about domestic violence
- What is Child Abuse and Child abuse reporting (refer to DHS Booklet What You Can Do About Child Abuse)

Dynamics of Domestic Violence Abusers:

Advocates will understand power and control and the dynamics of abuser behavior.

Recommended hours of training: 3 hours

Content will cover:

- Domestic violence as an individual choice by batterer supported by societal and institutional norms
- Tactics of power and control
- Battering is the systematic use of abusive behaviors aimed at maintaining power and control in a relationship
- Battering behaviors
- Domestic Violence is not an anger problem
- Domestic Violence is not caused by alcohol and drug use or abuse
- Warning signs of abusers
- How batterers use children
- Ways batterers get others to collude with them
- Criminal thinking patterns

Dynamics of Domestic Sexual Offenders:

Advocates will learn a basic framework for understanding the methods, underlying motivations and actions of sex offenders. Recommended hours of training: 3 hours

- The fundamental root cause of sexual assault is entitlement and the expectation of gratification
- The role of sexism and oppression in sexual assault
- Use of broadly accepted strict gender roles and stereotypes by sex offenders to justify sexual violence and abuse
- Selection of individuals by sex offenders who they perceive to be accessible, vulnerable and lacking in credibility
- Myths and stereotypes about sex offenders (crazy, no consensual sex, miscommunication etc.) and the facts
- Motivations of sex offenders including sex, power, humiliation, and violence
- Types of sex offenders

Self Care and Traumatization:

Advocates will learn skills to minimize vicarious traumatization. Recommended hours of training: 3 hours

Content will cover:

- What is vicarious trauma?
- Signs of vicarious trauma
- Techniques for self-care
- How to access support

Advocacy and Crisis Response:

Volunteers and staff will know the system response to domestic violence, sexual assault and stalking including roles of responders and community protocols; be able to support a survivor through medical, legal and other processes; give accurate information; assess the safety and other needs of the survivors; be knowledgeable of resources and give appropriate referrals; provide peer support; and empower the survivor/victim to make her/his own choices. Recommended hours of training: 3 hours

- Crisis dynamics and strategies to address crisis
- Safety assessment and safety planning
- Relevant criminal and civil laws
- Protective orders, including Family Abuse Protective Order, Elderly/Disabled Persons Abuse Prevention Act, stalking orders, no-contact release agreements and others
- Immigration issues including eligibility for services, VAWA selfpetitioning, and appropriate referrals for immigration assistance,
- Tribal laws and Tribal courts
- How the criminal justice system works, Crime Victims Compensation, and Crime Victims Rights
- Financial resources available, including Temporary Assistance for Domestic Violence Survivors (TA/DVS) and Housing Emergency Assistance for Elders and People with Disabilities through DHS
- The sexual assault response system, including SARTs, SANES, Sexual Assault Forensic Exams (SAFE) and the SAVE fund
- Local resources (legal services, housing, health and mental health, substance abuse programs, employment, education, etc.)
- Strategies to address local needs and provide accessible and appropriate responses to diverse groups

Confidentiality:

Advocates will know and comply with confidentiality requirements, reasons for confidentiality, limitation of confidentiality, and informed consent.

Recommended hours of training: 3 hours

Content will cover:

- Rationale for and importance of confidentiality
- Relevant statutes
- Agency procedures, practices, protocols and forms

Advocacy Skills: Working with Survivors

Through training, role-playing, job shadowing at work and at relevant locations, and other strategies, advocates will be able to respond to survivors in appropriate ways:

- Ask appropriate questions to elicit information,
- Assess immediate safety and other needs and assist survivor to develop safety plans,
- Assess danger including survivor's danger to self,
- Assess on-going safety and other needs,
- Listen to survivors, understand what they are saying and be able to reflect back to them (active listening),
- Put a survivor's reactions into a context to help survivors and others understand,
- Reframe statements and using non-victim blaming statements,
- Complete needed documentation,
- Assist survivors request their Crime Victims Rights,
- Assist survivors to document,
- Use strategies to interrupt oppressive actions and words,
- Use strategies to adapt services and approaches to recognize culture and respect differences,
- Use strategies to adapt services and approaches to recognize age, Socio-Economic Statis, disability and other issues and respect differences
- Provide clear information on domestic violence,
- Provide clear information on options and choices,
- Empower survivor to make choices,
- Demonstrate empathy,
- Demonstrate sensitivity to cultural factors, and
- Demonstrate ability to communicate across cultures, populations and age groups.

Working with Systems

Through training, role-playing, job shadowing, ect. advocates will learn and be able to:

- Explain system response to survivors and assist them in their interactions with system responders,
- Request services and appropriate responses on behalf of survivors.
- Negotiate appropriate services and responses,
- Advocate for additional or other services, responses,
- Advocate for services to address local needs and needs of diverse groups, and
- Work for coordinated system response.

Additional In-Person Requirements

Through additional training, role-playing, job shadowing, etc. advocates having in-person contact with survivors/victims will demonstrate specific skills and in-depth knowledge for the in-person response they will be providing.

Content (based on the in-person response to be provided) may include but is not limited to:

- SANE exams for sexual assault responders,
- Court accompaniment,
- Accompaniment for medical exams,
- Working with law enforcement,
- Support group facilitation,
- Shelter intake, and/or
- Working with children.

The Oregon Coalition Against Domestic and Sexual Violence

MISSION STATEMENT

The Oregon Coalition Against Domestic and Sexual violence is a feminist organization made up of programs across the sate serving victims and survivors of domestic and sexual violence.

Our mission is to raise awareness about violence against all women and children and to work towards non-violence through leadership in advocacy, public policy, resource development, and social change.

SERVICES:

Technical Assistance

OCADSV provides a variety of technical assistance to domestic and sexual violence programs throughout Oregon.

Services include:

- Information and Referral
- Consulting
- Research
- Lending Library

Public Policy

OCADSV works to educate the state government on issues relating to domestic and sexual violence. In addition, OCADSV acts as a communication liaison between its member programs, state agencies, and the legislature.

Education and Training

OCADSV provides training on domestic and sexual violence, cultural competency, anti-racism, and anti-oppression to programs around the state.

Membership

Membership in the Oregon Coalition includes many benefits for programs. OCADSV has established strong leadership through an extensive network with state and federal agencies and other granting sources. Please contact us for more information regarding becoming a member.

Project History & Process

The Standards Committee was formed with the support of OCADSV and the expertise, vision and dedication of Executive Directors, staff, and volunteers from domestic and sexual violence advocacy programs. The committee received valuable feed back about the title of the project. The title of "Standards" seemed to best relate the intended tone or premise of the project.

The Standards Committee acknowledged that violence against women and children is endemic in our society. It was the opinion of the committee that gender discrimination in our society and throughout our world perpetuates violence against women. Committee members shared the strong belief that all victims of domestic and sexual violence have the right to live in safety without the threat of violence. And that everyone in our society possesses the right to personal autonomy and self-determination as we strive to grow and thrive all through our lives.

The Standards Committee set to the task of assessing the interest and need for "standards" or "best practices" for advocacy services offered by Domestic Violence and Sexual Assault programs within the State of Oregon. After listening to program representatives and advocates from throughout the state of Oregon, it became clear to the committee that there was significant interest in a process to review and evaluate the entire system of service provided by DV and SA programs.

The Standards Committee established three (3) primary goals of these practices:

- To ensure that victims and survivors of domestic and sexual violence receive safe, high quality and consistent services from all DV and SA programs throughout the State of Oregon;
- 2) To operate with a victim-centered approach, keeping in mind the goal of selfdetermination and empowerment for each individual seeking services; and
- 3) To provide program support and encouragement to strive for optimal standards of service.

These Standards are designed to be a living, growing document. Periodic reviews will take place to update and make necessary changes. The reviews will also allow this document to reflect our vision and the ever-present evolution in our work to end domestic and sexual violence.