



2014 - 2016

# COMMUNITY WIDE PLAN TO END DOMESTIC VIOLENCE (CWP 3.0)



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# TABLE OF CONTENTS

<b>History of Domestic Violence Prevention and Intervention Planning in Central Indiana</b>	<b>1</b>
<b>Overview of the <i>Community-Wide Plan to End Domestic Violence 3.0 (CWP 3.0)</i></b>	<b>4</b>
<b>CWP 3.0 Strategies to End Domestic Violence</b>	<b>6</b>
Prevention Strategies for: Community Members	7
Prevention Strategies for: Youth	10
Intervention Strategies for: Domestic Violence Victims and Survivors	11
Intervention Strategies for: People who Batter and Abuse	13
<b>Implementation</b>	<b>15</b>
<b>Communication Approach</b>	<b>16</b>
<b>Evaluation</b>	<b>16</b>
<b>Call to Action</b>	<b>20</b>
<b><i>Appendix A: Acknowledgements</i></b>	<b>21</b>
<b><i>Appendix B: Strategy Grid with Key Sectors</i></b>	<b>24</b>

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# History of Domestic Violence Prevention and Intervention Planning in Central Indiana

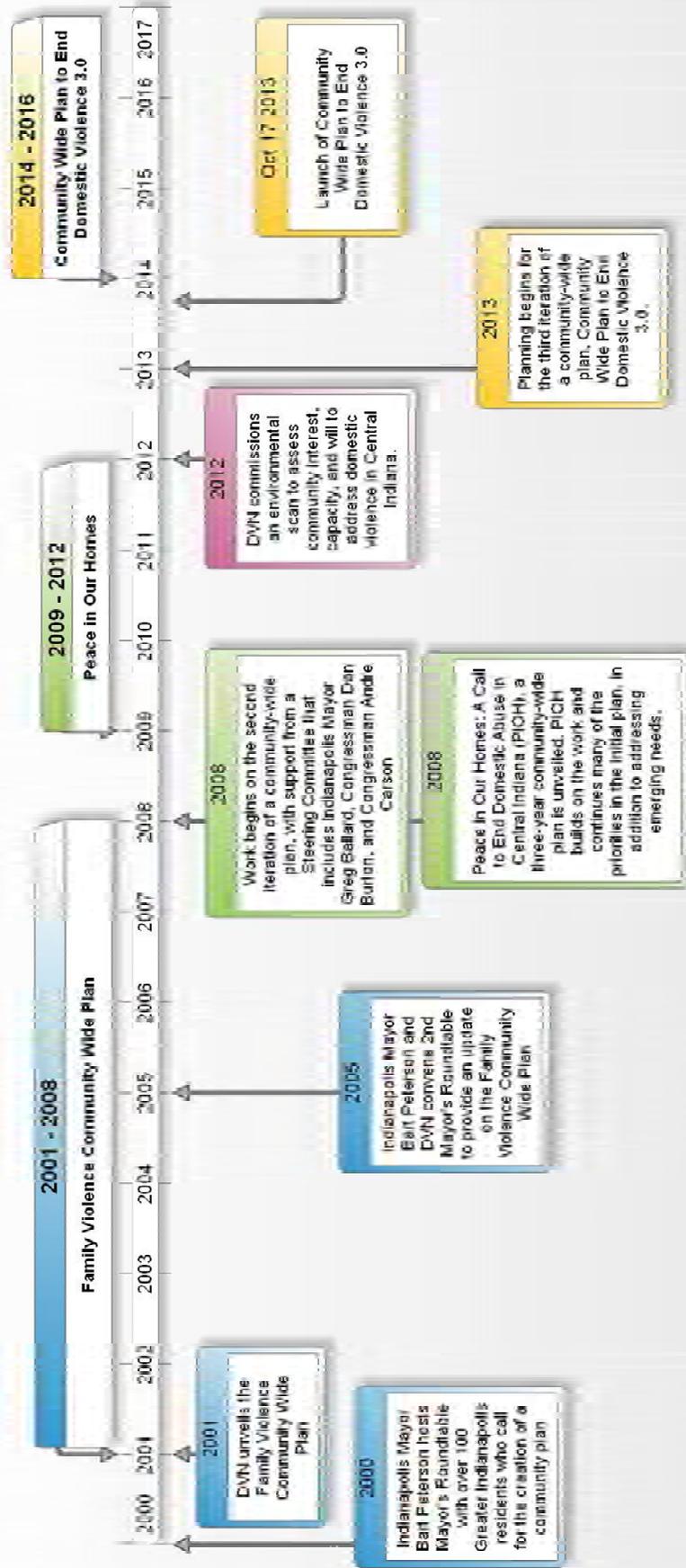
The Community-Wide Plan to End Domestic Violence is the third such plan in Central Indiana and builds off the progress that was made through the two previous plans. In 2000, Indianapolis Mayor Bart Peterson hosted a Mayor's Roundtable involving over 100 residents of Greater Indianapolis who collectively called for the creation of a community plan to provide an accountable, comprehensive, and culturally sensitive approach to preventing family violence. The Domestic Violence Network (DVN) was charged with facilitating the creation and implementation of this plan, which was unveiled in 2001 as the first ***Family Violence Community Wide Plan***. Four years later (in 2005), Mayor Peterson and DVN convened a second Mayor's Roundtable to provide an update on the plan and discuss areas for continued work.

The second iteration of a community-wide plan commenced in early 2008 with support of a Steering Committee that included Indianapolis Mayor Gregory Ballard, Congressman Dan Burton, and Congressman André Carson. Called ***Peace in Our Homes: A Call to End Domestic Abuse in Central Indiana*** (PIOH), this three-year, community-wide plan built upon the prior eight years of work and continued many of the priorities established in the initial plan while addressing emerging needs identified by an Advocates Group, the Steering Committee, and Roundtable participants.

In preparing the third iteration of the community plan to reflect the changing needs and priorities of the community, DVN listened to a full spectrum of stakeholders. In fall 2012, DVN commissioned an ***Environmental Scan*** to assess community interest, capacity, and will to address domestic violence in Central Indiana.

The purpose of the ***Community-Wide Plan to End Domestic Violence 3.0*** (CWP 3.0) is to build on the previous community-wide plans and the environmental scan to form a community-wide collaborative response to end domestic violence. The Plan builds on more than 10 years of activity, planning, and partnership development among domestic violence service providers, the City of Indianapolis, public safety officials, area hospitals, the Indiana Coalition Against Domestic Violence, the Indiana Criminal Justice Institute, Connect2Help/IN 211, the faith community, and dozens of social service agencies. The success of the plan relies on these community partners and others to come together and leverage each other's resources to achieve the **desired result: to end domestic violence in Central Indiana**.

# History of Community Plans to End Domestic Violence in Central Indiana



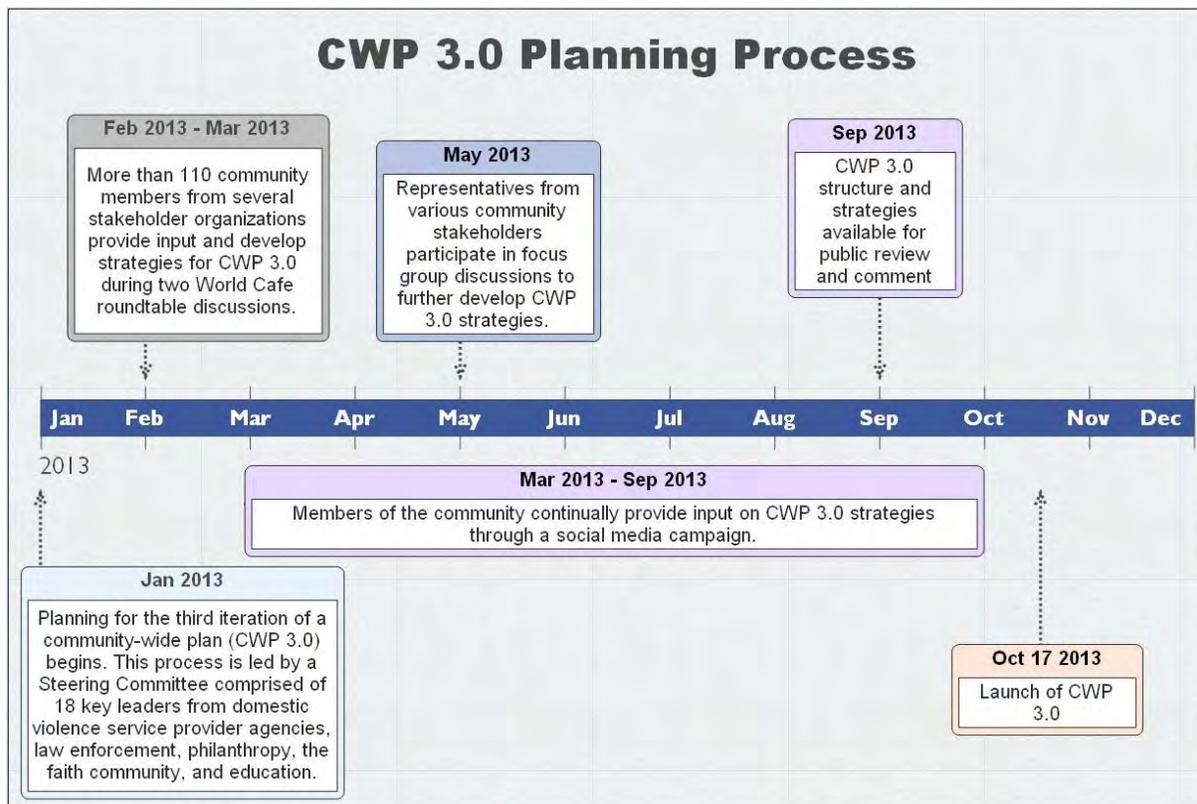
The planning process for *CWP 3.0* was led by a Steering Committee comprised of 18 key leaders representing domestic violence service provider agencies, law enforcement, philanthropy, the faith community, and education. The Steering Committee provided oversight and guidance on the planning process, provided analysis and feedback on the input and information gathered throughout the process, and acted as a liaison between the planning process and the broader community. The Steering Committee met four times from January to September, 2013 to provide guidance and feedback on the developing Plan and to discuss communication and engagement approaches.

Initial input into the *CWP 3.0* was received during two World Café roundtable discussions (in February and March 2013). These discussions included more than 75 participants from multiple community stakeholder organizations. World Café is a tool used to lead large groups through a conversational process that is designed to cultivate the collective knowledge and vision of the community. Drawing on integrated design principles, the World Café methodology is a simple, effective, and flexible format for hosting large group dialogue. Rooted in intentional design of space, effective questions, and connection of diverse perspectives, World Cafés allow groups to listen together for patterns and insights that lead to shared collective discoveries.

The two World Cafés were designed to elicit focused conversations on domestic violence in order to answer the ultimate question, **“What will it take to end domestic violence in our community?”** The discussions identified targeted populations on which the community must focus prevention and intervention efforts, and key sectors that have distinct roles to play in impacting those target populations. Participants then began to design powerful, sector-specific strategies to end domestic violence.

The strategies generated through the World Cafés were presented and discussed during six focus groups in May 2013. The sector-specific focus groups included experts from across the community, as well as domestic violence survivors. The strategies continued to be developed through community input from a social media campaign in the spring and summer of 2013 and feedback from the *CWP 3.0* Steering Committee. Finally, results of the *Environmental Scan* and an evaluation of the second community-wide plan (*Peace in Our Homes*), both prepared in fall 2012, were consulted to ensure that relevant feedback from previous efforts was included in the development of *CWP 3.0*. In total, 112 individuals representing 59 organizations provided guidance and input into the development of *CWP 3.0* (see Appendix A for a complete listing, including identification of *CWP 3.0* Steering Committee members).

The *Community-Wide Plan to End Domestic Violence 3.0* outlines a results-driven approach to engaging key sectors in powerful prevention and intervention strategies to end domestic violence in Central Indiana. It builds upon previous planning efforts and was developed through the thoughtful and passionate participation of dozens of community stakeholders.



## Overview of the Community-Wide Plan to End Domestic Violence 3.0

The approach of the *Community-Wide Plan to End Domestic Violence 3.0* is rooted in a framework called Results Accountability. In Results Accountability, there is a focus on making a measurable improvement in the quality of life for the entire community. There is a recognition of the importance of driving toward big-picture, measurable change. **The desired result of the *Community-Wide Plan to End Domestic Violence* is just that: to end domestic violence in Central Indiana.**

This result is a tall order for any community, and Central Indiana is no exception. Success requires the collective effort of the entire community, and every resident has a role to play. Obvious strategies alone – such as connecting victims to crisis intervention services or incarcerating people who batter and abuse – will not end domestic violence. Responding to the needs of victims and confronting

perpetrators of violence are both important pieces of the puzzle, but to end domestic violence, the whole community must participate.

While previous plans laid out important initiatives that have engaged multiple partner organizations to the benefit of many individuals throughout the community, in order to address domestic violence on a community level, entire sectors of the community must be engaged. *CWP 3.0* is focused on the achievement of community-wide results through population-level strategies. Specifically, DVN has led the development of *CWP 3.0* through the lens of targeted results identified for targeted populations:

- ◆ Community Members
- ◆ Youth
- ◆ People who are Victims or Survivors of Domestic Violence
- ◆ People who Batter and Abuse

**Targeted Results by Population Group**

<b>Prevention Strategies</b>	<b><i>Community Members</i></b>	All <i>community members</i> are aware of domestic violence, are educated about resources to prevent it, and are active participants in preventing domestic violence from occurring in the community.
	<b><i>Youth</i></b>	All <i>youth</i> will engage in healthy relationships and are able to recognize and respond to unhealthy relationships.
<b>Intervention Strategies</b>	<b><i>People who are Victims or Survivors of Domestic Violence</i></b>	All <i>victims or survivors of domestic violence</i> will safely and sustainably exit domestic violence situations.
	<b><i>People who Batter and Abuse</i></b>	All <i>people who batter and abuse</i> will be held accountable for their actions in ways that promote victim safety and engagement in services to cease battering behaviors.

In order to achieve the targeted results for each of the four target populations, all members of the community must take action and contribute in their unique ways. Additionally, there are key sectors that have distinct opportunities to contribute to the results, including:

<b>Criminal Justice System Stakeholders</b>	<ul style="list-style-type: none"> <li>• Law Enforcement; First Responders</li> <li>• Judicial System - Judges, Prosecutors, Defense Attorneys, Court Staff</li> <li>• Corrections - Probation, Parole, Community Corrections, Indiana Department of Correction, Jails</li> </ul>
<b>Community Service Providers</b>	<ul style="list-style-type: none"> <li>• Domestic Violence Service Providers and Other Service Providers</li> <li>• Emergency Shelter and Housing Providers</li> <li>• Community Centers, Financial /Education /Career Development Service Providers</li> </ul>
<b>Community-Based Organizations</b>	<ul style="list-style-type: none"> <li>• Faith Communities</li> <li>• Professional Organizations</li> <li>• Social Organizations</li> </ul>
<b>Healthcare Systems</b>	<ul style="list-style-type: none"> <li>• Emergency Medicine, Medical First Responders</li> <li>• Primary Care Providers</li> <li>• Forensic Nursing/Care</li> <li>• Mental Health Providers</li> </ul>
<b>Employers</b>	<ul style="list-style-type: none"> <li>• Large, Midsize, and Small-Scale Employers</li> <li>• Public, Private, and Not-for-Profit Employers</li> <li>• Employers Who Employ Large Numbers of Teens</li> </ul>
<b>Schools</b>	<ul style="list-style-type: none"> <li>• Pre-schools and Childcare Providers</li> <li>• Primary and Secondary Schools</li> <li>• Higher Education</li> </ul>
<b>Public Policy</b>	<ul style="list-style-type: none"> <li>• State Law</li> <li>• Local Ordinance</li> <li>• Systems Policy</li> </ul>

The strategies in *CWP 3.0* are designed to be broad, powerful, and urgent. The Plan does not include a comprehensive listing of every action that could or should be done to prevent domestic violence. Rather, it focuses on priority, community-level strategies developed by community stakeholders and refined by experts in the field. It serves as a call to action for all residents of Central Indiana to engage in the process of ending domestic violence.

## **CWP 3.0 Strategies to End Domestic Violence**

The strategies designed to achieve the desired results for each of the four targeted populations are listed by each population. In most cases, they are cross-sector strategies which will require cooperation, collaboration, and often, policy reform to accomplish. The Appendix includes a detailed grid highlighting the involvement of each of the sectors in the strategies.

## Prevention Strategies for Community Members

### Result for Community Members

All *community members* are aware of domestic violence, are educated about resources to prevent it, and are active participants in preventing domestic violence from occurring in the community.

The intent is that through **education, advocacy**, and active community **engagement**, all members of the Central Indiana community will be informed about the issue of domestic violence, understand their individual opportunities to address the issue, and engage in efforts to end domestic violence, either formally or informally.

**Educate** - *Increase the community's awareness of the issue of domestic violence, as well as their ability to contribute to ending domestic violence.*

- Establish a community-wide definition of domestic violence that is recognized and understood by all.
- Teach community members, including youth, how to identify and respond to unhealthy relationships so that they may be advocates in their own personal circles.
- Educate community members on the available resources and provide tools to show others how to access those resources. Make age-appropriate education materials available in public places.
- Provide sector-specific trainings, media messages, and infographs that educate community members on how they can contribute to the result of ending domestic violence.
- Design comprehensive, culturally sensitive media messages and public awareness events throughout Central Indiana. Messages and events will be targeted and use "real" language to speak to victims, perpetrators, and the community at large. Although unique, each message will have an underlying, unifying goal - to prompt a cultural shift as to the perception of domestic violence.

**Advocate** - *Define a common agenda and promote it.*

- Develop an advocacy agenda that supports people who are domestic violence victims and survivors for which community support can be

harnessed to advance the cause. Launch an advocacy campaign and track engagement and impact.

- Advocate for the legislature to support programs for perpetrators beyond legal punishment and existing diversion programs.

***Engage*** - Promote opportunities for community members to engage in the issue.

- Create a toolkit that presents simple actions that individuals or groups in each sector can do to help. Include an enrollment component to track engagement.
- Enlist the Pre-K - 12 educational systems in the community in ending domestic violence. Ensure that all school personnel know about family, domestic, and dating violence, when and how to intervene, and what resources to offer.
- Require age-appropriate domestic violence screening of children and adults by emergency departments, clinics, primary care doctors, and other health care providers.
- Engage the faith community in education and advocacy efforts and in supporting members of their congregations impacted by domestic violence.
- Ensure that all employers have specialized domestic violence policies and procedures in place.
- Ensure that all employers require domestic violence training for all employees.
- Ensure that every workplace has a policy and response for workers who are experiencing domestic violence.
- Provide education to employers of youth (e.g., fast food restaurants, stores at the mall) on recognizing and responding to Teen Dating Violence.
- Address "relaxed rules" for employees who are victims of domestic violence who experience related attendance problems in the workplace.



# Prevention Strategies for Youth

## Result for Youth

All *youth* will engage in healthy relationships and are able to recognize and respond to unhealthy relationships.

Through media campaigns and partnerships with schools, daycares, healthcare providers, community-based organizations, youth-serving agencies, and employers, we must **acculturate** children to be respectful of self and others, **educate** youth about how to recognize and respond to unhealthy relationships, and **advocate** for policies designed to prevent and address unhealthy youth relationships.

- Expand Heather’s Law to include grades K-12, allocate funding for implementation, and make mandatory healthy relationships and dating violence education for all students.
- Provide education to youth to foster and encourage healthy relationships.
  - Provide healthy relationship education to youth in grade Pre-K-12 through schools, daycares, mental health and other healthcare providers, community-based programs, and public awareness campaigns (social media, apps, TV, radio). Include bystander education and also combat negative messaging about gender and violence in our culture.
  - Develop education, intervention, and treatment programs for children and youth who have begun to exhibit battering behaviors (Youth Batterer Intervention Programs) and increase enrollment in those programs. Hold youth accountable for their behavior through progressive, age- and incident-appropriate interventions.
  - Develop education and intervention programs for children and youth who are at increased risk of becoming abusive because they have experienced or witnessed domestic violence.
- Develop youth-targeted PSAs to be disseminated in schools and other places where youth gather.
- Provide education to employers of youth (e.g., fast food restaurants, stores at the mall) on recognizing and responding to Teen Dating Violence and resources available for youth.

# Intervention Strategies for Domestic Violence Victims and Survivors

## Result for Domestic Violence Victims and Survivors

All people who are *victims or survivors of domestic violence* will safely and sustainably exit domestic violence situations.

Domestic violence victims and survivors must have **access to culturally sensitive, comprehensive, integrated, evidence-based services and supports** in order to safely and sustainably exit unsafe and unhealthy relationships. All sectors have a role to play in this effort – not just community service providers.

- Provide educational opportunities to case managers and other service providers to ensure that all providers are trained to spot symptoms of violence in all ages and ensure that best practices are understood and implemented. Ensure that those who have first contact with victims, survivors, or families are appropriately trained in best practices.
- Strengthen service providers to ensure that they have systems in place to respond to domestic violence clients without stigmatization, while providing affordable and accessible services, using best practices.
- Increase collaboration among agencies in order to provide a long-term, continuum of care that prevents victims from returning to a domestic violence situation. Develop stronger communication/feedback loops to increase continuity of services through the service system and ensure that people who are victims do not fall through the cracks. Build a network of peer-exchange among service providers to enhance their ability to make informed referrals for services and resources.
- Ensure that service providers have access to programs and materials (in at least English and Spanish), based on evidence-based best practices, to disseminate to clients and, when possible, the public.
- Provide financial literacy, barrier-buster supports, educational opportunities and employment services and supports designed to meet the unique needs of domestic violence victims to help break the cycle of dependence and increase victim empowerment.

- Provide safe, affordable, permanent housing for victims. Increase the number of long-term and permanent housing options.
- Increase the availability of emergency shelter space and ensure that shelters provide or connect directly to wraparound and follow-up services rooted in effective best practices.
- Strengthen the connection of service providers to statewide and local coalitions to promote the end of domestic violence.
- Strengthen healthcare providers' capacity to recognize patients who are domestic violence victims and to provide evidence-based, trauma-informed care.
- Increase communication and collaboration between the Department of Child Services, Juvenile court, Family court, Domestic Violence court, and law enforcement to strengthen court proceedings, address family issues holistically and increase involvement of child witnesses.
- Train the criminal justice system and Indiana Department of Correction staff regarding the propensity of domestic violence among justice-involved women and expand treatment opportunities.
- Expand the availability of interpretation services throughout the criminal justice system



# Intervention Strategies for People who Batter and Abuse

## Result for People who Batter and Abuse

All people who batter and abuse will be held accountable for their actions in ways that promote victim safety and engagement in services to cease battering behaviors.

People who batter must **be held accountable** for their actions and must have **opportunities for behavior modification**. The criminal justice sector must be equipped to effectively identify and intervene to prevent domestic violence. Service providers, healthcare providers, community-based organizations, and employers can contribute to a batterer's recovery, as well, through programs, services, and policies.

- Hold people who batter accountable and provide them with tools and opportunities for behavior modification and recovery.
  - Provide appropriate and accessible case management to prevent barriers to batterers' success.
  - Provide batterers with evidence-based mental health services that include a full psychosocial assessment to determine co-morbid disorders that could be barriers to success. Incorporate trauma-informed mental health care, when appropriate.
  - Make fees and fines manageable and affordable to ensure the participant can afford them.
  - Provide mentoring programs that include support, education, and accountability.
  - Provide housing, employment, and transportation support when a batterer leaves incarceration or home.
- Fully implement the Baker One Initiative in order to intervene before criminal behavior escalates into domestic violence assault or homicide; explore opportunities to replicate Baker One in other Central Indiana counties.
- Increase the use of court-mandated participation in certified, qualified Batterer Intervention Programs.
- Incorporate restorative justice opportunities, such as victim impact panels,

into the criminal justice system.

- Ensure appropriate services are available for all people who batter, regardless of sexual orientation, race, ethnicity, gender, religion, or other demographic or social characteristics.
- Educate employers on needs of people who batter and are working through recovery/behavior modification to aid continued employment. Include domestic violence-related policies in employee assistance programs (EAP).
- Target reentry funding for services and supports for people who batter.
- Convene Criminal Justice System Stakeholders to draft an advocacy agenda of common-sense and evidence-based policy changes that address domestic violence in a consistent manner.
- Implement a Court Watch Program in all Central Indiana counties.
- Provide opportunities for, and in some cases mandate participation in education and training for judges, prosecutors, probation/parole, defense attorneys, Crisis Intervention Team officers, and first responders on:
  - Evidence-based practices related to their sector,
  - Existing statutes and policies impacting domestic violence cases,
  - Trauma-informed care, and
  - The cycle of violence and techniques used by perpetrators to re-victimize domestic violence victims.
- Increase communication and collaboration between the Department of Child Services, Juvenile court, Family court, Domestic Violence court, and law enforcement to strengthen court proceedings, address family issues holistically, and increase involvement of child witnesses.
- Expand the availability of interpretation services throughout the criminal justice system.
- Develop common arrest protocols across police jurisdictions to increase consistency of law enforcement response to domestic violence incident reports.

# Implementation

In order to have community-wide impact, the implementation of the plan must engage partners from across the breadth of the community. It is only by leveraging of resources, aligning actions, and focusing on powerful strategies, that domestic violence can end in this community. To implement *CWP 3.0*, DVN will facilitate the creation of three **Impact Groups** to shepherd the work. There will be one Impact Group for the Prevention Strategies and two Impact Groups for the Intervention Strategies:

- ◆ Prevention Strategies: Community Members and Youth
- ◆ Intervention Strategies: Victims and Survivors
- ◆ Intervention Strategies: People who Batter and Abuse

Impact Groups will be charged with “holding the result” for their target population(s). To this end, they will identify key agencies/partners to implement the specific strategies, invite those partners to take on the leadership role, monitor progress on implementing the strategies, remove barriers to implementation, monitor impact of the strategies, and ensure that implementation partners have the tools they need to do their work. Impact Groups will meet regularly to discuss progress on the population-level indicators and program-level work that is contributing to the result, take action to accelerate the work, and identify opportunities across the Impact Groups for collaboration.

DVN will work with the *CWP 3.0* Steering Committee to identify and invite stakeholders to serve on one or more of the Impact Groups. Community members are also invited. Members of each Impact Group should have experience working with/in the targeted population, knowledge of domestic violence and, in particular, how it interrelates to the targeted population, the ability to connect to potential partners/networks, and a commitment to ending domestic violence in this community.

The Impact Groups will meet at least quarterly as individual groups, and bi-annually, all of the Impact Groups will convene to share updates and identify opportunities to work across the sectors. DVN staff will provide administrative support to each of the groups, but the leadership will come from within each group.

# Communication Approach

Ultimately, *CWP 3.0* rests in the hands of community stakeholders. Frequent, strategic communications with community leaders, partner organizations, and the general public will increase investment and participation in the implementation of the plan. DVN will provide regular updates on key *CWP 3.0* indicators and calls to action through various traditional and social media opportunities.

To achieve these goals, DVN will:

- Maintain and promote a *Results Scorecard*, a tool that provides real-time information and online access to *CWP 3.0* progress and achievements.
- Provide annual updates in the *State of Domestic Violence* report.
- Publish quarterly e-blasts to DVN network members, including World Café and focus group participants, include monthly updates in the DVN Network News and the DVN website, and provide regular updates to social media outlets.
- Develop and enhance connections to local media outlets with the goal of highlighting the work to eliminate domestic violence in Central Indiana.
- Work with partner organizations to include updates in their organizations' communication tools.

## Evaluation

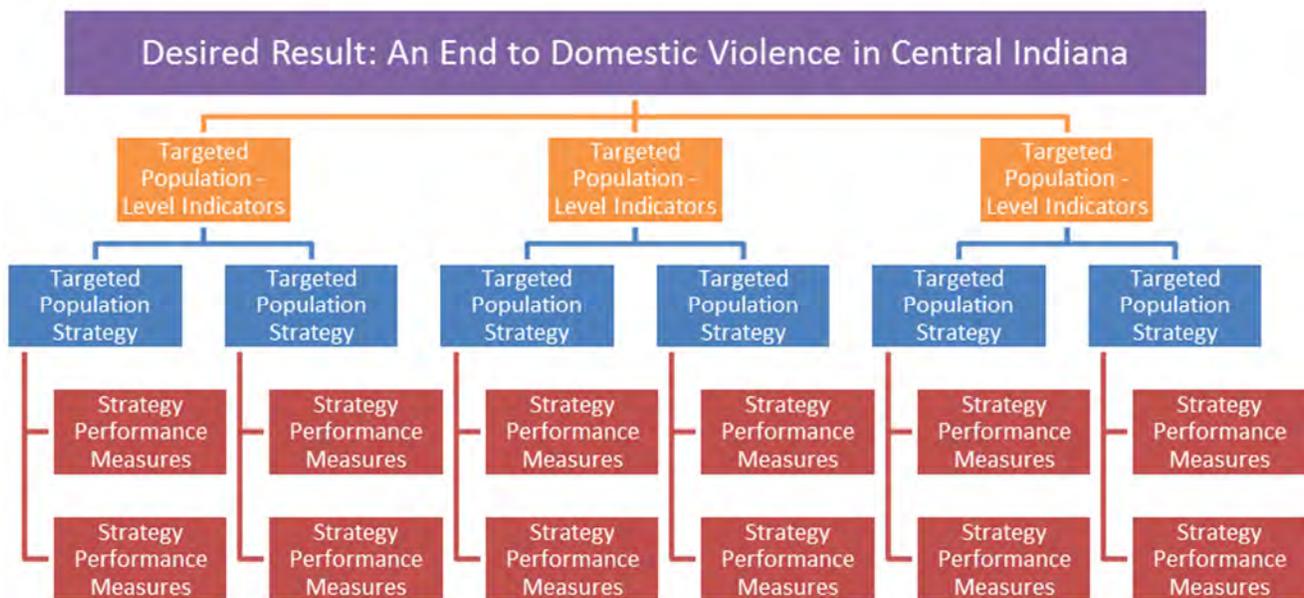
As previously discussed, the approach of the *Community-Wide Plan to End Domestic Violence 3.0* is rooted in a framework called Results Accountability. In Results Accountability, there is a focus on making a measureable improvement in the quality of life for the entire community. There is a recognition of the importance of driving toward big-picture, measureable change. The desired result of the *Community-Wide Plan to End Domestic Violence 3.0* is just that: to end domestic violence in Central Indiana.

Recognizing the complexity of the challenge of domestic violence, this Plan focuses on four targeted populations that must be impacted in order to bring about the end of domestic violence. Because communities are not monolithic, it also makes sense to think about sub-populations, or targeted populations, within the community on which to focus efforts. This Plan addresses four targeted populations that must be influenced in order to end domestic violence in Central Indiana:

- ◆ Community Members
- ◆ Youth
- ◆ Victims or Survivors of Domestic Violence
- ◆ People who Batter and Abuse

The primary evaluation will be on the core indicators that demonstrate the impact of the strategies on these populations as a whole.

In order to achieve the results at the target population, and ultimately, at the community level, all residents must be engaged and align their actions around effective approaches for preventing and breaking the cycle of domestic violence. This is a core principle of Results Accountability – that partners are necessary, and that they must work in concert in order to drive big-picture, measureable change. Through the small-scale, individual contributions of partners and individuals, big changes are realized. It is a practical approach that does not insist on proving the degree to which any individual effort moved the needle on the desired result. Instead, it is an organizing principle, a call to action, and a means of tracking progress and sharing accountability among community stakeholders. The figure below presents the structure and logic behind the *CWP 3.0*.



The *CWP 3.0* outlines strategies for each of the targeted populations, and the evaluation approach includes population-specific indicators that will be collected on an ongoing basis and reported to the community in real time, so the community can monitor the progress toward the desired result and determine whether results are achieved. Like the community-level measures, these indicators can be viewed by the community via the DVN website at: [www.dvnconnect.org](http://www.dvnconnect.org).

## Targeted Population Level Indicators

Prevention Strategies	<b>Community Members</b>	All <i>community members</i> are aware of domestic violence, are educated about resources to prevent it, and are active participants in preventing domestic violence from occurring in the community.	# of community members who have taken the No More Pledge (as measured by the No More Campaign)
	<b>Youth</b>	All <i>youth</i> will engage in healthy relationships and are able to recognize and respond to unhealthy relationships.	% of Indiana high schools students who were ever hit, slapped, or physically hurt on purpose by their boyfriend or girlfriend during the past 12 months (according to the Youth Risk Behavior Surveillance Survey, Centers for Disease Control and Prevention)
Intervention Strategies	<b>People who are Victims or Survivors of Domestic Violence</b>	All <i>victims or survivors of domestic violence</i> will safely and sustainably exit domestic violence situations.	# of domestic violence fatalities (as tracked by the Indiana Coalition Against Domestic Violence)  # of victims in domestic violence emergency shelters or transitional housing (according to the National Census of Domestic Violence Services conducted by the National Network to End Domestic Violence)
	<b>People who Batter and Abuse</b>	All <i>people who batter and abuse</i> will be held accountable for their actions in ways that promote victim safety and engagement in services to cease battering behaviors.	# of participants successfully completing batterer intervention programs (as tracked by the Indiana Coalition Against Domestic Violence)  % of batterers who are convicted and do not re-offend within 12 months (as tracked by the Domestic Violence Database)

As community-level measures, these core indicators alone do not capture the work being done within the community to end domestic violence. To fill the gap, the *CWP 3.0* identifies a second approach to assess the impact of the Plan. This second prong of the evaluation approach focuses on what partners are doing to contribute to the desired result: An end to domestic violence in Central Indiana. The *Community-Wide Plan to End Domestic Violence 3.0* outlines strategies that were developed through a community-based planning process. It is now up to individuals and organizations in Central Indiana to take up the charge of implementing the strategies in their unique and passionate ways. As the keeper of the Plan, the Domestic Violence Network will hold the responsibility for capturing and sharing valuable information about the important efforts that organizations are contributing to end domestic violence in Central Indiana. Partners are critical to the success of this Plan. By sharing the aligned efforts through the evaluation

process, organizations are communicating their contributions to the desired result and providing an opportunity for the broader community to acknowledge these contributions.

While each organization contributes to the desired result in their own way, the evaluation plan includes a core set of program-level measures – both outputs and outcomes – that relate to the strategies outlined in the *CWP 3.0* and have common-sense links to the population-level results. The evaluation plan includes tools for partners to voluntarily report on those program-level measures on an annual basis. The information will be aggregated and shared to the community through the online portal. Additionally, the *CWP 3.0* is a dynamic plan, so indicators and performance measures may be added or modified over time to reflect the focus of the efforts of the Impact Groups.

### Strategy Performance Measures

Prevention Strategies	<b>Community Members</b>	<ul style="list-style-type: none"> <li># of organizations providing domestic violence-related trainings</li> <li># participants in trainings</li> <li>Creation of advocacy agenda</li> <li># of 'wins' of advocacy agenda</li> <li># of faith communities engaged in the education and advocacy efforts</li> <li># of employers engaged in education and advocacy efforts</li> </ul>
	<b>Youth</b>	<ul style="list-style-type: none"> <li>Expansion of Heather's Law to make healthy relationships and dating violence education mandatory for K-12 students in Indiana</li> <li># of Youth Batterer Intervention Programs available</li> <li># of youth who participate in Youth Batterer Intervention Programs</li> <li># of youth-targeted PSAs created</li> <li># of youth reached through community-based healthy relationships education</li> </ul>
Intervention Strategies	<b>People who are Victims or Survivors of Domestic Violence</b>	<ul style="list-style-type: none"> <li># of case managers and other service providers trained in best practices for working with victims of domestic violence</li> <li># of service providers engaged in a peer network exchange of information and referrals for services and resources</li> <li># of domestic violence victims and survivors who receive services designed to increase self-sufficiency</li> <li># of domestic violence victims who receive emergency shelter</li> <li># of domestic violence victims who receive transitional housing</li> <li># of service providers who offer services in languages other than English</li> <li># of interpreters employed in the area of domestic violence in the criminal justice system</li> <li># of certified forensic nurses</li> </ul>
	<b>People who Batter and Abuse</b>	<ul style="list-style-type: none"> <li># of people who batter who receive:                             <ul style="list-style-type: none"> <li>o case management services</li> <li>o mental health services</li> <li>o reentry services (upon exiting jail or prison)</li> </ul> </li> <li># of jurisdictions replicating/adopting the Baker One model</li> <li># of people who batter who are assigned to Batterer Intervention Programs</li> <li>Creation of an advocacy agenda</li> <li># of criminal justice system stakeholders who receive training in evidence-based practices, key statutes and policies, trauma-based care, and the cycle of violence and techniques used by domestic violence perpetrators</li> <li># of interpreters employed in the area of domestic violence in the criminal justice system</li> <li># of police jurisdictions with common arrest protocol for suspected domestic violence activity</li> </ul>

In addition to the programmatic contributions of partners from a variety of sectors, the Impact Groups will ensure that cross-sector and policy-related strategies are implemented. DVN staff who support the Impact Groups will be responsible for capturing information about the accomplishments of the Impact Groups and reporting their progress to the community through the annual *State of Domestic Violence* report and other communication channels.

## Call to Action

Ending domestic violence in Central Indiana requires that every member of the community do his or her part. Here are several ways to get involved in the efforts:

- ⇒ Take the No More Pledge, if you haven't done so already. Go to [indianasaysnomore.com](http://indianasaysnomore.com), and take the Pledge. You will receive regular updates and learn about ways YOU can contribute to ending domestic violence in Central Indiana.
- ⇒ Join an Impact Group and work with others from the community to implement the strategies outlined in the *CWP 3.0*. To join, contact the Domestic Violence Network at 317.872-1086 or email [communitywideplan@dvconnect.org](mailto:communitywideplan@dvconnect.org).
- ⇒ Keep up-to-date on the implementation of *CWP 3.0* by checking out the *CWP 3.0 Scorecard*, which can be viewed via the DVN website at: [www.dvconnect.org](http://www.dvconnect.org).
- ⇒ Read and share the annual *State of Domestic Violence Report*, released each fall.
- ⇒ Recruit your colleagues, your employer, your faith community, and your family and friends to join you in your commitment to end domestic violence in Central Indiana.



# APPENDIX A: Acknowledgements

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# APPENDIX B: Strategy Grid with Key Sectors

Population	Prevention Strategies	Criminal Justice System Stakeholders	Community Service Providers	Community-Based Organizations	Healthcare System	Employers	Schools (Daycare -12)	Public Policy
Community Members	Educate – Increase the community’s awareness of the issue of domestic violence, as well as their ability to contribute to ending domestic violence.	X	P	X	X	X	X	X
	Establish a community-wide definition of domestic violence that is recognized and understood by all.	X	P	X	X	X	X	X
	Teach community members, including youth, how to identify and respond to unhealthy relationships so that they may be advocates in their own personal circles.	X	X	P				
	Educate community members on the available resources and provide tools to show others how to access those resources. Make age-appropriate education materials available in public places.	X	P	X	X	X	X	X
	Provide sector-specific trainings, media messages, and infographics that educate community members on how they can contribute to the result of ending domestic violence.	X	X	X	X	X	X	X
	Design comprehensive, culturally sensitive media messages and public awareness events throughout Central Indiana. Messages and events will be targeted and use “real” language to speak to victims, perpetrators, and the community at large. Although unique, each message will have an underlying, unifying goal – to prompt a cultural shift as to the perception of domestic violence.	X	X	P			X	
	Advocate – Define a common agenda and promote it.		X	X				P
	Develop an advocacy agenda that supports people who are domestic violence victims and survivors for which community support can be harnessed to advance the cause. Launch an advocacy campaign and track engagement and impact.		X	X				P
	Advocate for the legislature to support programs for perpetrators beyond legal punishment and existing diversion programs.	X	X	X				P
	Engage – Promote opportunities for community members to engage in the issue.		X	P				
	Create a document that presents simple actions and provides examples of what each sector can do to help.	X	X	X	P	X	X	X
	Include an enrollment component to track engagement.							
	Enlist the Pre-K – 12 educational systems in the community in ending domestic violence. Ensure that all school personnel know about family, domestic, and dating violence, when and how to intervene, and what resources to offer.		X	X	X		X	P
	Require age-appropriate domestic violence screening of children and adults by emergency departments, clinics, primary care doctors, and other health care providers.	X	X	X	X	P	X	X
	Engage the faith community in education and advocacy effort and in supporting members of their congregations impacted by domestic violence.			X	P			X
Ensure that all employers have specialized domestic violence policies and procedures in place.								
Ensure that all employers require domestic violence training for all employees.								
Provide education to employers of youth (e.g., fast food restaurants, stores at the mall) on recognizing and responding to Teen Dating Violence.								
Address “relaxed rules” for employees who are victims of domestic violence who experience related attendance problems in the workplace.	X	X	X	X		P		

P = Indicates primary partner sector  
X = Indicates additional key sector

Population	Prevention Strategies	Criminal Justice System Stakeholders	Community Service Providers	Community-Based Organizations	Healthcare System	Employers	Schools (Daycare - 12)	Public Policy
Youth	Expand Heather's Law to include grades K - 12, allocate funding for implementation, and make mandatory healthy relationships and dating violence education for all students.						X	P
	Provide education to youth to foster and encourage healthy relationships. Provide healthy relationships education to youth in grade Pre-K - 12 through schools, daycares, mental health and other healthcare providers, community-based programs, and public awareness campaigns (social media, apps, TV, radio). Include bystander education and also combat negative messaging about gender and violence in our culture. Develop education, intervention, and treatment programs for children and youth who have begun to exhibit battering behaviors (Youth Batterer Intervention Programs) and increase enrollment in those programs. Hold youth accountable for their behavior through progressive, age- and incident-appropriate interventions. Develop education and intervention programs for children and youth who are at increased risk of becoming abusive because they have experienced or witnessed domestic violence.	X	X	X		X	X	X
	Develop youth-targeted PSAs to be disseminated in schools and other places where youth gather. Provide education to employers of youth (e.g., fast food restaurants, stores at the mall) on recognizing and responding to Teen Dating Violence.			X	P			X

P = Indicates primary partner sector  
X = Indicates additional key sector

Population	Intervention Strategies	Criminal Justice System Stakeholders	Community Service Providers	Community-Based Organizations	Healthcare System	Employers	Childhood (Daycare - 12)	Public Policy
Victims and Survivors of Domestic Violence	Provide educational opportunities to case managers and other service providers to ensure that all providers are trained to spot symptoms of violence throughout all ages and ensure that best practices are understood and implemented. Ensure that those who have first contact with victims, survivors, or families are appropriately trained in best practices.	X	P	X	X			X
	Strengthen service providers to ensure that they have systems in place to respond to domestic violence clients without stigmatization, while providing affordable and accessible services, using best practices.	X	P	X	X			X
	Increase collaboration among agencies in order to provide a long-term, continuum of care that prevents victims from returning to a domestic violence situation. Develop stronger communication/feedback loops to increase continuity of services through the service system and ensure that people who are victims do not fall through the cracks. Build a network of peer-exchange among service providers to enhance their ability to make informed referrals for services and resources.	X	P	X	X			
	Ensure that service providers have access to programs and materials (in at least English and Spanish), based on evidence-based best practices, to disseminate to clients and, when possible, the public.	X	P	X	X			
	Provide financial literacy, barrier-buster supports, educational opportunities and employment services and supports designed to meet the unique needs of domestic violence victims to help break the cycle of dependence and increase victim empowerment.		P					
	Provide safe, affordable, permanent housing for victims. Increase the number of long-term and permanent housing options.		X					P
	Increase the availability of emergency shelter and ensure that shelters provide or connect directly to wrap-around and follow-up services rooted in effective best practices.		P			X		
	Strengthen the connection of service providers to statewide and local coalitions to promote the end of domestic violence.		P	X				X
	Strengthen healthcare providers' capacity to recognize patients who are domestic violence victims and to provide evidence-based, trauma-informed care.		X			P		X
	Increase communication and collaboration between the Department of Child Services, Juvenile court, Domestic Violence court, and law enforcement to strengthen court proceedings, address family issues holistically and increase involvement of child witnesses		P					X
Train criminal justice systems and Indiana Department of Correction staff regarding the propensity of domestic violence among justice-involved women and expand treatment opportunities.		P						
Expand the availability of interpretation services throughout the criminal justice system.		P					X	

P = indicates primary partner sector  
X = indicates additional key sector

Population	Intervention Strategies	Criminal Justice System Stakeholders	Community Service Providers	Community-Based Organizations	Healthcare System	Employers	Schools (Daycare -12)	Public Policy	
People who Batter and Abuse	Hold people who batter accountable and provide people who batter with tools and opportunities for behavior modification and recovery. Provide appropriate and accessible case management to prevent barriers to batterers' success. Provide batterers with evidence-based mental health services that includes a full psychosocial assessment to determine co-morbid disorders that could be barriers to success. Incorporate trauma-informed mental health care, when appropriate. Make fees and fines manageable and affordable to ensure the participant can afford them. Provide mentoring programs that include support, education, and accountability. Provide housing, employment, and transportation support when a batterer leaves incarceration or home.	P	X	X	X			X	
	Fully implement the Batter One Initiative in order to intervene before criminal behavior escalates into domestic violence assault or homicide; explore opportunities to replicate in other Central Indiana counties. Explore opportunities to replicate in other Central Indiana counties.	P	X						X
	Increase the use of court-mandated participation in certified, qualified Batterer Intervention Programs.	P	X						X
	Incorporate restorative justice opportunities, such as victim impact panels, into the criminal justice system.	P							X
	Ensure appropriate services are available for all people who batter, regardless of sexual orientation, race, ethnicity, gender, religion, or other demographic or social characteristics.	P	P						X
	Educate employers on needs of people who batter who are working through recovery/behavior modification to aid continued employment. Include domestic violence-related policies in employee assistance programs (EAP).		X	P			X		
	Target reentry funding for services and supports for people who batter.		P						X
	Convene Criminal Justice System Stakeholders to draft an advocacy agenda of common-sense and evidence-based policy changes that address domestic violence in a consistent manner.	P							X
	Implement a Court Watch Program in all Central Indiana counties.	P							X
	Provide opportunities for, and in some cases mandate participation in education and training for judges, prosecutors, probation/parole, defense attorneys, CTT officers, and first responders on: Evidence-based practices related to their sector, Existing statutes and policies impacting domestic violence cases, Trauma-informed care, and The cycle of violence and techniques used by perpetrators to re-victimize domestic violence victims.	P							X
	Increase communication and collaboration between the Department of Child Services, Juvenile court, Family court, Domestic Violence court, and law enforcement to strengthen court proceedings, address family issues holistically and increase involvement of child witnesses.	P							X
	Expand the availability of interpretation services throughout the criminal justice system. Develop common arrest protocol across police jurisdictions to increase consistency of law enforcement response to domestic violence incident reports.	P							X
		P							X

P = indicates primary partner sector  
X = indicates additional key sector

The Domestic Violence Network would also like to thank the sponsors of the CWP 3.0 Launch Celebration.



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